

Gender equality action plan 2022-2025



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Secretary's foreword

I am delighted to introduce the *Gender equality action plan 2022-2025* for the Department of Families, Fairness and Housing (DFFH).

This plan outlines our goal to be a sector leader in workplace gender equality and will progress the Victorian Government's commitments under *Safe and strong: a Victorian gender equality strategy*, to model gender equality best practice in the public sector workforce.

Our department's vision is to empower communities to build a fairer and safer Victoria, free from gender inequality and all forms of disadvantage and discrimination. Through the Office for Women, we play an important role in advancing gender equality and improving women's safety in Victoria. The benefits of promoting gender equality in our community are significant, including the prevention of violence against women and girls, and positive social, economic, health and wellbeing outcomes for people of all genders.

What we do inside our department must reflect the work we do for the community and the diverse people we serve. Creating a more inclusive workforce and continuing to focus on gender equality is essential to being accountable and upholding our values.

The Victorian Government is committed to addressing gender inequality in order to reduce family violence and all forms of violence against women. The *Gender Equality Act 2020* (the Act) is a powerful lever to support gender equality in Victoria, ensuring the Victorian public sector, universities and local councils lead by example. This plan shows how we will do that in our department.

The gender equality action plan is our first department plan under the Act. It builds on the progress and achievements made by the former Department of Health and Human Services to promote gender equality under its *Gender equality action plan 2019-2021*. Highlights and achievements under that plan included:

- establishing a women's leadership program
- delivering training including Workplace Equality and Respect programs and Leading with Respect workshops for staff and leaders
- supporting staff with parental and caring responsibilities by delivering a new 'All roles flex' policy.

Our first and most important step in developing our new DFFH action plan was listening to our people. Consultation was critical, to ensure we worked in step with staff, really listened to their stories, and developed collaborative strategies and measures to meet their needs and those of our department.

We completed a workplace gender audit and now have a deep understanding of the lived experience and complexity of gender inequality within our workforce and we know what we can do to create lasting change. I want to thank our people for trusting us with their stories so we can make DFFH a better workplace for everyone.

The audit showed that although we are a relatively new department, we have much to celebrate and be proud of. We have a strong representation of women in our workforce, including at executive level. That said, gender inequality is complex and affects people of all gender identities. There is still a lot to do to promote true gender equality in DFFH, including for our trans, non-binary, and gender diverse staff. We know that significant change won't happen quickly or easily, but we are dedicated to making it happen, and have that progress felt by all our people.

We know that inequality can be compounded by multiple forms of discrimination and disadvantage including gender, cultural diversity, Aboriginality, age, disability, ethnicity, gender identity, race, sexual orientation and other attributes. Our plan will put a spotlight on how gender inequality intersects with other forms of inequality and disadvantage that our staff may experience.

For example, the COVID-19 pandemic has impacted women and diverse groups disproportionately and exacerbated existing structural inequities in workplaces and communities.

For us to make lasting and genuine progress we will focus on four priority areas:

- strategy and business alignment
- leadership and accountability
- employment and careers
- culture and safety.

Thank you to everyone involved in developing this plan, particularly those who shared their stories and insights into gender equality. What you told us truly shaped this work and will help all of us at DFFH as we implement the action plan.

We have looked closely at ourselves, listened to others, and are committed to following through for our staff. I feel a genuine sense of excitement knowing we will develop a more equitable and respectful workplace for all our people, and one that better reflects and represents the diverse voices of our community.



Sandy Pitcher

Secretary

Department of Families, Fairness and Housing

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Acknowledgement of Traditional Owners

The Department of Families, Fairness and Housing acknowledges the Traditional Owners of country throughout Victoria and pay respect and recognise the contribution from their Elders past and present. We proudly acknowledge the strength and resilience of First Nation peoples as the world's oldest living culture and the contribution of generations of Aboriginal leaders who have fought tirelessly for the rights of their people and communities.

We recognise the intergenerational consequences of colonisation, dispossession, child removal and other discriminatory government policies and acknowledge that the impacts and structures of colonisation still exist today.

Our department is committed to addressing these impacts by embedding cultural safety and self-determination in all that we do so that Aboriginal Victorians have decision making power and control to determine what is best for them. Aboriginal self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples.

We are committed to developing strong and enduring self-determined partnerships with Aboriginal communities that will contribute to growing a prosperous, healthy and strong Victorian Aboriginal community.

Aboriginal and Torres Strait Islander Recognition statement

The Department of Families, Fairness and Housing pays respect to and recognises the contribution of all Aboriginal and Torres Strait Islander people living and working in Victoria.

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

Language statement

The words 'our' and 'we' in this document refer to the Department of Families, Fairness and Housing.

Throughout this document the term 'diverse staff' is used to describe staff from culturally diverse backgrounds, Aboriginal staff, LGBTIQ+ staff, staff with disabilities and staff of diverse ages. Similarly, the term 'diverse women' is used to describe women (including trans women) with these attributes.

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

About our department

The Department of Families, Fairness and Housing (DFFH) leads policies and services dedicated to community wellbeing. Our department works hard to create equal opportunities for all Victorians to live a safe, respected and valued life. Our areas of focus are:

- child protection
- housing
- disability
- family violence prevention
- multicultural affairs
- LGBTIQ+ equality
- veterans
- women
- youth.

Our divisions focus on a particular area of responsibility, overseeing and coordinating delivery and funding of services. The nine divisions within the department are:

- Community Services Operations:
 - East Division
 - North Division
 - South Division
 - West Division
 - Operations Support Group
 - Operational Performance and Quality
 - Statewide Services Group
- Children, Families, Communities and Disability
- Family Safety Victoria
- Fairer Victoria
- Homes Victoria (Public Non-financial Corporation) and Associate Secretary
- Readiness, Response and Emergency Management
- Engagement and Reform
- Strategy and Regulation
- Corporate and Delivery Services.

Introduction

Terms

Gender: Gender is part of how people understand who they are and how they interact with other people. Many people understand their gender as being a man or woman. Some people understand their gender as a mix of these or neither. Gender refers to socially constructed identities that can be shown in different ways, such as through behaviour or physical appearance.

Gender diverse: An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.

Trans (short for transgender) person: Someone whose gender does not align with the one assigned at birth. Not all trans people will use this term to describe themselves.

Gender equality is a human right and a precondition for social justice.

The Victorian *Gender Equality Act 2020* defines gender equality as 'equality of rights, opportunities, responsibilities and outcomes between persons of different genders'.

This action plan aims to promote equality for all genders. Although many people understand their gender as being a man or woman, some people understand their gender as a mix of these or neither, including trans and gender diverse people.

The action plan recognises that gender inequality affects people of all genders:

- Women continue to experience inequality in many areas of their lives including through barriers to employment and career progression due to caring responsibilities, gender 'pay gaps' and compromised safety due to the prevalence of family violence and all forms of violence against women and their children.¹
- Men are expected to behave according to traditional stereotypes around physical and emotional strength.² Men are more likely to take unhealthy risks (including drinking too much, driving at speed and not seeking medical interventions), to engage in violence and to suicide.³ Within the workplace men face discrimination and disapproval when taking up career paths or caring responsibilities and activities traditionally associated with women.¹
- Trans and gender diverse people are at greater risk of mental illness, verbal and physical abuse, violence and social exclusion.⁴ Trans and gender diverse people may feel forced to hide their gender identity when using services, at school or at work.¹

There are significant benefits to promoting gender equality in our community, including the prevention of violence against women and girls, and positive social, economic, health and wellbeing outcomes for people of all genders.

