



GLEN EIRA
CITY COUNCIL

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BENTLEIGH EAST
BRIGHTON EAST
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CAULFIELD
ELSTERNWICK
GARDENVALE
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MCKINNON
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GLEN EIRA GENDER EQUALITY ACTION PLAN 2022–2025



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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Glen Eira City Council acknowledges the Boonwurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present and emerging. We acknowledge and uphold Traditional Owners continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community. We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

GENDER EQUALITY AT GLEN EIRA VISION STATEMENT

Glen Eira aspires to lead the way on gender equality, by acting on inequalities, ensuring all voices are heard and opportunities are offered fairly and equitably to employees of all genders.

CHIEF EXECUTIVE OFFICER'S FOREWORD



It is with great pleasure that I present our first *Gender Equality Action Plan 2022–2025*. This *Action Plan* demonstrates our organisational commitment to gender equality, to ensure Glen Eira continues on our journey to be an equitable workplace for people of all genders.

As a leader and CEO, I know getting the best out of our people is key to our success. That's why the Executive Leadership Team and I are committed to providing a workplace that seeks and encourages people of all genders and diversity. Creating a workplace and Council that reflects the composition of our community will ensure we better connect, understand and respond to the needs of our community.

This *Action Plan* builds on our strong history of and commitment to gender equality and diversity and has enabled us to develop a greater depth of understanding of the needs and experiences of our workforce through conducting the workplace gender audit.

I look forward to working with you all to achieve the goals of this *Action Plan* and progress towards being a leading workplace for gender equality.

Rebecca McKenzie

Chief Executive Officer
Glen Eira City Council



INTRODUCTION

INTRODUCTION

Gender equality benefits everyone, regardless of gender. Achieving gender equality will enable everyone to 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 is a long-term goal. We recognise through this *Action Plan* that there is no one size fits all solution and we must first understand the inequalities that persist in our organisation, so we can address them effectively.

This *Action Plan* was developed using data sourced from a workplace gender audit and consultation feedback. Embedded across the strategic directions, outcomes, priorities and actions of the *Action Plan* are the seven indicators of the workplace gender audit:

- > gender composition of the workforce;
- > gender composition of the governing body;
- > equal remuneration for work of equal or comparable value;
- > sexual harassment in the workplace;
- > recruitment and promotion practices in the workplace;
- > availability and use of leave and flexible work arrangements; and
- > gendered segregation within the workplace.

This *Action Plan* meets the requirements of the *Gender Equality Act 2020*. It has also been guided by the Victorian State Governments Gender Equality Strategy, *Safe and Strong* and by resources and support provided by the Victorian Commission for Gender Equality in the Public Sector.

The *Action Plan* incorporates the current workplace gender audit data. It sets out strategic directions and strategic outcomes for the next four years to address the barriers and opportunities this audit provided insight into. The *Action Plan* outlines three strategic directions that are central to improving gender equality at Glen Eira.

These strategic directions express our Council's commitment to:

- > improve the gender composition of Council;
- > provide a safe and inclusive workplace; and
- > reduce the gender pay gap.

With a focus on these three strategic directions, we will work towards becoming an organisation that leads the way on gender equality. This *Action Plan* includes actions we will take over the next four years to achieve this.

DEFINITION OF TERMS

Equity and equality

Equity and equality are terms that are often used that have slightly different meanings. In the context of the *Gender Equality Action Plan (Action Plan)* it has the following definition¹:

Gender equality refers to equal rights, opportunities, access and outcomes for people of all genders.

Gender equity is the process of achieving gender equality. Gender equity recognises that not all people are in the same starting position and in order to achieve gender equality, all must have the same level of access.

Gender Impact Assessments

Under our obligations in the *Gender Equality Act 2020* (Vic) gender impact assessments must be completed and reported. A gender impact assessment applies a gender lens to a policy, program or service to ensure it responds to inequity. An assessment is required for any Council initiative that directly and significantly impacts the community, whether it is being newly developed, or undertaking a review. The findings and completed actions from all gender impact assessments completed are reported every two years to the Commission for Gender Equality in the Public Sector.

Intersectionality

Intersectionality refers to the ways in which more than one aspect of a person's identity can expose them to overlapping forms of discrimination and marginalisation, often increasing vulnerability. For example, an older non-English speaking woman with a disability may experience overlapping disadvantage due to the multiple systemic barriers they face.²

Attitudes, systems and structures in society and organisations are being challenged to raise awareness of the need for greater equality and inclusion. Exclusion can be reflected in behaviours such as sexism, racism, homophobia, biphobia, transphobia, intersex discrimination, ableism, ageism and stigma.

Sex/gender

The terms sex and gender are interrelated but have slightly different meanings. In the context of the *Action Plan* they have the following definitions:

Sex is understood in relation to sex characteristics. Sex recorded at birth refers to what was initially determined by sex characteristics observed at birth or infancy. ie. female, male or intersex.

Gender is about social and cultural identity, expression and experience. Individuals can identify with a gender that is not the same as their assigned sex at birth^{3,4}. This may include woman, man, non-binary, transgender, some other gender identity or prefer not to say.

1. Women's Health West, *16 Days of Allyship*

2. Our Watch, 2017

3. Australian Bureau of Statistics

4. Australian Government, Attorney-General's Department



PURPOSE, HISTORY AND CONTEXT

THE PURPOSE OF OUR GENDER EQUALITY ACTION PLAN

The *Action Plan* aims to improve gender equality and equal opportunity for people of all genders in our workforce, executive team, on our elected Council and across the whole organisation. It is different from a plan with an external focus, such as the *Community Wellbeing Plan*. This *Action Plan* is internally focused, outlining the gender equity priorities we will focus on to improve gender equality in the workplace at Glen Eira City Council.



GENDER EQUALITY AT GLEN EIRA

Our commitment to gender equality is inherent in and extends upon the organisational values of Respect, Collaboration, Integrity, Innovation and Service Excellence.

Glen Eira is committed to gender equality and this *Action Plan* builds on the strong history of this commitment across the organisation and with the wider community. We are committed to breaking down stereotypes and upholding respect for people of all genders as the path to ending violence against women and their children, improving men's health, boosting team performance and meeting our community's needs and expectations.

The *Gender Equality Act 2020* and this *Action Plan* provides an opportunity to advance this important work further.

Why gender equality?

Creating a workplace, workforce and Council that reflects the composition of our community will help us make better decisions for the facilities, support and services we offer. Becoming a more equitable organisation will ensure we better connect, understand and respond to the needs of our community.

Moreover, workplace gender equality is shown to enhance teams' innovation and motivation and to improve organisational performance and culture. Promoting gender equality is not only the right thing to do; it also makes good business sense, as gender equality in the workplace is an engine of economic growth and enhances organisations' operations and engagement of its people.⁵

History of gender equality work at Glen Eira

Over many years, Glen Eira City Council has acted and made considerable progress on equity, diversity and inclusion. The *Workplace Diversity Strategy*, *Family Violence Prevention Plan* and our workplace policies such as *Equal Employment Opportunity*, *Discrimination, Harassment and Vilification Policy*, *Prevention of Sexual Harassment Policy*, and *Occupational Health and Safety Workplace Bullying and Occupational Violence Policy* are some of the proactive and positive steps Glen Eira has undertaken in developing a diverse and representative workforce and an inclusive, equitable and safe workplace and culture.

By taking a proactive approach, Glen Eira is working to stand out as a leading employer and create an environment that aligns with our organisational values of: Collaboration, Respect, Service Excellence, Integrity and Innovation. Of important note, employee feedback mechanisms, professional development and learning opportunities, and support is provided through the Consultative Committee, Occupational Health and Safety Committee, regular promotion of access to the *Employee Assistance Program*, leadership development programs, training opportunities and regular review of employees performance and development plan.

Glen Eira has strong foundations of action in the prevention of family violence and building diversity, equality and inclusion. A timeline of actions taken to date demonstrates our commitment and investment since 2015. See next page.

5. Workplace Gender Equality Agency, 2016

History of gender equality work at Glen Eira. Continued

2015

- Glen Eira City Council makes a submission to the Royal Commission into Family Violence
- One-year *Family Violence Implementation Plan*

2016

- Rebecca McKenzie is appointed CEO of Glen Eira City Council
- Family Violence Prevention Champions Group established
- First *16 Days of Activism* campaign
- First International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) celebration
- Glen Eira City Council is a foundation partner in the *Preventing Violence Together Strategy* for Victorian Southern Region
- Women make up 44 per cent of Glen Eira's City Councillors

2017

- First march under a Glen Eira City Council banner at Midsumma Pride March
- Host Family Violence Summit
- First external *International Women's Day* event
- First *Family Violence Prevention Action Plan*
- First *Workforce Diversity Strategy*
- Publicly supported the 'Yes' campaign for the *Marriage Equality Bill*

2018

- Application for an Municipal Association of Victoria *Free from Violence Grant*

2019

- Glen Eira City Council endorses the *Women's Charter*
- *Glen Eira Recruitment and Selection Policy* review
- Incorporated unconscious bias into revised recruitment training
- Partnered with specialist recruitment services to promote employment opportunities to people from diverse backgrounds
- *Work Flexibility Policy* operational
- Diversity awareness courses begin

2020

- First Parbin-ata *Louise Briggs Day and Award* honouring women's commitment to connection to Boon Wurrung Country
- Social Policy Officer position established with gender equality portfolio
- Women make up 44 per cent of Glen Eira City Councillors
- Project structure for the *Gender Equality Act* project established

THE CONTEXT

The *Action Plan* is an internal plan, developed to improve gender equality and equal opportunity for people of all genders in our workforce, on our Council and across the whole organisation.

The City of Glen Eira works within a broader context of Australian and Victorian Government policy and practice and this *Action Plan* complies with the requirements of that context and considers these factors.