The Victorian Government is committed to addressing gender inequality through *Safe and strong: a Victorian gender equality strategy* (Safe and strong). Safe and strong includes a commitment to improve gender equality within government through legislative change.

¹ State of Victoria, Department of Premier and Cabinet *Safe and strong: A Victorian gender equality strategy*, 2016.

² Our Watch *Men in focus: unpacking masculinities and engaging men in the prevention of violence against women*, Our Watch, Melbourne, Australia, 2019.

³ The Men's Project & Flood, M, *The Man Box: A Study on Being a Young Man in Australia*. Jesuit Social Services: Melbourne, 2018.

⁴ Hill AO, et al., *Private Lives 3: The health and wellbeing of LGBTIQ people in Australia*, Australian Research Centre in Sex, Health and Society, La Trobe University, Melbourne, 2020.

We play an important leadership role in advancing gender equality under Safe and strong. We work with communities, councils, organisations and government to support people of all genders to achieve the best possible outcomes in all aspects of their lives, including education, leadership, economic security, safety and health and wellbeing.

DFFH also works to address other forms of discrimination and inequality. We know that gender inequality is even more of a problem when it intersects with other forms of discrimination and disadvantage that a person may experience based on race, Aboriginality, religion, ethnicity, disability, age or sexual orientation.

We are proud to share our first gender equality action plan.

Advancing gender equality in our department will benefit all our employees and enhance the work we do for the Victorian community. Gender equality in the workplace:

- has positive impacts on organisational culture and performance⁵
- is associated with greater innovation, productivity and employee engagement
- enhances employee attraction and retention.

As a leader in Victoria's work to achieve gender equality, we are committed to modelling gender equality best practice in the workplace, advocating for change in other departments and agencies, and sharing lessons learnt.

⁵ State of Victoria, Department of Premier and Cabinet *Safe and strong: A Victorian gender equality strategy*, 2016.

Our vision for gender equality

Vision statement

- DFFH leads the way in workplace gender equality and workplace diversity and inclusion.
- DFFH is a safe, respectful and equitable place to work where all employees have access to equal power, resources and opportunities to reach their full potential.
- DFFH takes sustained and enduring action to address gender inequality and other forms of inequality and disadvantage.

Areas of focus

To achieve our vision for gender equality we will focus on four priority areas.



1

Strategy and business alignment: We will ensure that gender equality is prioritised in all the work we do. We will apply a gender lens to our policies, programs, services, strategies, operations and change processes.



2

Leadership and accountability: We will build a workforce that reflects the diversity of our community, including diversity at all levels of leadership. We will ensure that our leaders prioritise gender equality and are held to account for progress.



3

Employment and careers: We will identify and address gender pay inequities, including inequities experienced by diverse staff. We will tackle structural barriers to career progression and satisfaction including recruitment, selection, promotion, learning, capability building and career development barriers for diverse staff.



4

Culture and safety: We will support staff wellbeing by promoting equitable access to flexible work arrangements and supports for staff with diverse caring and parental responsibilities. We will create safer, more respectful workplaces by acting to prevent discriminatory and harmful behaviours. We will establish trusted, transparent response frameworks to support employees who have experienced harmful behaviours, including sexual harassment, family violence, racism, ableism, homophobia and bullying.

The strategic environment

Relevant legislation

Gender Equality Act 2020 (Vic): Commencing in March 2021, the Act requires the Victorian Public Sector (VPS) to take positive action towards achieving workplace gender equality, reporting to the Commission for Gender Equality in the Public Sector.

Sex Discrimination Act 1984 (Cth): The federal Act prohibits sex discrimination, including sexual harassment as a form of sex discrimination.

Equal Opportunity Act 2010 (Vic): Requires employers to take positive action to eliminate discrimination (including sex discrimination and sexual harassment).

Charter of Human Rights and Responsibilities (Vic): Sets out the basic rights, freedoms and responsibilities of all people in Victoria. The Charter requires public authorities, including Victorian government departments, to act consistently with the human rights in the Charter.

Public Administration Act 2004 (Vic): The public sector values and employment principles require that equal employment opportunity is provided and human rights (as set out in the Charter) are upheld.

Advancing the Treaty Process with Aboriginal Victorians Act 2018 (Vic): Sets out the Victorian treaty process to address historic and ongoing injustices through the treaty process.

Gender Equality Act

This plan is aligned with key Victorian legislation, including the *Gender Equality Act 2020 (Vic)*. The Act aims to improve workplace gender equality in the Victorian Public Sector, universities and local councils. Under the Gender Equality Act, we must:

- prepare and implement a gender equality action plan, which includes results of a workplace gender audit and strategies and measures for promoting gender equality in the workplace
- publicly report on progress on workplace gender equality
- complete gender impact assessments on all new or revised policies, programs or services which have a direct and significant impact on the public.

Objects of the Gender Equality Act

- To promote, encourage and facilitate the achievement of gender equality and improvement in the status of women.
- To support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities.
- To recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- To redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate people of different genders by way of structural change.
- To enhance economic and social participation by persons of different genders.
- To further promote the right to equality set out in the Charter and the Convention on the Elimination of All Forms of Discrimination against Women.

Our progress on gender equality

DFFH was established on 1 February 2021 and brought together key portfolio areas from the former Department of Health and Human Services and the Department of Premier and Cabinet.

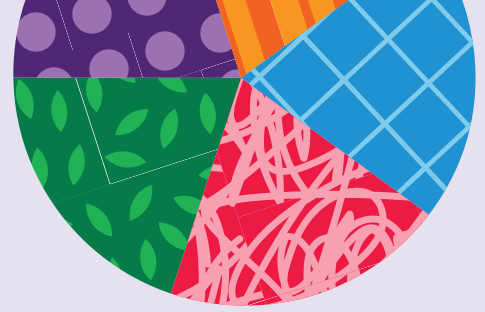
Gender equality action plan 2019–2021

Our gender equality action plan builds on achievements under the Department of Health and Human Services *Gender equality action plan 2019–2021*. This plan contained foundational work to promote gender equality including:

- implementing the Leading with Respect workshops and the Our Watch Workplace Equality and Respect (WER) program to take action to prevent violence against women and promote gender equality
- establishing a women's leadership program
- providing staff with support to prepare for and return after parental leave through the Grace Papers program
- establishing women's networks, such as Women in Science Technology Engineering and Maths
- supporting staff with parental and caring responsibilities by promoting an updated 'All roles flex' policy
- unconscious bias training for the whole workforce.

Homes Victoria's Building for change: A plan for women's equality, 2022–2024

Homes Victoria has developed a plan to leverage the Victorian Government's significant investment in the Big Housing Build to address gender inequality. This plan embeds gender equality into procurement, setting women's employment, apprenticeship and board targets for major projects and raising requirements for inclusive workplace practices amongst delivery partners.








Intersectionality

Gender inequality does not affect everyone in the same way

The Gender Equality Act recognises that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience.

To truly achieve gender equality in our workplace we must simultaneously act to prevent all forms of discrimination and disadvantage. Diversity and inclusion benefit all Victorians and are at the heart of our outcomes, strategies and measures.

Attribute	Description
Aboriginality 	<p>Aboriginal women's experience of gender inequality is made worse by the effects of colonisation, including significantly higher rates of family violence than other women.⁶</p> <p>Aboriginal women with caring responsibilities are more likely to feel unsafe in the workplace, to carry extra expectations to make their workplace culturally sensitive and to be less supported when they experience racism and unfair treatment.⁷</p>
Age 	<p>Women retire with half the superannuation savings of men, affecting their financial security, health and wellbeing.</p> <p>More older women are at risk of homelessness than men.</p> <p>Children and young people's behaviours, relationship views and sense of self are impacted by gender stereotypes and norms.⁸</p>
Disability 	<p>Women with disability are:</p> <ul style="list-style-type: none"> • more likely to experience family violence and sexual assault • less likely to be in paid employment • paid comparatively less than men with a disability or women without disabilities.⁸
Cultural diversity 	<p>Women from culturally diverse communities experience racism and discrimination as well as gender inequality.</p> <p>Migrant and refugee women are often in insecure, low paid work or work they are overqualified for.⁸</p>
LGBTIQ+ identity 	<p>LGBTIQ+ people face higher levels of discrimination, stigma and exclusion.</p> <p>This leads to poorer health, economic, social and mental health outcomes.⁸</p> <p>Trans and gender diverse people may feel forced to hide their gender identity when accessing services, in the workplace or in social settings. They are more likely to experience mental illness, social exclusion, and verbal and physical abuse.⁸</p>

⁶ Our Watch, *Changing the picture: A national resource to support the prevention of violence against Aboriginal and Torres Strait Islander women and their children*, Our Watch, Melbourne, 2018.

⁷ Diversity Council Australia and Jumbunna Institute for Indigenous Education and Research. *Gari Yala (Speak the truth): Centring the work experiences of Aboriginal and/or Torres Strait Islander Australians synopsis report*, 2021.

⁸ State of Victoria, Department of Premier and Cabinet, *Safe and strong: A Victorian gender equality strategy*, 2016.

Under the former Department of Health and Human Services, action was taken to address discrimination and disadvantage through the:

- *Cultural diversity plan 2016–2019*
- *LGBTIQ+ action plan 2019–2021*
- *Disability employment strategy 2018–2020*
- *Aboriginal employment strategy 2016–2021*
- *Aboriginal and Torres Strait Islander cultural safety framework 2019.*

A new *Aboriginal workforce strategy 2021–2026* provides a framework for DFFH to become an employer of choice for Aboriginal people.

Aligning inclusion strategies and plans

This gender equality action plan aligns to the Aboriginal workforce strategy and the cultural safety framework, as well as to relevant legislation and whole of Victorian Government strategies and plans.

Our staff networks continue to provide an essential role in advocating for their members, supporting development and implementation of strategies and plans, and working in partnerships across the department and with external stakeholders.

How we developed our gender equality action plan

The gender equality action plan (GEAP) was developed by:

- assessing the state of gender equality in DFFH through a workplace gender audit
- undertaking comprehensive consultation and gathering feedback from our staff
- considering research and best practice guidance on workplace gender equality.

Gender equality principles

Gender Equality Act: principles

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
- Gender 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.

Our department is committed to upholding the Gender Equality Act gender equality principles (the principles), which have been used to inform the GEAP strategies and measures.

During development of our GEAP, we considered women's historical experiences of discrimination and disadvantage on the basis of sex and gender, and prepared strategies to promote equal opportunity for women and gender diverse staff. We also took action to address how gender inequality can occur with other inequities by:

- analysing our workplace gender audit data to identify systemic barriers to access, inclusion and equity for diverse staff
- incorporating the feedback of diverse staff and staff networks into the GEAP through targeted consultations
- developing strategies and measures to specifically address how gender inequality affects diverse staff who face more than one type of inequality, including special measure actions.

We ensured our GEAP was aligned with other inclusion strategies, frameworks and legislation to acknowledge the benefits of gender equality, the right to equal opportunity for all genders, our common goals, and shared responsibility for action to advance gender equality in our community.

Workplace gender audit

We completed a baseline workplace gender audit against each of the workplace gender equality indicators. Gender-disaggregated data as at 30 June 2021 was used to assess the state of gender equality in DFFH. There were two categories of data considered in the audit:

- **workforce data** from the DFFH employee data collection systems
- **employee experience data** from the 2021 People Matter Survey (the Victorian Public Sector's annual employee feedback survey).

Consultation and engagement

The GEAP was developed following extensive consultation. We partnered with divisions, priority groups and staff networks to plan and develop an inclusive consultation approach.

Consultation was conducted using a variety of methods, including:

- online consultation workshops
- targeted workshops with priority staff groups
- an anonymous feedback mechanism
- discussions with staff networks
- meetings with employee union representatives
- Gender Equality Working Group
- discussions with the DFFH Board.

Stage 1

During the first stage of consultation, we shared the results of our workplace gender audit with the DFFH Board, employee union representatives and employees through a series of 26 consultation workshops.

Consultation workshops

Workshops were promoted to the entire DFFH workforce and were available to all staff. The workshops were facilitated by an independent organisation with expertise in intersectionality, diversity and inclusion.

Further workshops were held focusing on the lived experiences of:

- Aboriginal staff
- staff with disability
- older adult staff
- culturally diverse staff
- LGBTIQ+ staff.

We ran these focused workshops to ensure that we heard from employees whose experience of gender inequality may be compounded by other forms of disadvantage and discrimination.

We worked in partnership with our staff networks to promote, plan and tailor the workshops, including:

- DFFH Aboriginal Staff Network
- Pride Network
- Enablers Network
- VPS Autism Success Network
- VPS Women of Colour Network
- VPS African-Australian Network.

The workshops that focused on hearing from Aboriginal staff, staff with disability and LGBTIQ+ staff were facilitated by DFFH staff from the Aboriginal and Diversity Inclusion team to ensure a lived experience perspective.

We also made an anonymous feedback form available to all staff to encourage open and transparent feedback.

Consultation report

As part of the consultation, we asked our staff where they believed change was needed and how they thought we could best address the issues identified through the workplace gender audit. Feedback was structured around the four focus areas:

- strategy and business alignment
- leadership and accountability
- employment and careers
- culture and safety.

Stage 2

The DFFH Gender Equality Working Group (the working group) was established. The working group included representatives from:

- each of our nine divisions
- staff from priority communities
- networks including the Aboriginal Staff Network, Pride Network, Enablers Network, VPS Autism Success Network, VPS Women of Colour Network and VPS African-Australian Network.

The feedback from Stage 1 consultations was reported to the working group.

Proposed strategies and measures were developed based on:

- consultation feedback
- advice from the working group

- progress to date under the former *Gender equality action plan 2019–2021*
- contemporary research and project or program evaluations.

Feedback about the proposed strategies and measures was collected via:

- a consultation workshop available to all staff
- consultation with senior executives
- Gender Equality Working Group
- consultation with employee union representatives
- advice from the Centre for Evaluation and Research Evidence
- review at DFFH Board.

The GEAP strategies and measures are based on a whole-of-department, systems approach and are aimed at making significant and sustained change.



What the evidence told us

Key workplace gender audit 2021 results

Data gaps

We know that gender inequality is compounded by other forms of discrimination and disadvantage.