Australian and Victorian Governments

The Commonwealth Government legislates across several areas to support fair and equal employment and to reduce discrimination. The Victorian State Government has been critical to the development of this *Action Plan* with the recently adopted *Gender Equality Act 2020*.

Legislative context

This *Action Plan* is guided by and meets the requirements of key legislation from the Victorian Government, including, but not limited to, the *Gender Equality Act 2020*.

The *Action Plan* also has regard for the following legislation:

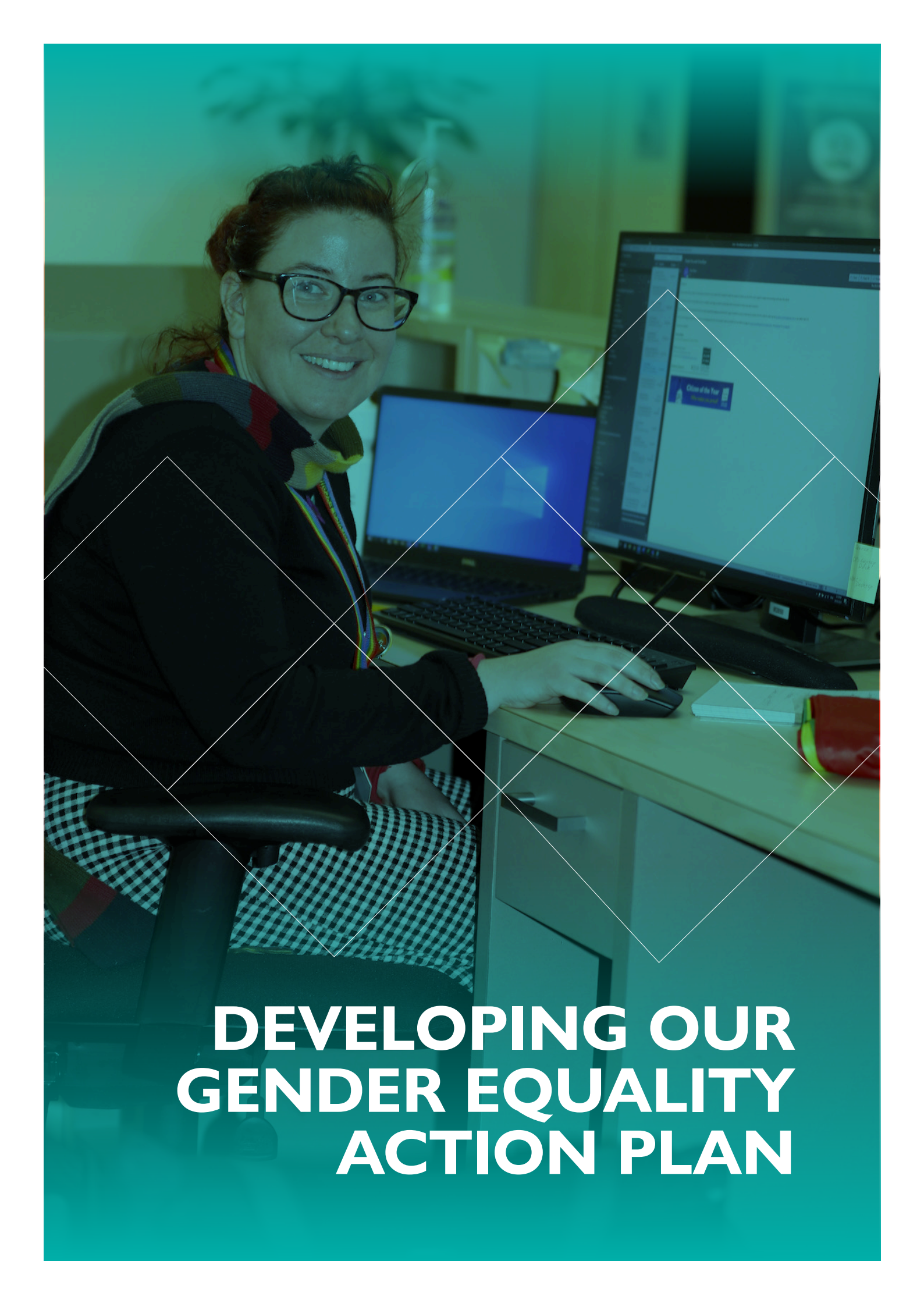
- > *Local Government Act 2020* (Vic);
- > *Fair Work Act 2009* (Cwlth);
- > *Equal Opportunity Act 2010* (Vic);
- > *Australian Human Rights Commission Act 1986* (Cwlth);
- > *Charter of Human Rights and Responsibilities Act 2006* (Vic);
- > *Sex Discrimination Act 1984* (Cwlth);
- > *Workplace Gender Equality Act 2012* (Cwlth);
- > *Age Discrimination Act 2004* (Cwlth);
- > *Disability Discrimination Act 1992* (Cwlth);
- > *Occupational Health and Safety Act 2004* (Vic);
- > *Racial and Religious Tolerance Act 2001* (Vic); and
- > *Racial Discrimination Act 1975* (Cwlth).

Council plans and strategies

This *Action Plan* is also closely aligned to *Glen Eira Together — Our Organisational Plan 2021–2025* and the *Glen Eira Strategic Workforce Plan 2021–2025* as the measures that we will take to ensure gender equality, diversity and inclusiveness.

The following existing plans and strategies are community focused and further outline Council's commitment to gender equality, reconciliation, prevention of family violence, accessibility, diversity, and inclusion:

- > *Glen Eira 2040 Community Vision*;
- > *Glen Eira Council Plan 2021–2025*;
- > *Glen Eira Community Wellbeing Plan 2021–2025*;
- > *Glen Eira Reconciliation Action Plan 2022–2024* (in development); and
- > *Our Climate Emergency Response Strategy 2021–2025* (Dhumbali Wurrungi-Biik Parbin-Ata).

A woman with glasses and a rainbow scarf is sitting at a desk with two computer monitors. She is smiling and looking towards the camera. The image has a teal overlay and a white diamond graphic. The text 'DEVELOPING OUR GENDER EQUALITY ACTION PLAN' is at the bottom.

DEVELOPING OUR GENDER EQUALITY ACTION PLAN

DEVELOPING OUR GENDER EQUALITY ACTION PLAN

The *Action Plan* has been informed by and is aligned with the findings from our workplace gender audit and from consultation and engagement.

The *Action Plan* is underpinned by the following gender equality principles, as outlined in the *Gender Equality Act 2020*:

- > 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.⁶
- > Gender equality benefits all Victorians regardless of gender.⁷
- > Gender equality is a human right and precondition to social justice.⁸
- > Gender equality brings significant economic, social and health benefits for Victoria.⁹
- > Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.¹⁰
- > Advancing gender equality is a shared responsibility across the Victorian community.¹¹
- > 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.¹²
- > 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.¹³
- > Women have historically experienced discrimination and disadvantage based on sex and gender.¹⁴
- > Special measures may be necessary to achieve gender equality.¹⁵

The above principles have informed the development of our *Action Plan* and will be expressed in how the *Action Plan* is implemented. Some of the ways in which the principles have been embedded in the development of the *Action Plan* are as follows:

- > Targeted and supported engagement with employees who represent intersectionality was a priority. This was ensured through an expression of interest process to participate in focus groups to employees for whom gender inequality may be compounded by disadvantage or discrimination, including: Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation.
- > The expression of interest process also ensured equitable representation for people of different levels and employment types (part-time, casual, flexible, tenured, contract etc.).
- > Employee engagement has promoted the benefits of gender equality for everyone. A video has been produced with staff from across a range of departments and levels expressing what gender equality means to them.
- > Gender equality underpins Glen Eira's approach to family violence prevention and is represented consistently in employee engagement through training, resources and awareness raising activities.
- > Women's Health in the South East have helped ensure this *Action Plan* is representative of the needs and experiences of our intersectional workforce and reflects current practice in the field of gender equality.
- > The development of the *Action Plan* has identified a need for Glen Eira to gain a better understanding of our intersectional workforce and demonstrated the experiences of employees do differ when we apply a gender lens. This has been considered across all the priorities in the *Action Plan* and is clearly expressed in our goals and measures.

THE WORKPLACE GENDER AUDIT

The workplace gender audit provides an overview of where we are doing well and where there is room for improvement for gender equality. The information gives us a baseline measurement* that has informed the development of this *Action Plan*.

The workplace gender audit is a requirement under the *Gender Equality Act 2020* and will be conducted again in 2025 to measure and reflect on progress made and inform the next *Action Plan* which will continue in a four-year cycle.

The workplace gender audit brings together two main sources of information:

- > data on the workforce obtained through payroll and human resource systems including items such as: pay and conditions, leave and flexible work arrangements, gender composition of the whole organisation and across levels, departments, business units and work arrangements such as full-time, part-time and casual employees; and
- > employee experience data was obtained through the Commission for Gender Equality in the Public Sector's *People Matter Survey*, which provided insights into perceptions and experiences of workplace behaviours, such as bullying and harassment and access to support for career development opportunities.

It is important to note the data obtained through payroll and human resource systems can only report on employees' sex (male/female) and age. Our existing systems do not currently collect data on employees in relation to Aboriginality, gender identity, disability, ethnicity and race, religion and sexuality. We will have new systems in the future that will be able to capture gender identity rather than sex data

The *People Matter Survey* asked questions about employees' identity and this data provides insight into the experiences of employees based on their gender identity, age, Aboriginality, disability, ethnicity, race, religion and sexuality.

This *Survey* was undertaken in May 2021. A total of 435 employees responded to the *Survey*, which represented 27 per cent of the workforce at the time.

This information is important because intersectionality experiences are an important aspect of any action to improve gender equality and equal opportunity for people of all genders.