The results of our workplace gender audit taught us that we need to strengthen data collection around our employee disability status, cultural diversity, non-binary gender identities, religion and sexual orientation.

We are committed to improving data collection so that we can identify and address inequities experienced by all our diverse staff.

Data from diverse groups is provided where available, including data around our Aboriginal workforce and different age groups.

Gender diverse staff

We recognise that many people do not identify their gender as being a man or a woman, including trans and gender diverse people. However, the audit data reported from our workforce records uses the gender identities of 'men' and 'women' only. This is because the number of gender diverse DFFH staff who have shared their gender identity with DFFH is very small. By sharing this data we may identify individuals and risk breaching their confidentiality.

In the 2021 People Matter Survey (PMS):

- less than one per cent of staff identified as intersex
- 65 per cent identified their gender as women
- 20 per cent identified as men
- one per cent identified their gender as non-binary or use a different term
- 14 per cent indicated that they prefer not to say.

PMS responses from gender diverse staff are reported using a combined grouping of 'non-binary, I use a different term or prefer not to say'. This is because the number of respondents who identified as non-binary or use a different term is also very small.

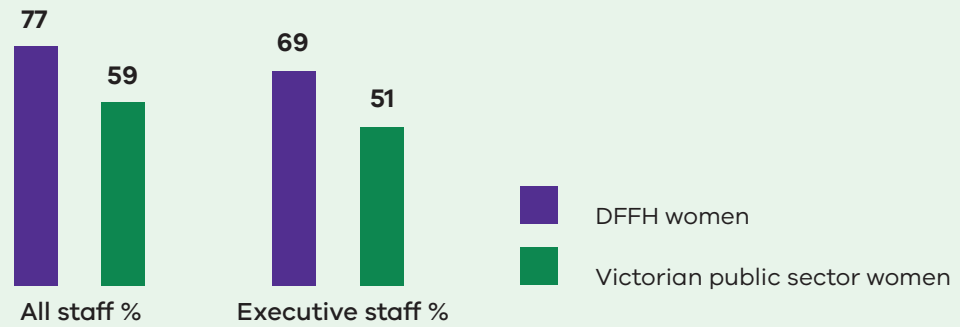
The reasons why PMS respondents prefer not to identify their gender identity may vary and may not indicate that these respondents identify as gender diverse.

More details of our workplace gender audit results are in **Appendix 3**.

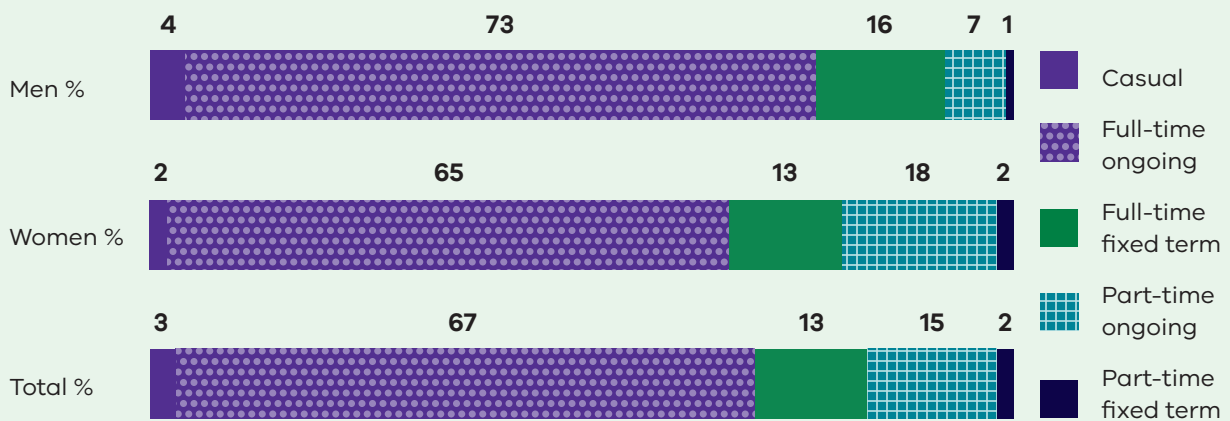
Indicator 1: Gender composition of the workforce

- A high proportion of staff are women. However, women are underrepresented at more senior levels and overrepresented in lower classified and remunerated levels.
- Women are also less likely to be in secure full-time roles than men.

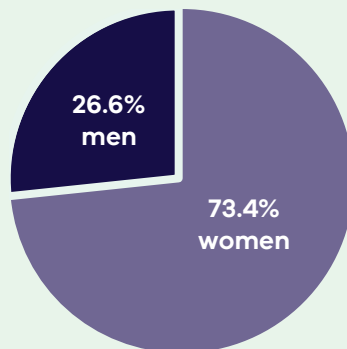
Overall gender composition of the workforce



Overall gender composition of the workforce, by employment basis



Gender composition of Aboriginal workforce



Indicator 1: Gender composition of all levels of the workforce (continued)

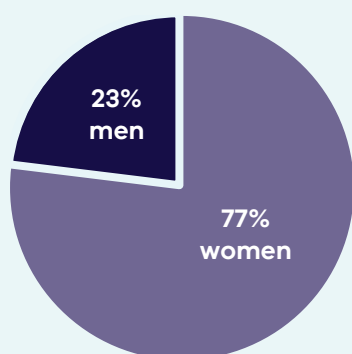
Gender composition of the workforce by level to CEO⁹



Indicator 2: Gender composition of governing body

- DFFH Board is **77% women** and **23% men**.
- There is **one Aboriginal staff member** on the Board.

The board reflects the overall gender composition of the DFFH workforce.



⁹ Level from CEO was determined by classification or salary equivalence drawn from the Victorian Public Service Enterprise Agreement 2020 or Senior Executive Service classification bands. Levels refer to: Secretary (CEO equivalent)= 0, SES3 = level -1, SES2 = level -2, SES1/SMA/STS = level -3, VPS6 = -4, VPS5 = -5, VPS4 = -6, VPS 3 = -7, VPS1 and 2 = -8.

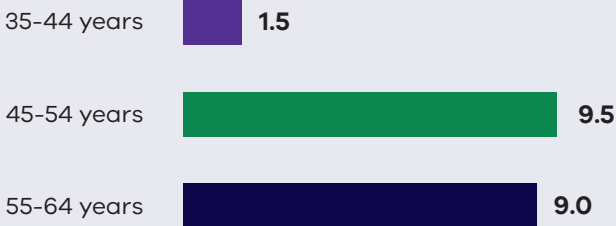


Indicator 3: Equal remuneration

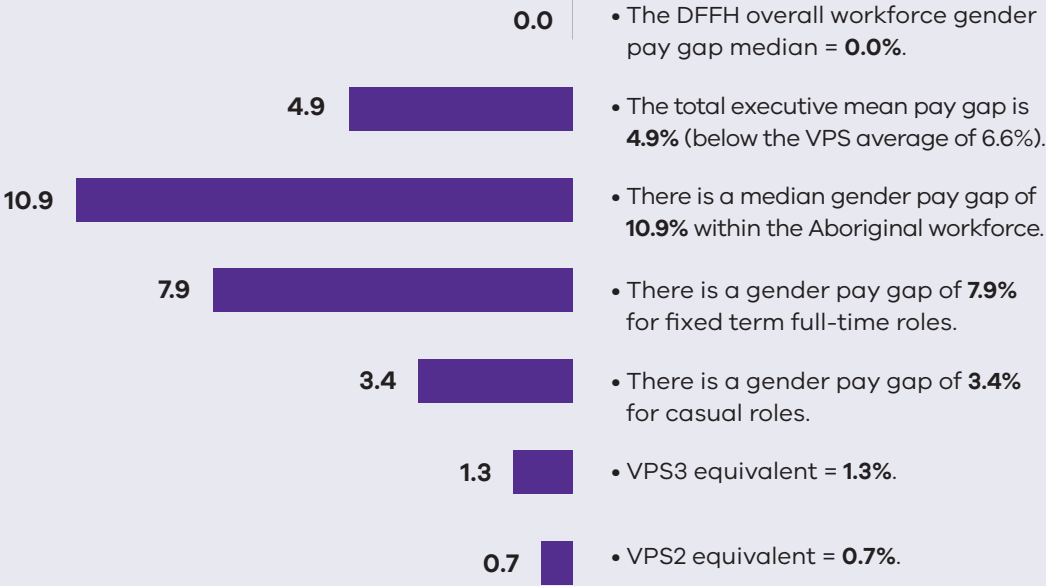
The DFFH overall workforce gender pay gap median is 0%.
Although the DFFH-wide median gender pay gap is zero, gender pay gaps exist within:

- executive levels
- lower classification roles (VPS 2 and VPS3 equivalent)
- Aboriginal workforce
- fixed term full-time roles
- older adult staff groups.

Age group gender pay gaps %



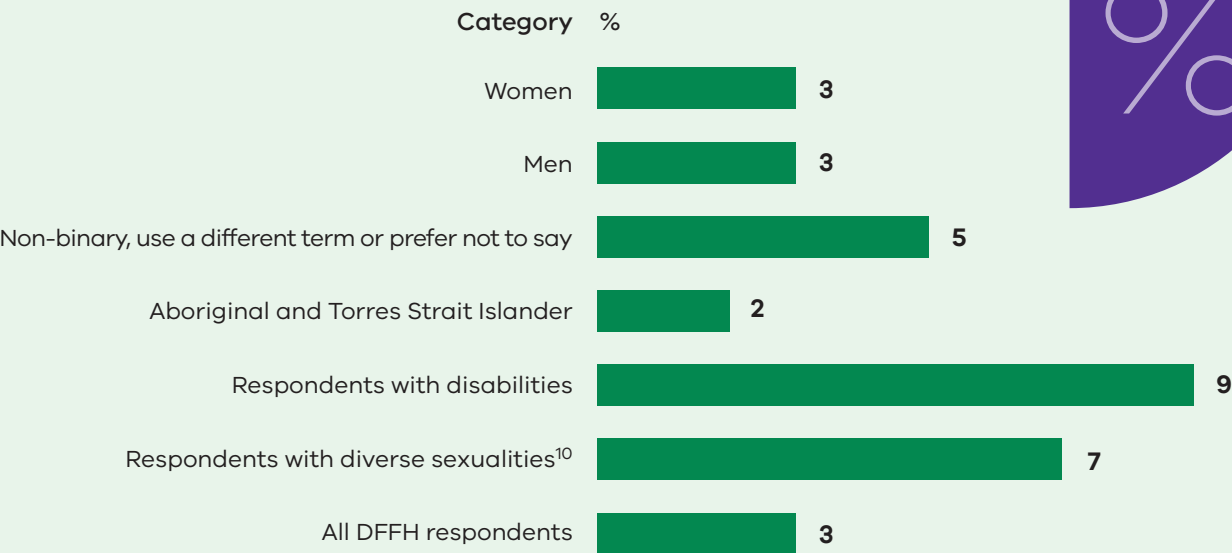
% DFFH overall workforce gender pay gaps



Indicator 4: Sexual harassment

Sexual harassment is underreported at DFFH.
Data collection issues make it difficult to identify trends
and improve prevention and response to sexual harassment.

PMS survey respondents at DFFH who indicated
that they had experienced sexual harassment



3%



Total Women Men

- **3% of PMS survey respondents** at DFFH indicated that they had experienced sexual harassment.
- **3% of PMS survey respondents** who are **women** at DFFH indicated that they had experienced sexual harassment.
- **3% of PMS survey respondents** who are **men** at DFFH indicated that they had experienced sexual harassment.

¹⁰ 'Diverse sexualities' refers to grouped PMS results for staff who described their sexual orientation as asexual, bisexual, don't know, gay or lesbian, I use a different term, pansexual or prefer not to say.

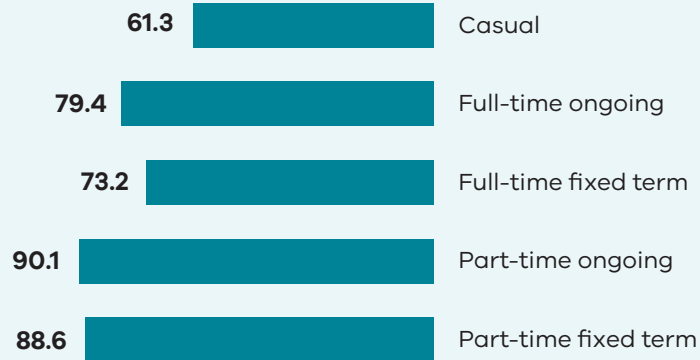


Indicator 5: Recruitment and promotion

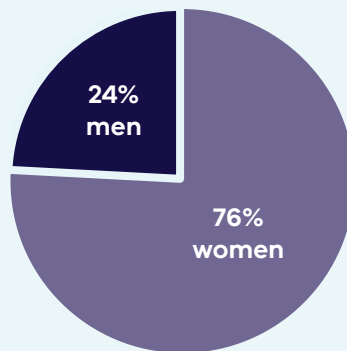
Recruitment in the audit period reflected the gender composition of the workforce.

Women were overrepresented in recruitment to part-time ongoing and part-time fixed term roles.

% Women recruited by employment status



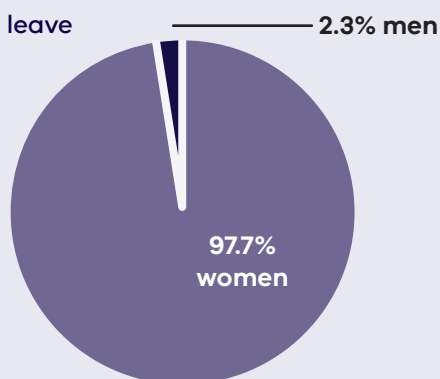
Total recruitment by gender



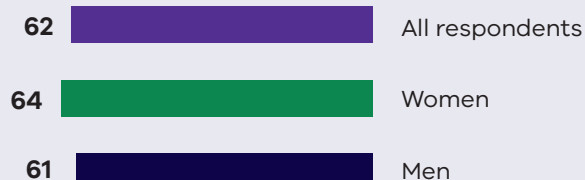
Indicator 6: Leave and flexibility

The majority of staff who take parental leave are women.