The workplace gender audit results are grouped under seven indicators, which are:

1. Gender composition of all levels of the workforce.
2. Gender composition of the governing body (ie. Council).
3. Equal remuneration for work of equal or comparable value.
4. Sexual harassment in the workplace.
5. Recruitment and promotion practices in the workplace.
6. Availability and use of leave and flexible work arrangements.
7. Gendered segregation within the workplace.

*As this data provides us with a baseline measure, we are not able to compare these results across other local governments. This may be possible in future workplace gender audits.

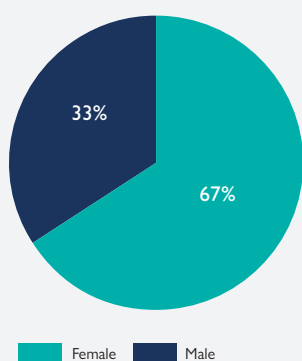
Indicator 1: Gender composition of all levels of the workforce

This indicator includes information about the gender composition across the whole workforce, at the various classification levels and by employment basis, ie. part-time, full-time and casual. The purpose for considering this indicator is to assess how gender equitable access to opportunities and responsibilities is for employees at Glen Eira. This includes different modes of employment and career progression through various levels of management.

Whole workforce

The gender composition of our workforce is made up of 67 per cent identifying as female and 33 per cent identifying as male.

FIGURE 1: WORKFORCE GENDER COMPOSITION



Source: Glen Eira City Council payroll and HR system.

Classification levels

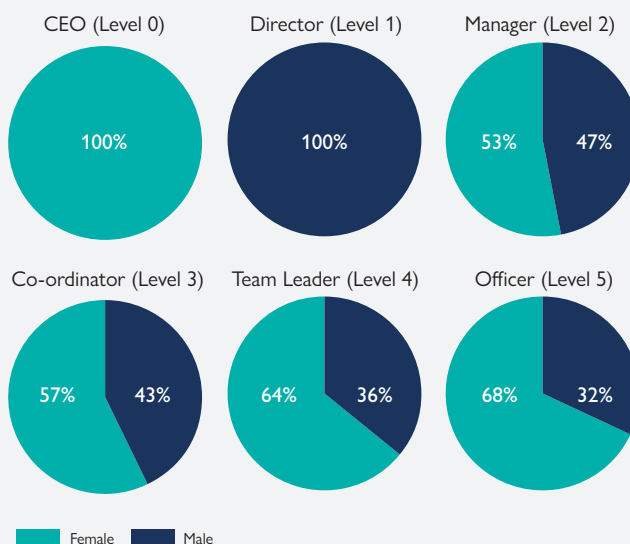
Classification refers to the level at which the employee is appointed within Council. For the purposes of the workplace gender audit, employees' classification is shown by the number of reporting levels between them and the CEO (Level 0). Council has six classification levels.

At Level 0, Glen Eira has 100 per cent female representation, at Level 1 (Director) Glen Eira has a 100 per cent male team, while at Level 2 (Manager) gender representation is 53 per cent female and 47 per cent male. As we move down the classification levels to Level 3 (Co-ordinator), Level 4 (Team Leader) and Level 5 (Officer), the proportion of females progressively increases (to 57 per cent, 64 per cent and 68 per cent respectively).

The Senior Leadership Group (CEO/Director/Manager) is comprised of 44 per cent females and 56 per cent males.

Within Victorian Councils, 60 per cent of the administrative workforce are female. Women account for 34 per cent of director roles, 39 per cent of manager roles and 19 per cent of Chief Executive Officers.¹⁶

FIGURE 2: GENDER COMPOSITION BY CLASSIFICATION LEVEL



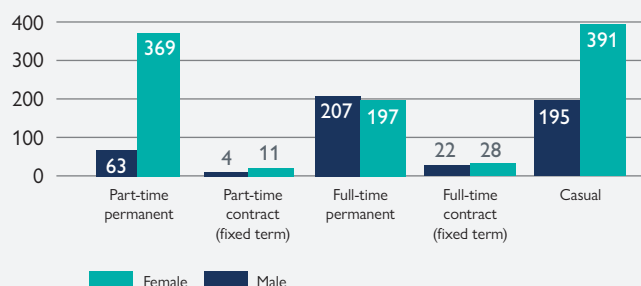
Source: Glen Eira City Council payroll and HR system.

Employment basis

The gender composition of full-time roles (both permanent/ongoing and fixed term/contract) is similar across genders.

The composition of our casual and part-time roles are predominantly females.

FIGURE 3. GENDER COMPOSITION BY EMPLOYMENT BASIS



Source: Glen Eira City Council payroll and HR system.

Organisational culture relating to gender composition

The demographic profile of *People Matter Survey* respondents at an organisational level provides some information about workforce diversity. This is important given the workforce gender audit was not able to collect intersectional information.

The gender profile of survey respondents is comprised of 61 per cent women, 27 per cent men, 11 per cent prefer not to say and one per cent non-binary.

The *Survey* asked about experiences of positive culture in relation to employees' identities and backgrounds. It revealed 86 per cent women, 80 per cent men and 65 per cent of respondents who selected 'I use a different term', non-binary or prefer not to say agreed there was a 'positive culture within my organisation in relation to employees of different sexes/genders'.

SURVEY RESPONDENTS



Gender of respondents

61% Women
27% Men
11% Prefer not to say
1% Non-binary



Agree that there is a positive culture within Council to employees of different sexes/genders

86% Women
80% Men
65% Prefer not to say. Non-binary.

Source: *People Matter Survey*, Commission for Gender Equality in the Public Sector.

Indicator 2: Gender composition of the governing body (Council)

This indicator focuses on the gender composition of Council as our governing body. The purpose for considering this indicator is to assess how gender equitable is the access to civic opportunities and leadership for our community in Glen Eira.

The governing body of Glen Eira City Council is comprised of nine Councillors, three Councillors elected for each of the three wards.

The gender composition of Councillors is 44 per cent females and 56 per cent males. At the time of the workplace gender audit, the chair (Mayor) was female.

This differs from the workforce gender composition which is 67 per cent females and 33 per cent males and differs slightly from the population of Glen Eira which is made up of 52 per cent females and 48 per cent males.¹⁷

In the most recent Council elections held in 2020, 30 per cent of candidates in Glen Eira were female compared to 52 per cent of the community and 70 per cent of candidates in Glen Eira were male as compared to 48 per cent of the community.

Across Victoria women represent 43.8 per cent of councillors which is the highest female gender composition ever reported for both Victoria and Australia.¹⁸

GENDER COMPOSITION



Sources: Glen Eira City Council payroll and HR system;
Australian Bureau of Statistics.

Indicator 3: Equal remuneration for work of equal or comparable value

This indicator looks at the existing gender pay gap at Glen Eira, in relation to equal remuneration for work of equal or comparable value.

A positive number shows the base salary/total remuneration of a male employee is greater than that of a female employee. A negative number shows the base salary/total remuneration of a female employee is greater.

There is a 4.7 per cent pay gap for the total remuneration as a mean value across the salary data available.

Females have a greater average total remuneration at the Co-ordinator level while males have a greater average total remuneration at the Manager level. This is also true when we look at the median pay gap.

The Victorian Public Sector has a 10.7 per cent gender pay gap, while women make up 68 per cent of the public sector workforce.¹⁹ The Workplace Gender Equality Agency reports the Victorian state (across all industries and sectors) gender pay gap as 12.2 per cent.²⁰

Note: There is a zero per cent pay gap for the total remuneration as a median value across the salary data available.

PAY GAP



Glen Eira City Council workforce

4.7%



Victorian Public Sector workforce

10.7%



All sectors in Victoria

12.2%

Indicator 4: Sexual harassment in the workplace

This indicator focuses on sexual harassment in the workplace. The purpose for considering this indicator is to assess how sexual harassment is addressed at Glen Eira, including through formal reporting and complaints, how it is experienced for different genders, and to assess the workplace culture.

The number of formal sexual harassment complaints at Glen Eira City Council between 1 July 2020 to 30 June 2021 cannot be published or analysed due to the small size of the dataset. To release information would risk identifying the people involved.

Organisational culture relating to sexual harassment

Responses to the *People Matter Survey* indicates that eight per cent of respondents had experienced some form of sexual harassment in the workplace over the same reporting period.

To break down the total responses by gender; eight per cent women, four per cent men and 16 per cent of respondents who selected 'I use a different term', non-binary or prefer not to say, had experienced sexual harassment. This shows different genders experience a different proportion of the total workplace sexual harassment that takes place.

Of the total, 71 per cent of respondents agreed they 'felt safe to challenge inappropriate behaviour at work'. By gender, this was the opinion of: 73 per cent of men, 74 per cent of women and 53 per cent of respondents who selected 'I use a different term', non-binary or prefer not to say.

The survey also revealed 73 per cent of respondents agreed that 'my organisation takes steps to eliminate bullying, harassment and discrimination'. This included 75 per cent of men, 75 per cent of women and 59 per cent of respondents who selected 'I use a different term', non-binary or prefer not to say.

Meanwhile, 86 per cent of respondents agreed that 'my organisation encourages respectful workplace behaviours'. This included 83 per cent of men, 89 per cent of women and 71 per cent of respondents who selected 'I use a different term', non-binary or prefer not to say.

Across Victorian councils in 2020, 75 out of 79 councils participated in an anonymous Victorian Auditor-General's Office survey, which found that 28 per cent of respondents had experienced some form of sexual harassment in the workplace.²¹

SEXUAL HARASSMENT



Experienced sexual harassment in the workplace



Feel safe to challenge inappropriate behaviour at work



My organisation encourages respectful workplace behaviours



Source: *People Matter Survey*, Commission for Gender Equality in the Public Sector.