Paid parental leave



PMS respondents who indicated they use flexible work arrangements



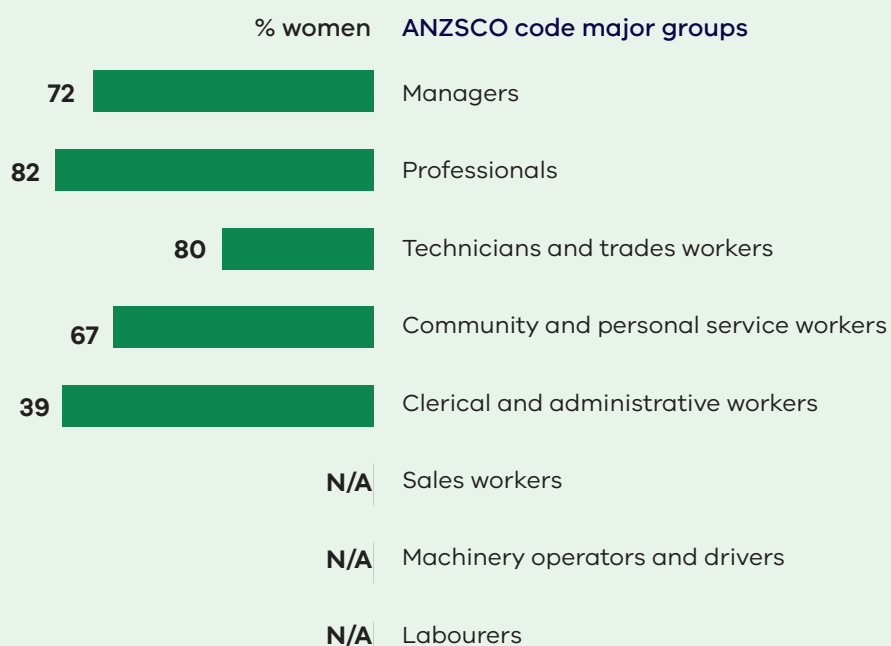
Indicator 7: Gendered segregation of the workforce

The proportion of women in manager roles decreases the more senior the role.





There is also a high proportion of women in:

- child protection practitioner roles (85%)
- clerical and administrative roles (80%), particularly at lower levels

Technical and trades workers are male dominated.



What our staff said

Focus area	Consultation feedback
Strategy and business alignment 	<ul style="list-style-type: none"> • Departmental policies, programs and services are not always aligned with gender equality principles.
Leadership and accountability 	<ul style="list-style-type: none"> • Lack of accountability from leaders results in inaction around diversity and inclusion. • Time and budgets are barriers to cultural change and diversity awareness, particularly in engaging middle managers.
Employment and careers 	<ul style="list-style-type: none"> • There is occupational segregation and low representation of diverse women and other diverse staff groups within the workforce, particularly at senior levels. • Older staff and diverse groups experience occupational segregation, devaluation, ageism and lack of support, including through key life stages such as career breaks, menopause and retirement.¹¹ • The female-dominated workforce 'hides' the gender pay gap. • Diverse staff experience gender pay gaps, however there is no capacity to measure and address gaps.
Culture and safety 	<ul style="list-style-type: none"> • Reporting frameworks, systems and processes for sexual harassment and other harmful behaviours are not visible, clear, trusted, transparent or always acted on. • Staff from diverse groups experience disproportionately high rates of discrimination, harassment, racism, bullying and inappropriate behaviour, and additional barriers to reporting. • Inconsistent support for flexible working arrangements adversely affects staff with parenting and caring responsibilities (including diverse staff). • Short-term or 'hands off' interventions (such as mandatory online short courses) are compliance-focused rather than genuinely building awareness and knowledge to effect cultural change.

¹¹ Key life stages are common phases of life such as pregnancy, trans and gender diverse affirmation, providing primary care of infants, transitioning children to school, return to work from parental leave, menopause, caring for elderly family members and retirement planning. It is also recognised that diverse staff may have different or additional key life stages and events.

How we will achieve our vision for gender equality

Diversity and inclusion framework

We know that gender inequality doesn't affect everyone in the same way. The GEAP includes strategies and measures to address the ways that gender inequality affects diverse groups and individuals in DFFH.

To complement the GEAP, we will take further action to ensure a more equitable and inclusive workplace through our diversity and inclusion framework (DI framework).

The DI framework will provide an overarching structure to build a more diverse, equitable, inclusive and respectful workforce within DFFH. The DI framework will include actions to address the structural inequities experienced by:

- LGBTIQ+ staff
- culturally diverse staff
- staff with disability
- staff of diverse ages.

The DI framework also aligns with our commitments in the *Aboriginal workforce strategy 2021–2026* to address inequality experienced by Aboriginal staff.

We will implement the GEAP in parallel with implementation of the DI framework to ensure actions are aligned.

Governance and oversight

A new Equality, Diversity and Inclusion Committee (the committee) will be established, with a focus on organisational gender equality, diversity, equity and inclusion.

The committee will:

- have oversight of the GEAP and the DI framework
- ensure we are taking coordinated action and holding ourselves to account
- oversee GEAP and DI framework implementation
- monitor progress
- provide a report to the DFFH Board biannually against relevant outcomes, strategies and measures.

The committee will comprise:

- executive members from each division accountable for progressing gender equality, diversity and inclusion within their division
- staff members from priority groups, including Aboriginal staff, staff with disability, LGBTIQ+ staff, gender diverse staff, culturally diverse staff and older adult staff.

We will establish forums as and when required (such as working groups and communities of practice) with defined relationships to the committee to ensure:

- the voices of staff with lived experience are heard and considered in the implementation of all strategies
- staff have opportunities to support implementation and build personal and organisational capability.

Implementation at divisional level

Divisions will plan and manage implementation of GEAP strategies and actions at a local level, tailoring actions to their workforce profile, needs, priorities and circumstances. The actions will be updated annually to ensure they remain aligned to the needs of the workforce and the department.

Implementation actions at the divisional level will be managed and reported on through existing executive leadership teams, senior management teams and people committees.

People and Culture branch will support divisional implementation by facilitating forums (including communities of practice) to share practice and increase impact across the department.

People and Culture branch will also provide divisions with data dashboards containing disaggregated gender and intersectional data, where this is available, and will coordinate biannual reporting to the DFFH Board.

Monitoring and evaluation

GEAP outcomes framework

We know that achieving workplace gender equality requires sustained and enduring action beyond the life of our 2022–2025 GEAP.

We have established a GEAP outcomes framework to ensure we have sustained effort to meet the vision. This aligns with the gender equality outcomes framework in Safe and strong.

Short-term outcomes

We will measure progress of GEAP activities and deliverables against our short-term outcomes using process and output indicators and targets as detailed in **Appendix 1: Implementation plan**.



These indicators will demonstrate whether the GEAP is being implemented as planned and outline where more effort may be needed or where activities and deliverables have been met.



Long-term outcomes

In recognition of the short- and medium-term nature of the GEAP, the outcomes from the Safe and strong gender equality outcomes framework will be considered as desired and long-term program aims.

We will also use the workplace gender equality indicators to measure our progress against the long-term outcomes outlined in Safe and strong.

Outcome indicators measure the broader impact of the GEAP strategies towards achieving gender equality in our workplace. Evaluations of particular strategies within the GEAP will be planned and undertaken as implementation progresses to ascertain long-term outcomes.

Focus areas	Long-term outcomes	Long-term measures
Strategy and business alignment 	<p>Gender equality is embedded in all Victorian Government decisions and actions.</p>	<p>Safe and strong indicators</p> <ul style="list-style-type: none"> • Increased focus on gender equality in Victorian Government procurement. • Increased focus on gender equality in Victorian Government budgeting. • Increased focus on gender equality in Victorian Government policy making. <p>Workplace gender equality indicators</p> <ul style="list-style-type: none"> • Gender composition of all levels of the workforce. • Gendered segregation within the workplace.
Leadership and accountability 	<p>All Victorians are visible, have an equal voice and occupy decision making roles not only at work, but in communities, sport, media and the arts.</p> <p>Victorians model and promote a commitment to gender equality.</p>	<p>Safe and strong indicators</p> <ul style="list-style-type: none"> • Increased diversity of women leaders. • Increased number of organisations that demonstrate a commitment to gender equality. • Increased promotion of gendered equality by key social influencers. <p>Workplace gender equality indicators</p> <ul style="list-style-type: none"> • Gender composition of all levels of the workforce. • Gender composition of governing bodies • Recruitment and promotion practice in the workplace.

Focus areas	Long-term outcomes	Long-term measures
Employment and careers 	<p>Participation in learning, education, the economy and society is not limited by gender.</p> <p>Victorians are rewarded equitably for their contribution in all aspects of society.</p> <p>The Victorian Government models gender equality best practice in the workplace.</p>	<p>Safe and strong indicators</p> <ul style="list-style-type: none"> • Reduced gender segregation of roles in the Victorian Public Service. • Increased availability and uptake of flexible working arrangements. • Reduced reports of everyday stereotypes and sexism. • Reduced prevalence of sexism, sexual harassment and gender discrimination. • Increased workforce participation by women with a disability. • Increased recognition of women's expertise. • Increase in gender pay equity within the Victorian Public Service. • Increased representation of women across all levels of leadership. <p>Workplace gender equality indicators</p> <ul style="list-style-type: none"> • Gender composition of all levels of the workforce. • Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender. • Recruitment and promotion practice in the workplace. • Gendered segregation within the workplace.
Culture and safety 	<p>All Victorians are safe in their homes, communities and workplaces.</p> <p>The Victorian Government models gender equality best practice in the workplace.</p> <p>Victorians do not tolerate attitudes and behaviours that support gender inequality.</p>	<p>Safe and strong indicators</p> <ul style="list-style-type: none"> • Increased awareness and understanding of the extent and impact of gender inequality. • Increased culture of challenging gender inequalities, across all settings and across all life stages. <p>Workplace gender equality indicators</p> <ul style="list-style-type: none"> • Sexual harassment in the workplace. • Recruitment and promotion practice in the workplace. • Availability and use of family violence leave, flexible working arrangements and working supporting workers with family or caring responsibilities.

Reporting

Regular reports on DFFH's GEAP implementation and progress towards gender equality will be prepared and provided in line with the structure outlined in Table 1.

Table 1: Reporting structure

Level	Reporting description
Commission for Gender Equality in the Public Sector	<ul style="list-style-type: none">• A report to the Commission on our progress every two years, including the results of the workplace gender audit.
DFFH Board	<ul style="list-style-type: none">• A biannual paper to the Board on the progress of the GEAP implementation, including an annual workplace gender audit.
Equality, Diversity and Inclusion Committee	<ul style="list-style-type: none">• Review and reporting on GEAP progress at quarterly committee meetings.• The committee may decide to evaluate particular programs or strategies – these will be reported in line with the relevant timetable.
Divisional executives	<ul style="list-style-type: none">• Divisions will monitor their actions and outcomes, and provide biannual reports to the committee using a common template.• Divisional reports will contribute to Board and Commission reporting.
Staff and employee representatives	<ul style="list-style-type: none">• After each report to the DFFH Board, a communiqué will be provided to all staff and employee representatives.

Strategic resource plan

The resources available for GEAP implementation are outlined in Table 2. The full-time equivalent staffing (FTE) comprises:

- staff undertaking dedicated work that directly supports GEAP implementation (4.6 FTE each year)
- business as usual (BAU) resources undertaking a range of learning, capability and culture functions that may directly or indirectly support GEAP implementation and can be used flexibly for GEAP implementation as needs arise (12.8 FTE each year).

Divisions will be responsible for managing local level actions using their individual budgets and resources.

Implementation will include engagement with staff networks, as indicated in the implementation plan (Appendix 1: Implementation plan). Where this involves significant time or effort, People and Culture branch will negotiate with the relevant divisions to ensure recognition in work plans and performance and development plans (PDP).

Table 2: GEAP four-year strategic resource plan

Resource	Dedicated work on GEAP implementation	BAU resources supporting GEAP implementation
Human resources (FTE positions)	<p>People and Culture (PC) branch:</p> <ul style="list-style-type: none"> • project management of GEAP implementation, including oversight of gender impact assessment processes – 1.0 FTE • intersectionality work through DI framework implementation – 1.0 FTE • coordination of training and capability building programs – 1.0 FTE • data collection, management and analysis – 0.5 FTE • review and manage improvements to human resource systems and practices – 0.5 FTE • senior management oversight of GEAP implementation – 0.6 FTE • total dedicated PC – 4.6 FTE. <p>Divisions:</p> <ul style="list-style-type: none"> • various FTE to implement divisional actions related to the GEAP, including gender impact assessments. 	<p>People and Culture (PC) branch:</p> <ul style="list-style-type: none"> • Organisational Development and Culture Unit: people strategy, workforce metrics, People Matter Survey, positive workplace culture, PDP, flexible working and change management – 3.0 FTE • Aboriginal and Diversity Inclusion Unit: DI framework, Aboriginal workforce strategy and cultural safety framework – 6.0 FTE • Learning and Development Unit: Management of learning management system and training calendar – 3.0 FTE • executive oversight of learning, capability and culture functions – 0.8 FTE • total BAU PC support: 12.8 FTE. <p>Divisions:</p> <ul style="list-style-type: none"> • various FTE to align BAU divisional activities (including management of policies, programs and processes) with GEAP actions.
Program and project costs	<p>Develop and roll out training and capability building programs:</p> <ul style="list-style-type: none"> • gender equality, diversity and inclusion training • leadership development programs. <p>Innovation and improvement funds:</p> <ul style="list-style-type: none"> • evaluation of impact of strategies and measures • system upgrades and infrastructure. 	<p>Adapt and continue offering related training and capability building:</p> <ul style="list-style-type: none"> • Leading with Respect program and other leadership development training • positive workplace culture and diversity and inclusion training offers • coaching and mentoring.

Overview of gender equality strategies and measures

Focus area 1: Strategy and business alignment

What we learnt from data and staff consultations	What we will do about it
DFFH is unable to robustly identify, measure and address the inequities experienced by diverse staff due to gaps in collection of intersectional workforce data.	<p>Implement systems to centrally capture, analyse and share data, including intersectional gender data.</p> <p>Address barriers to employees sharing diversity data in systems and surveys.</p>
Departmental policies, programs and services are not always aligned with gender equality principles.	<p>Use gender impact assessments (GIAs) to apply a gender lens to key DFFH policies, programs and services.</p> <p>Update DFFH internal and public records including strategies, plans, guidelines, templates and webpages to ensure they are inclusive and free from discrimination.</p> <p>Use budgeting, purchasing, procurement, funding, contract management and service agreement management processes to improve gender equality.</p> <p>Assess DFFH organisational change processes for gender-based impacts, risks and opportunities.</p> <p>Implement DFFH Diversity and inclusion framework to complement GEAP strategies and outcomes.</p>

Focus area 2: Leadership and accountability

What we learnt from data and staff consultations	What we will do about it
There is an absence of intersectional data on DFFH Board members and composition of governance groups.	DFFH Board to biannually discuss gender and intersectional equality and how to ensure diversity on Board and internal committees.
Lack of accountability from leaders results in inaction around diversity and inclusion.	<p>Increase divisional transparency and accountability for addressing gender inequalities.</p> <p>Establish an Equality, Diversity and Inclusion Committee to monitor and govern GEAP and DI framework implementation.</p> <p>Embed Inclusive Leadership principles and practices into DFFH leadership development programs.</p> <p>Review PDP and performance guidance materials to improve performance and development goal setting, one-on-one meetings and PDP reviews.</p>
Time and budgets are barriers to cultural change and diversity awareness, particularly in engaging middle managers.	Implement a strategic resource plan for GEAP implementation.