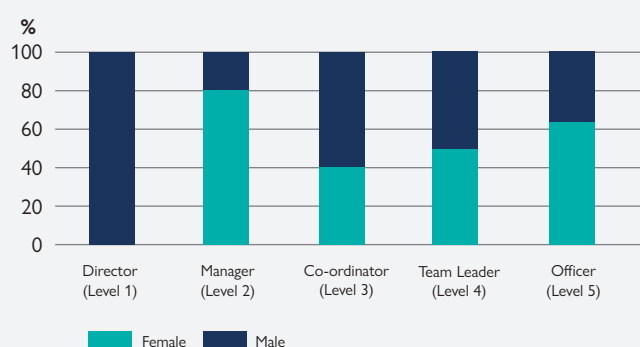
Indicator 5: Recruitment and promotion practices in the workplace

This indicator focuses on the recruitment and promotion practices at Glen Eira. The purpose of considering this indicator is to assess the existing rates of recruitment and promotion of different genders and whether experiences of workplace culture around career opportunities differ by gender. The aim of this is to assess if there are any areas that are experiencing unconscious bias.

Gender composition of recruitment

In the past 12 months, of the total 349 appointments made, Council recruited 36 per cent males and 64 per cent females. The graph below shows recruitment by gender at each classification level. Notably, a greater percentage of appointees at the Officer and Manager level have been female, and only males have been appointed at the Director level.

FIGURE 4: RECRUITMENT BY GENDER AND CLASSIFICATION



Source: Glen Eira City Council payroll and HR system.

Organisational culture relating to recruitment and promotion

There was an overall 72 per cent favourable feeling towards the theme of recruitment and promotion in the *People Matter Survey*. With regards to promotion, the employee experience data from both the *People Matter Survey* and our own *Employee Engagement Survey* suggests less favourability, with 42 per cent favourable response to 'Council is committed to ensuring the right people get promoted'.

The below table shows the percentage of respondents who agreed with the following statements, by gender. Where 'other' is used in the below table it refers to all respondents to the *People Matter Survey* who selected 'I use a different term', non-binary or prefer not to say.

QUESTION	OTHER	WOMEN	MEN
My organisation makes fair recruitment and promotion decisions, based on merit	43%	62%	61%
I feel I have an equal chance at promotion in my organisation	45%	58%	56%
Gender is not a barrier to success in my organisation	57%	80%	76%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	51%	75%	70%
Cultural background is not a barrier to success in my organisation	63%	82%	78%
Disability is not a barrier to success in my organisation	57%	71%	71%
Age is not a barrier to success in my organisation	49%	72%	67%

Source: *People Matter Survey*, Commission for Gender Equality in the Public Sector.

Indicator 6: Availability and use of leave and flexible work arrangements

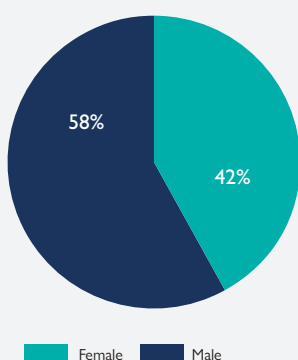
This indicator focuses on the availability and use of leave and flexible work arrangements at Glen Eira. The purpose of considering this indicator is to assess usage rates of leave and flexible work arrangements by gender and classification to see if there are differences in how these are being utilised.

The aim is to identify any gender norms that may be affecting the uptake of different leave and flexible work arrangements.

Flexible work arrangements

Flexible work arrangements (FWA) enable employees and managers to apply practical and flexible approaches to work in order to help employees achieve a work/life balance and meet work, personal and family commitments. Under our *Work Flexibility Policy*, these arrangements include working from home, temporarily reduced hours, flexible start and finish times, accrued days off (ADO), shift swap, job share, rostered days off (RDO) and purchased leave arrangements. It should be noted that part-time or remote working arrangements that are mandated or instigated by government requirements relating to COVID-19 restrictions (working from home) are not considered to be flexible working arrangements for the purpose of the workplace gender audit.

FIGURE 5: FLEXIBLE WORKING ARRANGEMENT BY GENDER



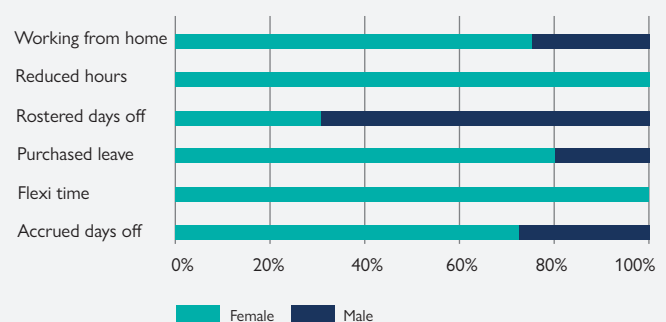
Source: Glen Eira City Council payroll and HR system.

During the audit reporting period, 212 employees accessed one or more formal flexible work arrangements. The overall gender split is 58 per cent males and 42 per cent females, as displayed in figure 5.

The utilisation of flexible work by gender representation shows that 24.8 per cent of our male workforce has accessed a formal flexible work arrangement, compared to 8.9 per cent of our female workforce. Council's Works Depot and Parks Services have an RDO arrangement that has been negotiated in Council's Enterprise Agreement. As the gender segregation indicator shows (refer to Figure 8), these areas are male dominated which contributes to the high percentage of males accessing flexible work arrangements.

The graph below displays the type of flexible work arrangements accessed by gender. This shows males have utilised RDO, ADO, working from home and purchased leave arrangements. Females are utilising more types of flexible work arrangements than males, including flexi time and requesting to temporarily reduce hours (typically when returning from parental leave).

FIGURE 6: FLEXIBLE WORKING ARRANGEMENTS BY GENDER AND TYPE



Source: Glen Eira City Council payroll and HR system.

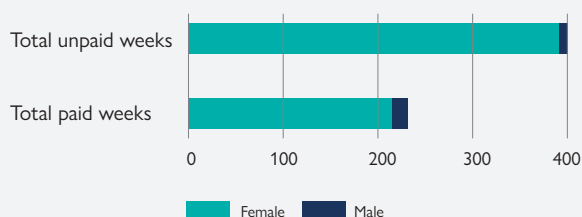
Parental, carers and family violence leave

A total of 48 employees accessed parental leave (both paid and unpaid) during the 12-month reporting period. The gender split is 22.9 per cent males and 77.1 per cent females. Access to carers leave follows a similar trend. Of the 342 employees who accessed carers leave, the gender split is 33.3 per cent males and 66.7 per cent females. This ratio of male to females more closely reflects the gender composition of the whole workforce.

As highlighted below in Figure 7, our female employees have accessed longer periods of parental leave both paid and unpaid (primary carer leave). Males have taken shorter period of leave, with the majority accessing the two weeks leave provision for secondary carers. Only employees at classification levels 3, 4 and 5 have accessed parental leave, and the share of unpaid leave taken by males is very low. Notably, six females and two males left Council while on parental leave during the reporting period.

Only females have accessed family violence leave during the 12-month reporting period. These numbers have not been reported due to privacy considerations.

FIGURE 7: TOTAL PARENTAL LEAVE TAKEN BY GENDER AND LEAVE TYPE



Source: Glen Eira City Council payroll and HR system.

Organisational culture relating to leave and flexible work arrangements

The employee experience data shows that staff overall perceive that ‘the organisation does support employees with family or other caring responsibilities, regardless of gender’. Female support for this statement is at 83 per cent, male 80 per cent and 69 per cent for respondents who selected ‘I use a different term’, non-binary or prefer not to say.

There is agreement among the respondents that ‘the organisation would be supportive if the employee needed to take family violence leave’. A strong favourable response from women at 89 per cent, men at 76 per cent and people who selected ‘I use a different term’, non-binary or prefer not to say at 71 per cent.

The above pattern of responses also applied to the item ‘I am confident that if I requested a flexible work arrangement, it would be given due consideration’. There was, however, a large gap between the responses by gender with women at 82 per cent, men 71 per cent and people who selected ‘I use a different term’, non-binary or prefer not to say at 67 per cent.

When looking at whether ‘using flexible work arrangements is not a barrier to success in my organisation’, female support of this statement was at 68 per cent, male 61 per cent and at 51 per cent for respondents who selected ‘I use a different term’, non-binary or prefer not to say.

CARING RESPONSIBILITIES



The organisation does support employees with family or other caring responsibilities, regardless of gender

83% Women **80%** Men **69%** Non binary/prefer not to say

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

82% Women **71%** Men **67%** Non binary/prefer not to say

Source: People Matter Survey, Commission for Gender Equality in the Public Sector.

Indicator 7: Gendered segregation within the workplace

This indicator uses a gender lens to show information about the gender composition of the departments and business units across Glen Eira. It also includes a gender breakdown of employees based on the ANZSCO (Australian and New Zealand Standard Classification of Occupation) work codes. The purpose of considering this indicator is to identify if there are areas of Glen Eira in which some genders are either over or under-represented.

Gender composition by occupation groups

The occupation groups are based on the ANZSCO occupation codes. As shown in the graph below, our female dominated occupational groups are Community and Personal Services and Clerical and Administrative Workers. This includes employees in our Aged Care and Independent Living, Family Youth and Children's Services departments as well as all general administration and clerical roles across Council.

Our male dominated occupational groups include Labourers, and Machine Operators and Drivers, these categories include employees in our Works Depot and Parks Departments.

Under the Professionals groupings, females dominate the Education, Health, Midwifery and Nursing Professionals, whereas males dominate the Engineering Professional group.

FIGURE 8: GENDER COMPOSITION BY OCCUPATION GROUP (ANZSCO CODES)



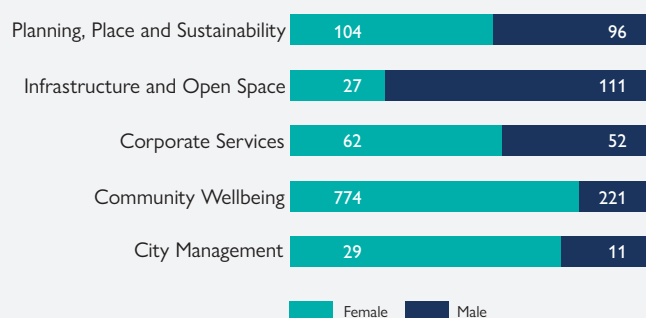
Source: Glen Eira City Council payroll and HR system.

Female Male

Gender composition by Directorate/Department

At the Directorate level there is strong over representation of genders in certain areas, with the gender composition differing widely from our overall workforce gender composition. Infrastructure and Open Space is comprised predominantly of males (80 per cent), whereas City Management and Community Wellbeing comprise more females, 73 per cent and 78 per cent respectively.

FIGURE 9: GENDER COMPOSITION BY DIRECTORATE



Source: Glen Eira City Council payroll and HR system.

Consultation and engagement

The development of the *Action Plan* has been informed by consultation and engagement with Council staff, Councillors, employee representatives (our Consultative Committee) and other relevant organisations such as Women's Health in the South East (WHISE). To ensure this *Action Plan* responds to employee needs and aspirations, a two-stage engagement process was implemented. These activities are summarised below. It is important to note anonymous feedback options were provided for employees and resources/support information were provided in case information discussed raised any personal concerns for participants in these sessions.

Stage one

- > Information sessions reaching over 100 employees on topics such as the *Gender Equality Act 2020* with Dr Niki Vincent, Commissioner for Gender Equality in the Public Sector and a session on the topic: 'What does gender equality mean to you?' with feedback collected on the vision for and commitment of Glen Eira to gender equality.
- > Presentations to Executive, senior leadership, employee representatives, two focus group sessions, two drop-in sessions and invitations for 1:1 interview reaching over 130 employees, representing our intersectional and diverse workforce, to explore the workplace gender audit results and propose actions for the *Action Plan*.
- > Councillor consultation session at an Assembly meeting with a presentation from Dr Niki Vincent, Commissioner for Gender Equality in the Public Sector and facilitated discussion on the workplace gender audit results and proposed actions for the *Action Plan*.
- > Consultation with representatives from other local government areas and with WHISE.

Stage two

- > Presentation to Consultative Committee.
- > Two focus group consultations held, facilitated by WHISE with 15 participants in total in December 2021 and January 2022.

- > Draft *Action Plan* available and communicated widely with all employees for feedback with options for 1:1 interviews and/or direct submissions of feedback. A consultation period ran from 20 December 2021 up to 14 January 2022. Seven submissions were received and feedback was incorporated into the final draft.

Key findings from consultation and engagement

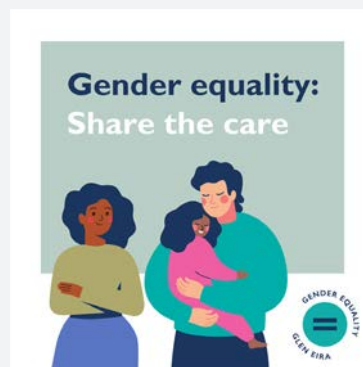
The feedback from consultations has provided a further depth of experience and insight when reflecting on the workplace gender audit results. The engagement has identified a clear understanding of what gender equality means to Glen Eira which has enabled us to develop the vision statement and express our commitment to gender equality. Consultation on the workplace gender audit revealed a need to improve understanding of our intersectional workforce so that we can improve our response to the barriers and enablers they experience. It is also noted there are parts of the workforce that are highly gender segregated and we should take steps to improve that.


The consultation feedback has been collated to inform some important areas of focus for the *Action Plan*, which are reflected in our strategic directions, outcomes, priorities and actions. They are:

- > consider flexible work arrangements for leadership positions;
- > promote gender equitable career development opportunities;
- > identify and respond to inappropriate behaviour;
- > celebrate diversity and improve understanding of intersectionality;
- > challenge gender stereotypes that influence the gender pay gap;
- > ensure leave and flexible work arrangements are accessible and supported for all genders; and
- > ensure fair and equitable recruitment and promotion practices.

Endnotes

6. Gender Equality Act 2020, s.6(1)
7. Gender Equality Act 2020, s. 6(2)
8. Gender Equality Act 2020, s. 6(3)
9. Gender Equality Act 2020, s 6(4),
10. Gender Equality Act 2020, s 6(5),
11. Gender Equality Act 2020, s 6(6)
12. Gender Equality Act 2020, s 6(7)
13. Gender Equality Act 2020, s 6(8)
14. Gender Equality Act 2020, s 6(9)
15. Gender Equality Act 2020, s. 6(10)
16. State Government of Victoria, 2018 *Gender Equity in Local Government*
17. Australian Bureau of Statistics, 2016 *Census*
18. State Government of Victoria, 2020
19. Victorian Public Sector Commission, 2020
20. Workforce Gender Equality Agency, 2021
21. Victorian Auditor-General's Office, 2020



A photograph of a man and a woman working together at a table in an office setting. The man, on the left, is wearing a dark sweater and a lanyard with a badge that says 'collaboration'. He is holding a pink pen. The woman, on the right, is wearing a patterned top and a lanyard with a badge. She is holding a yellow pen. They are both looking down at a large document on the table. The image is overlaid with a large teal rectangle and a white diamond shape. The text 'OUR GENDER EQUALITY ACTION PLAN' is written in white and black at the bottom right.

OUR GENDER EQUALITY ACTION PLAN

OUR GENDER EQUALITY ACTION PLAN

The *Action Plan* describes the outcomes we can expect to see as a result of the priority actions we take over the next four years.

There are three strategic directions, which will guide our efforts and are the key focus areas for the next four years. These have been developed based on the evidence provided by the seven indicators from the workplace gender audit and the consultation feedback based on the audit data.

The strategic outcomes are where we aim to be in four years' time when we next conduct the workplace gender audit. All of the strategic outcomes are all directly related to improving the results from our workplace gender audit.

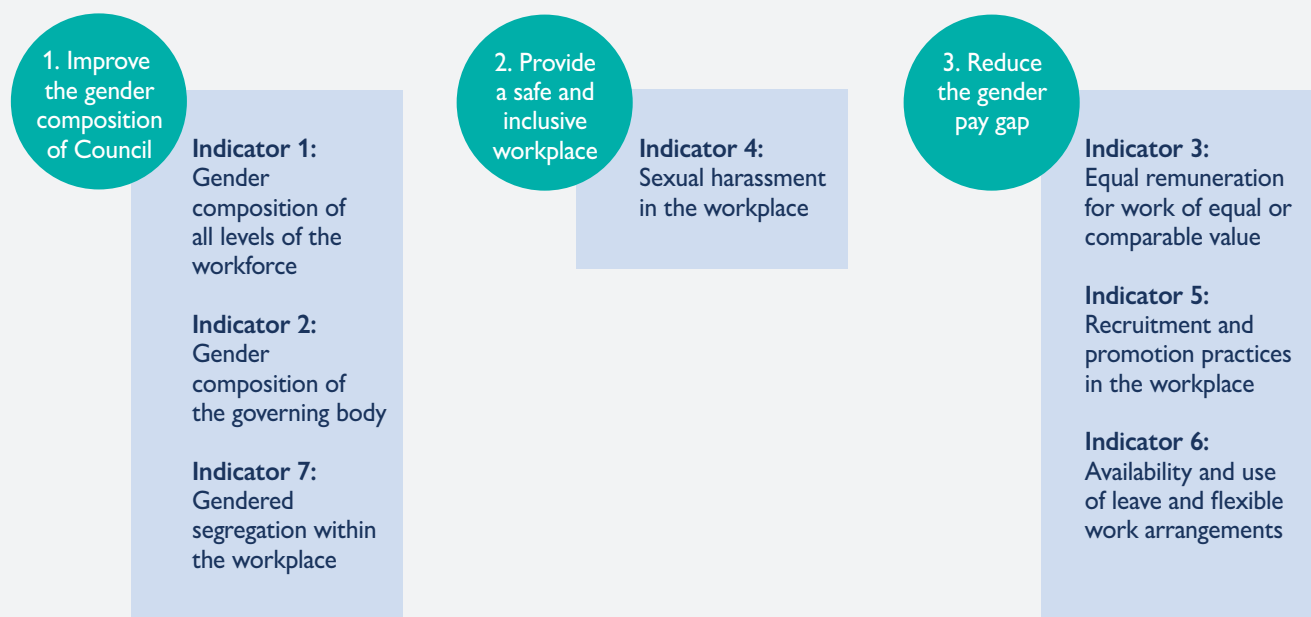
Supporting each strategic outcome and direction is a series

of key priorities we will focus on. There is also a series of actions and measures that will be used to measure progress and monitor performance, which will be reported back to the Commission for Gender Equality in the public sector, the organisation and the wider community.

The three strategic directions for the *Gender Equality Action Plan 2022–2025* are:

- > Improve the gender composition of Council;
- > Provide a safe and inclusive workplace; and
- > Reduce the gender pay gap.

The diagram below shows how each of the strategic directions relate to the seven indicators from the workplace gender audit.



STRATEGIC DIRECTION 1: IMPROVE THE GENDER COMPOSITION OF COUNCIL

We want to improve the gender composition of Glen Eira because creating a workplace and Council that reflects the composition of our community will help us make better decisions for the facilities, support and services we offer. Improved gender composition at leadership levels and on governing bodies, such as Boards and Council groups, also leads to improved business performance, greater productivity and reductions in pay gaps.^{22 23}

The following strategic outcomes outline what we want to achieve over the next four years. They are all directly related to improving on the results of our workplace gender audit.

Strategic outcomes

Participation in flexible work arrangements being taken up by senior leadership.

A leadership group that more closely reflects the gender composition of the community.

A reduction in the gender segregation of some work areas, which more closely reflects the gender composition of the community.

An increase in the gender diversity of candidates standing for Council election which more closely reflects the gender composition of the community.

An increase in agreement that gender is not seen to be a barrier to success in my organisation.

Findings informing strategic direction 1

Our workplace gender audit revealed the following about the gender composition of our workforce, leadership and Council:

- > There are fewer females in leadership roles (44 per cent) when compared with the gender composition of our whole workforce (67 per cent), with percentages declining from Team Leader up to Director levels.
- > Casual and part-time roles are held predominantly by females.
- > The classification levels that have casual and part-time positions are all at the Officer, Team Leader or Co-ordinator levels. There are no Managers or above who work part-time and very few (four per cent) in the senior leadership group have flexible work arrangements in place.
- > There are gaps in the current reportable workforce gender data available for the intersectional workforce, with only binary gender (male/female) and age able to be collected.
- > There are some gendered differences in response to the statement 'gender is not a barrier to success in my organisation' with people who selected 'I use a different term', non-binary or prefer not to say had overall lower positive responses (57 per cent) compared to female (80 per cent) and male (76 per cent) employees.
- > The gender composition of Council (female 44 per cent, male 56 per cent) generally reflects the gender composition of the wider Glen Eira community (52 per cent female, 48 per cent male).
- > The gender composition of Council (female 44 per cent, male 56 per cent) is however, different to the gender composition of the workforce (66 per cent female, 34 per cent male).

- > There are more females in the City Management (73 per cent) and Community Wellbeing Directorates (78 per cent), which does not reflect the gender composition of our whole workforce (67 per cent female, 33 per cent male) or the wider Glen Eira community (52 per cent female, 48 per cent male).
- > There are more males in the Infrastructure and Open Space Directorate (80 per cent), which does not reflect the gender composition of our whole workforce (67 per cent female, 33 per cent male) or the wider Glen Eira community (52 per cent female, 48 per cent male).

Through consultation with employees, we found the following key themes in relation to how we can improve the gender composition of Council.

Consider flexible work arrangements for leadership positions

To improve leadership opportunities for females, strategies such as access to more information, training and resources were recommended. **‘Seems like women are doers and lack opportunity in leadership space. More support and training would assist to overcome this ...’** (Anonymous focus group participant).

We should explore opportunities for increased access to part-time roles and/or flexible work arrangements for leadership positions to encourage more females to apply. **‘Make leadership roles available for part-time workers — which are predominantly women.’** (Anonymous focus group participant).

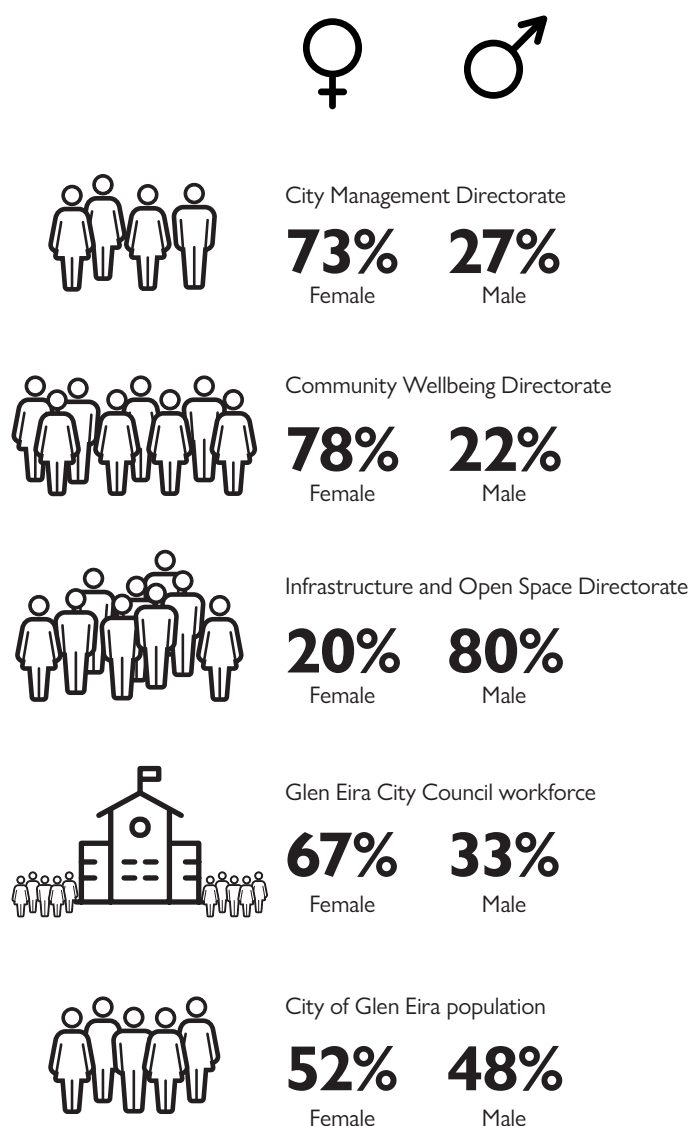
Promote gender equitable career development opportunities

Learning and career development opportunities should be put in place to increase gender diversity in more gender segregated work areas. **‘We need to be proactive in creating pathways into positions which are primarily occupied by one gender. ie., Gender diversity in the Works Depot.’** (Anonymous focus group participant).

“Make leadership roles available for part-time workers — which are predominantly women.”

Anonymous focus group participant.

GENDER COMPOSITION



Sources: Glen Eira City Council payroll and HR system; Australian Bureau of Statistics.

KEY PRIORITY 1.1**Provide equitable opportunities for leadership development**

ACTION	MEASURE	LEAD	TIMELINE
1.1.1 Consider flexible work arrangements and opportunities for any new/vacated positions in senior leadership roles.	Participation in flexible work arrangements for Senior Leadership group	People and Culture	Ongoing
1.1.2 Undertake the <i>Listen, Learn and Lead</i> program to identify barriers and opportunities for leadership and career progression.	<i>Listen, Learn and Lead</i> program completed	People and Culture	2022–2023
1.1.3 Develop an implementation plan for addressing barriers and opportunities identified through the <i>Listen, Learn and Lead</i> program.	Plan developed and implemented	People and Culture	2024–2025

KEY PRIORITY 1.2**Provide equitable opportunities for career development across the workforce for all genders**

ACTION	MEASURE	LEAD	TIMELINE
1.2.1 Explore internship and/or placement opportunities which target supporting different genders in non-traditional roles.	New internship/ placement opportunities explored	People and Culture	Ongoing
1.2.2 Promote <i>Walk in your shoes</i> experiences across the whole organisation.	At least 15 <i>Walk in your shoes</i> participants	People and Culture	Ongoing
1.2.3 Explore traineeships and/or scholarships to support more diverse entry into non-traditional career pathways.	New traineeships/ scholarships explored	People and Culture	Ongoing
1.2.4 Undertake a gender impact assessment (GIA) for leadership training and development.	GIA completed and actioned	People and Culture	2022–2023

KEY PRIORITY 1.3**Provide equitable opportunities for civic participation and leadership development**

ACTION	MEASURE	LEAD	TIMELINE
1.3.1 Encourage existing Councillors to provide intersectional data.	Intersectional data gathered for existing Councillors	Corporate Counsel	2022–2023
1.3.2 Undertake gender impact assessment for community-based committee's facilitated by Community Development.	Gender impact assessment completed	Community Development	2022–2023
1.3.3 Provide information and resources targeting specific cohorts to encourage enrolment, voting and other involvement with Council.	Information and resources distributed	Community Development	2024–2025
1.3.4 Promote community training and information sessions on how to run for Council to increase female and intersectional participation.	Community training sessions promoted	Corporate Counsel	2024
1.3.5 Encourage collection of intersectional data for all new Councillors.	Intersectional data gathered for new Councillors	Corporate Counsel	2025

STRATEGIC DIRECTION 2: PROVIDE A SAFE AND INCLUSIVE WORKPLACE

All employees have the right to access a safe working environment, free from harassment. We want to live our values and be an organisation that is inclusive and caring. We want people to feel safe to call out inappropriate behaviour when they experience or witness it. We want people to feel safe to bring their whole selves to work and celebrate their identity and experiences.

The following strategic outcomes outline what we want to achieve over the next four years. They are all directly related to improving on the results of our workplace gender audit.

Strategic outcomes

Increased employees' feelings of confidence and safety to report inappropriate behaviour at work.

An increase in agreement that the workplace takes steps to eliminate bullying, harassment and discrimination.

Our ability to report on, at minimum, one more aspect of intersectionality (eg. gender identity that is non-binary, Aboriginality, disability, sexuality) in our workplace gender audit.

An increase in the gender diversity of candidates standing for Council election which more closely reflects the gender composition of the community.

A reduction in the response 'prefer not to say' for the *People Matter Survey* across all intersectionality information.

Findings informing strategic direction 2

Our workplace gender audit revealed the following about how safe and inclusive Glen Eira is:

- > The number of formal sexual harassments complaints was too low to report on.
- > Among respondents to the *People Matter Survey*, eight per cent reported experiencing sexual harassment.
- > There are some gendered differences in feelings of safety to report inappropriate behaviour at work with people who selected 'I use a different term', non-binary or prefer not to say reporting much lower sense of safety (53 per cent) than male (73 per cent) and female (74 per cent) employees.
- > There are some gendered differences in agreement that the workplace takes steps to eliminate bullying, harassment and discrimination with people who selected

INTERSECTIONAL QUESTIONS



Percentage of respondents to the *People Matter Survey* who selected 'prefer not to say' on the following questions

Gender	Sexuality	Aboriginality
11%	16%	5%
Disability	Cultural Identity	Country of birth
8%	12%	14%
Caring responsibilities		
9%		

'I use a different term', non-binary or prefer not to say reporting much lower agreement (59 per cent) than male (75 per cent) and female (75 per cent) employees.

- > There are gaps in the workforce gender data for the intersectional workforce, with only binary gender (male/female) and age able to be collected.
- > A high percentage of employees who completed the *People Matter Survey* selected 'prefer not to say' across the intersectional questions related to gender (11 per cent); sexuality (16 per cent); Aboriginality (five per cent); disability (eight per cent); cultural identity (12 per cent); country of birth (14 per cent); and caring responsibilities (nine per cent).

Through consultation with employees, we found the following key themes in relation to how we can provide a safe and inclusive workplace.

Identify and respond to inappropriate behaviour

Provide support, education and awareness raising about inappropriate behaviour and how to respond if it is experienced or witnessed. **'Be bold in calling out behaviours and following up with appropriate action.'** (Anonymous focus group participant).

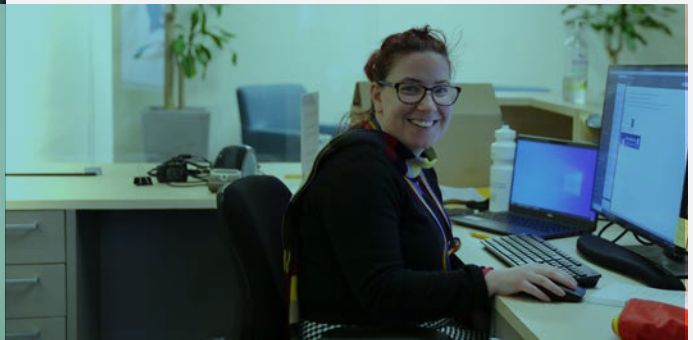
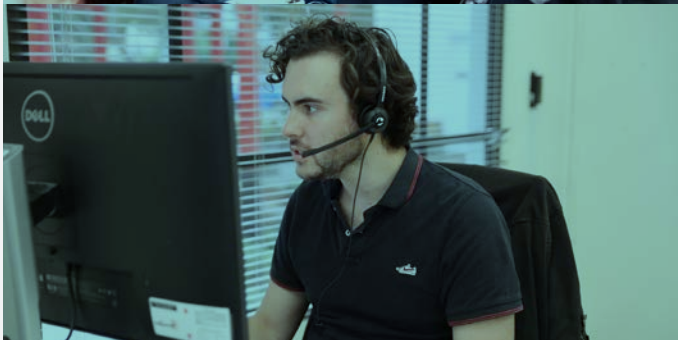
Celebrate diversity and improve understanding of intersectionality

Seeking opportunities to celebrate diversity and the benefits that a diverse workforce brings. **'Celebrate the benefits of a diverse workforce.'** (Anonymous focus group participant). We need to gain a better understanding of the needs and experiences of our intersectional workforce: **'Actively ask staff about their experiences.'** (Anonymous focus group participant).



"Celebrate the benefits of a diverse workforce."

Anonymous focus group participant.



KEY PRIORITY 2.1**Support a workplace culture that responds to and takes action to prevent sexual harassment**

ACTION	MEASURE	LEAD	TIMELINE
2.1.1 Undertake an internal awareness campaign to promote the <i>Prevention of Sexual Harassment Policy</i> and acceptable workplace behaviours.	Internal awareness campaign held	People and Culture	2022–2023
2.1.2 Participate in the <i>16 Days of Activism</i> campaign annually to prevent violence against women.	Internal awareness raising campaign held annually	Community Development	Ongoing
2.1.3 Develop and implement a communications plan with employees on how to address sexual harassment and where to submit a sexual harassment formal complaint.	Communications plan developed and implemented	People and Culture	2022–2023
2.1.4 Training and development programs provided to build skills in how to respond to workplace sexual harassment eg. bystander training.	Bystander training held annually	People and Culture	Ongoing

KEY PRIORITY 2.2**Provide a safe and inclusive work environment for intersectional workforce**

ACTION	MEASURE	LEAD	TIMELINE
2.2.1 Create an internal awareness campaign to challenge gender stereotypes which are attached to specific types of work.	Internal awareness campaign held	People and Culture	2022–2023
2.2.2 Undertake an internal awareness campaign to promote the <i>Equal Employment Opportunity, Discrimination, Harassment and Vilification Policy</i> and acceptable workplace behaviours and how to raise a complaint.	Internal awareness campaign held	People and Culture	2022–2023
2.2.3 Explore undertaking Rainbow Tick (or similar) accreditation across the organisation.	Rainbow tick (or similar) accreditation investigated, and recommendation made	People and Culture	2022–2023
2.2.4 Engage with intersectional workforce to better understand strengths and gaps in support for an inclusive workplace.	Engagement with intersectional workforce eg. focus group/s	People and Culture	Ongoing

KEY PRIORITY 2.3**Celebrate diversity and inclusion for all genders**

ACTION	MEASURE	LEAD	TIMELINE
2.3.1 Provide cultural awareness training and awareness activities to promote reconciliation and truth telling.	Cultural awareness training and informal learning and awareness raising activities held annually	Community Development	Ongoing
2.3.2 Provide disability inclusion training and awareness activities to promote access and inclusion in the workplace for people with a disability.	Disability inclusion training and informal disability inclusion learning and awareness activities held annually	Community Development	Ongoing
2.3.3 Undertake awareness activities to promote LGBTQIA+ inclusion.	Awareness activities held annually	Community Development	Ongoing
2.3.4 Development of gender equality e-learning module for all employees to complete.	E-learning module launched and promoted	People and Culture	2022–2023
2.3.5 Review capability of current human resource systems to support the collection of intersectional data.	Review complete	People and Culture	2023
2.3.6 Embed collection of intersectional data for all new starters.	Intersectional data gathered for all new starters	People and Culture	2024
2.3.7 Encourage existing staff to provide intersectional data.	Intersectional data gathered for existing staff	People and Culture	2024–2025

STRATEGIC DIRECTION 3: REDUCE THE GENDER PAY GAP

The gender pay gap is a problem across our entire society. It takes into consideration more elements than are within the scope of this *Action Plan*. The gender pay gap persists due to issues such as lower superannuation contributions over an individual's whole working life (based on overall income), the impact of career breaks for parental leave, caring or other reasons and the value placed on different types of work and professions.

"Closing the gender pay gap goes beyond just ensuring equal pay. It requires cultural change to remove the barriers to the full and equal participation of women in the workforce." (WGEA, 2021).

In developing the *Action Plan* consideration has been given to how best to address the existing gender pay gap, as expressed through the equal pay for equal or comparable work measure as well as indicators of the availability and use of leave entitlements, of flexible work arrangements and of recruitment and promotion practices that are free from unconscious bias.

Some of the contributing factors to the gender pay gap that we can influence through this *Action Plan* include ensuring equal pay for equal work, promoting leave and flexible work, and combating gender stereotypes and unconscious bias. It is important to recognise any action we take to reduce the gender pay gap should consider all of these contributing factors.

The following gender pay equity principles have been identified by the Commission for Gender Equality in the Public Sector and underpin this priority area of the *Action Plan*. They are:

- > Establishing equal pay for work of equal or comparable value
- > Freedom from bias and discrimination
- > Transparency and accessibility
- > Relationship between paid and unpaid work
- > Sustainability
- > Participation and engagement

We want to embed the gender pay equity principles because we are committed to gender equality. We also understand achieving pay equity will benefit our organisation through improved attraction of talent through building a reputation as an employer of choice, and increased efficiency and productivity through retention of staff and reduced turnover costs.^{24, 25, 26}

The following strategic outcomes outline what we want to achieve over the next four years. They are all directly related to improving on the results of our workplace gender audit.

Strategic outcomes

An increase in the agreement that Glen Eira makes fair recruitment and promotion decisions.

An increase in favourability that Council is committed to ensuring the right people get promoted.

A workforce which more closely reflects the gender composition of the community.

An increase in the use of flexible work arrangements which more closely reflects the gender composition of the workforce.

An increase in the access and uptake of parental and carers leave by males.

An increase in agreement that using flexible work arrangements is not a barrier to success in my organisation.

Continue to report a zero per cent gender pay gap for total remuneration as a median value.

Reduce the gender pay gap for total remuneration as a mean value.

Findings informing strategic direction 3

Our workplace gender audit revealed the following about the gender pay gap at Glen Eira:

- > There is no gender pay gap for the overall organisation when looking at median base salary and median total remuneration.
- > There is a 4.7 per cent gender pay gap in favour of males for total remuneration as a mean value.
- > Females have a greater average total remuneration at Co-ordinator level.
- > Males have a greater average total remuneration at Manager level. This is also true when we look at the median pay gap.
- > More females were hired at the Officer and Manager levels.
- > Only males were hired at the Director level.
- > There were more females recruited into part-time and casual positions than males.
- > There are gaps in the workforce gender data for intersectional workforce, with only binary gender (male/female) and age able to be collected.
- > There are some gendered differences in the agreement as to whether the organisation makes fair recruitment and promotion decisions with people who selected 'I use a different term', non-binary or prefer not to say much lower (43 per cent) than male (61 per cent) and female (62 per cent) employees.
- > Our *Employee Engagement Survey* showed low agreement that Council is committed to ensuring the right people get promoted (42 per cent).
- > There are more females in the City Management (73 per cent) and Community Wellbeing Directorates (78 per cent), which does not reflect the gender composition of our whole workforce (67 per cent female, 33 per cent male) or the wider Glen Eira community (52 per cent female, 48 per cent male).
- > There are more males in the Infrastructure and Open Space Directorate (80 per cent), which does not reflect the gender composition of our whole workforce (67 per cent female, 33 per cent male) or the wider Glen Eira community (52 per cent female, 48 per cent male).

“Work with each employee to provide them an environment where they can work and contribute to the organisation at their best.”

Anonymous focus group participant.

FLEXIBLE WORK AND LEAVE



Flexible work arrangement take-up

8.9%
Female

24.9%
Male



Parental leave take-up

73.1%
Female

22.9%
Male



Carers leave take-up

66.7%
Female

33.3%
Male



Using flexible work arrangements is not a barrier to success

68%
Female

61%
Male

51%
Prefer not to say. Non binary.

- > Flexible work arrangements are being utilised at much higher rates by males (24.9 per cent of the workforce) compared with females (8.9 per cent of the workforce) due to negotiated award conditions in some types of work.
- > Females are utilising parental leave at higher rates than males. Of the total workforce accessing parental leave 22.9 per cent were male.
- > Females are utilising carers leave at higher rates than males. Of the total workforce accessing carers leave 33.3 per cent were male.
- > There are some gendered differences in the agreement that using flexible work arrangements is not a barrier to success in my organisation with people who selected 'I use a different term', non-binary or prefer not to say much less likely to agree (51 per cent) than male (61 per cent) and female (68 per cent) employees.

Through consultation with employees, we found the following key themes in relation to how we can reduce the gender pay gap.

Ensure fair and equitable recruitment and promotion practices

Improvements can be made to the existing secondment and higher duties opportunities and how they can be offered more equitably. **'Secondment opportunities and higher duties opportunities are very poor in certain business units which operate in a very traditional and unprogressive environment.'** (Anonymous focus group participant).

Need to address unconscious bias and improve understanding of intersectionality across the whole recruitment process. **'Recruiters need to understand intersectionality.'** (Anonymous focus group participant).

Ensure that leave and flexible work arrangements are accessible and supported for all genders

Encouraging and supporting leave and flexible work arrangements for all genders is a practical way to start to challenge gender stereotypes. **'More focus must be dedicated to other genders than the traditional mother role as the primary child carer in a family unit.'** (Anonymous focus group participant).

“More focus must be dedicated to other genders than the traditional mother role as the primary child carer in a family unit.”

Anonymous focus group participant.

Recognising leave and flexible work arrangements should be tailored to the needs of the individual and we should explore other variations of leave and flexible work arrangements to support those unique needs. **'Work with each employee to provide them an environment where they can work and contribute to the organisation at their best.'** (Anonymous focus group participant).

Also highlighted was the positive impact that COVID-19 has had on leave and flexible work arrangements and a desire among respondents to ensure these arrangements remain in place beyond the pandemic.

Challenge gender stereotypes to reduce the gender pay gap

The existing systems and structures in which we operate continue to influence the gender pay gap. This includes aspects such as men still being viewed as the 'breadwinner' and some traditionally female occupations do not reflect the skills and experience required to perform them.

'A lot of childcare educators are female and in terms of mostly women in Family Youth and Children's Services boils down to salaries. Sorry, but it's a fact.' (Anonymous focus group participant). **'Passion for a profession is important but may not be practical.'** (Anonymous focus group participant).

KEY PRIORITY 3.1**Embed fair, equitable, transparent and flexible recruitment practices in the selection of employees**

ACTION	MEASURE	LEAD	TIMELINE
3.1.1 Expand the range of services used to advertise Council jobs, to capture a more diverse pool of applicants.	New services used to advertise Council vacancies	People and Culture	Ongoing
3.1.2 Adopt a recruitment process for secondment and higher duties arrangements which applies gender equality principles.	Internal process established and communicated for secondment and higher duties	People and Culture	2022–2023
3.1.3 Use developed tools to review language of job advertisements to minimise gender bias.	Job advertisements language reviewed	People and Culture	2022–2023
3.1.4 Undertake a gender impact assessment on recruitment process to identify areas for improvement to achieve more gender equitable outcomes.	Gender Impact Assessment completed	Community Development	2022–2023
3.1.5 Implement recommendations from the gender impact assessment on the recruitment process.	Reported outcome/s of recommendations	People and Culture	2024–2025
3.1.6 Review, update and implement training in unconscious bias for Officers involved in recruiting.	Training sessions held annually	People and Culture	Ongoing

KEY PRIORITY 3.2**Ensure flexible work arrangements are accessible to all employees, regardless of gender**

ACTION	MEASURE	LEAD	TIMELINE
3.2.1 Undertake an internal awareness campaign to encourage people of all genders to access flexible work arrangements, parental and carers leave, regardless of gender.	Internal awareness campaign held	People and Culture	Ongoing
3.2.2 Review paid parental leave entitlements to ensure provisions are gender equitable, use inclusive language and seek to remove distinction between primary/secondary carer leave so all are entitled to 12-week minimum paid leave period.	Investigated and recommendation made	People and Culture	2022–2023

KEY PRIORITY 3.2. Continued**Ensure flexible work arrangements are accessible to all employees, regardless of gender**

ACTION	MEASURE	LEAD	TIMELINE
3.2.3 Explore provision of superannuation contributions whilst employees are taking unpaid parental leave.	Investigated and recommendation made	People and Culture	2022–2023
3.2.4 Communicate the range of leave and flexible work options offered by Council.	Communications plan complete and implemented	People and Culture	Ongoing
3.2.5 Communication/promotion of the <i>Family Violence Support Policy</i> and support processes.	Communications plan complete and implemented	People and Culture	Ongoing
3.2.6 Include information about flexible work arrangements in all parts of the recruitment process ie. advertising, position description and interview process.	Increase in flexible work arrangements information shared for new starters	People and Culture	Ongoing

KEY PRIORITY 3.3**Embed gender pay equity principles**

ACTION	MEASURE	LEAD	TIMELINE
3.3.1 Review remuneration process for the classification levels where the gender pay gap is most evident.	Review completed	People and Culture	2022–2023
3.3.2 Implement changes following review of remuneration process (3.3.1).	Changes implemented	People and Culture	2024–2025
3.3.3 Undertake a leadership lunch and learn session to educate employees about the gender pay gap.	Lunch and learn completed	People and Culture	2022–2023
3.3.4 Conduct an internal awareness campaign to empower employees to challenge gender stereotypes, highlighting gender segregated occupations and work groups.	Campaign undertaken	People and Culture	Ongoing

STRATEGIC RESOURCE PLAN

Development of the Action Plan

This *Action Plan* has been developed with the CEO and Executive Leadership team, combined with a governance structure which was established in December 2020. A Project Control Group, with CEO Rebecca McKenzie as the project sponsor and chaired by Mark Saunders, Director Community Wellbeing led the organisation to complete this *Action Plan*.

The Project Control Group had the following objectives:

- > ensure that key obligations of Council under the *Gender Equality Act 2020* are met;
- > provide strategic advice and guidance at key stages/ milestones of the project;
- > monitor the progress of the project and assist with advice and support where issues arise;
- > champion relevant aspects of the project to foster organisation wide support and participation; and
- > support the Director Community Wellbeing to report to the Executive on key progress.

The membership of the Project Control Group included Managers from Community Development, Urban Planning, People and Culture, Recreation and Open Space, Corporate Counsel and Glen Eira Leisure to ensure the *Action Plan* met the needs of the whole organisation and fostered ongoing support at all levels and in all departments.

To support the work of the Project Control Group a Project Working Group was also established with Managers and Officers from Community Development and People and Culture to ensure the operational needs of the *Action Plans* development were being achieved and monitored closely. Other time limited project working groups were established to support specific aspects of the development of the *Action Plan*, including Audit Working Group, Communications Working Group and Engagement Working Group.

To support the development of the *Action Plan*, Council committed resources to employ a full time Social Policy Officer who was appointed in 2020. Other Council Officers supported the development of the *Action Plan* through their existing roles at Council.

Implementation of the Action Plan

As we move into the implementation phase of the *Action Plan* the following areas have been identified to ensure continued strategic resourcing of the *Action Plan*.

Organisation wide commitment to gender equality

The commitment to delivering the outcomes in this *Action Plan* are directly related to achieving outcomes across a number of key Council plans, including the:

- > *Glen Eira Together — Our Organisational Plan 2021–2025*
- > *Glen Eira Strategic Workforce Plan 2021–2025*
- > *Glen Eira Council Plan 2021–2025*
- > *Glen Eira Community Wellbeing Plan 2021–2025*

Each of the above Plans include commitments directly related to the implementation of this *Action Plan*.

Budget commitment

Council has committed resources to a dedicated, ongoing Officer position who will continue to provide support in the implementation and monitoring of the *Action Plan*.

Budget commitments to support implementation beyond staffing, such as training and development and project delivery will continue to form part of the annual and long-term financial plan.

Governance

A collaborative approach led by the Managers of Community Development and People and Culture will ensure the implementation of the *Action Plan* is appropriately resourced.

A cross-functional working group of Council Officers, such as those who have participated in the audit, communications and engagement working groups will meet as required to implement key initiatives in the *Action Plan*.

Communication with key leaders in the organisation will continue through the Senior Leadership Group and Executive Team meetings on an as needs basis, considered to be at minimum every 12 months.

Review

The strategic resource plan will be reviewed on an annual basis, aligned to the budget cycle.

MONITORING AND REPORTING

It is important that we track our progress and review how our *Action Plan* is meeting the needs of our organisation. Each year we will review our *Action Plan* and evaluate whether the activities we have progressed have had an impact on meeting the key priorities, strategic outcomes and directions. These measures will include the strategic outcomes that are longer term and linked to the workplace gender audit findings, as well as those that are shorter-term monitoring items.

We will document and share our progress, our achievements and our learnings with employees, Council, the Commission for Gender Equality in the Public Sector and the community every two years. We will review our measures through conducting the workplace gender audit in 2025, to understand where we have made improvements and where we have further work to do in order to achieve our vision as an organisation which leads the way on gender equality, acts on inequalities, ensures all voices are heard and that opportunities are being offered fairly and equitably to all genders.

“We know that achieving gender equality will not happen overnight. However, with measurable action we can ensure that progress is being made.”

State Government of Victoria

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