Focus area 3: Employment and careers

What we learnt from data and staff consultations	What we will do about it
<p>There is occupational segregation and low representation of diverse staff and diverse women within the workforce, particularly at senior levels.</p> <p>There is an overrepresentation of men in senior roles or leadership.</p> <p>Older staff and diverse groups experience occupational segregation, devaluation, ageism and lack of support, including through key life stages such as career breaks, menopause and retirement.</p>	<p>Identify and address barriers to employment, promotion and retention for diverse staff by:</p> <ul style="list-style-type: none"> • analysing intersectional gender audit data and implementing <i>Recruit smarter: best practice guidelines for inclusive recruitment</i> • implementing innovative recruitment and entry processes to attract diverse staff and address inequalities in occupations that show a gender imbalance • delivering an executive and senior management leadership development program for diverse women with defined progression points to higher roles • reviewing and updating DFFH's learning and career development programs • implementing strategies to support women and diverse staff through key life stages.
<p>The female dominated workforce 'hides' the gender pay gap.</p> <p>The DFFH median pay gap is zero, however gender pay gaps exist within divisions, position levels and types of employment.</p>	<p>Increase transparency and accountability for addressing gender pay gaps (including intersectional pay gaps) by:</p> <ul style="list-style-type: none"> • establishing pay equity dashboards to enhance transparency and inform equitable decisions • preparing guidance for divisions and hiring managers on addressing pay inequities • reviewing the pay policy and work value review policy.
<p>Diverse staff experience gender pay gaps, however there is no capacity to measure and address gaps.</p>	<p>Prepare targeted strategies to respond to pay gaps identified among diverse staff, including identifying and applying special measure conditions to relevant higher classification, manager or leadership positions.</p>

Focus area 4: Culture and safety

What we learnt from data and staff consultations	What we will do about it
The reporting frameworks, systems and processes for sexual harassment and other harmful behaviours are not visible, clear, trusted, transparent or always acted on.	<p>Take action to increase perpetrator accountability and deter harmful behaviours.</p> <p>Establish an accessible single central intake and referral point for staff to report sexual harassment, violence, discrimination, bullying and other inappropriate behaviour, issues and risks.</p> <p>Address barriers to staff reporting, including increasing the options available to staff.</p>
Staff from diverse groups experience disproportionately high rates of discrimination, harassment, racism and inappropriate behaviour, and additional barriers to reporting.	<p>Deliver targeted interventions for at risk groups to encourage help seeking behaviour, strengthen prevention and address barriers to reporting of sexual harassment in the workplace.</p> <p>Establish culturally safe mechanisms to address racism, discrimination, bullying and inappropriate behaviour in relation to diverse staff.</p>
There is low uptake of parental leave entitlements and unpaid carers leave by male employees.	<p>Promote and facilitate equitable uptake of flexible working arrangements and parental and carers leave via:</p> <ul style="list-style-type: none"> • central records of flexible work arrangements • review of flexible work policies and practices • regular communications, including campaigns targeted at men • guidance and training for managers.
Inconsistent support for flexible working arrangements adversely impact staff with parenting and carer responsibilities (including diverse staff).	<p>Offer and promote job share and flexible working arrangements that are innovative, accessible and address barriers via:</p> <ul style="list-style-type: none"> • implementation of a job share platform • piloting innovative flexible working models • showcasing leaders utilising flexible working arrangements.
<p>Low uptake of family violence leave provisions.</p> <p>MARAM implementation not yet embedded into BAU or organisational development frameworks.</p>	<p>Strengthen organisational responses and supports for staff experiencing family violence by:</p> <ul style="list-style-type: none"> • rolling out the Multi-Agency Risk Assessment and Management (MARAM) implementation plan • strengthening communications • building manager capability • regularly evaluating responses and supports.

What we learnt from data and staff consultations	What we will do about it
<p>Short term or 'hands off' interventions (such as mandatory online short courses) are compliance-focused rather than genuinely building awareness and knowledge to effect cultural change.</p>	<p>Implement prevention actions targeting inappropriate and harmful behaviours including:</p> <ul style="list-style-type: none"> • trans and gender diverse awareness training and resources • bystander interventions to prevent and challenge harmful behaviours • implementing Victorian Equal Opportunity and Human Rights Commission program to address sexual harassment and sex discrimination around pregnancy, parental leave and access to flexible working arrangements • implementing evidence-based awareness raising workshops on harmful gender stereotypes • applying for Australian Workplace Equality Index accreditation. <p>Develop a DFFH 'Trans and gender diverse affirmation' policy and resources, and increase availability of all-gender and gender-neutral bathrooms.</p>

A full outline of strategies and measures is in **Appendix 1: Implementation plan**.

Appendix 1: Implementation plan

Focus area 1: Strategy and business alignment

Short-term outcome: Workforce gender and diversity data is safely and confidentially captured and analysed

Strategy: 1.1 Implement systems to centrally capture, analyse and share gender data including intersectional data

Implementation actions	Process measures	Deadline	Responsible
Conduct data needs assessment and prepare data improvement plan to identify and address gender inequalities including intersectional inequalities.	<ul style="list-style-type: none"> • Data needs assessment and improvement plan completed and reviewed annually. • Examples of data improvement provided. 	Q2 2022 and annually	People and Culture
Identify opportunities and progress changes to current employee or payroll systems to collect workforce data on intersectional gender equality.	<ul style="list-style-type: none"> • Current employee or payroll systems updated with intersectional gender equality data. • Systems capture workforce data in a culturally safe and confidential way. 	Q4 2022	People and Culture Corporate Support
Work within governance of the VPS Human Capital Management (HCM) System to support inclusion of intersectional gender data.	<ul style="list-style-type: none"> • HCM governance group minutes reference data discussions and outcomes. • Key intersectional gender equality metrics are embedded into HCM. 	2025	People and Culture HCM Project Team
Undertake annual lived experience qualitative data collection and analysis, to allow for proactive action to reduce bias and harm and to monitor progress.	<ul style="list-style-type: none"> • Annual diversity survey and focus groups undertaken in collaboration with staff networks. • Results identify trends and issues for action. 	Q1 2022 and annually	People and Culture

Implementation actions	Process measures	Deadline	Responsible
Undertake annual workplace gender audit, including the collection and dissemination of comprehensive intersectional data by division.	<ul style="list-style-type: none"> • Annual business process on data audit is set, including annual review of data needs assessment and data improvement actions. • Workplace gender audit is completed according to timetable. • Workplace gender audit data is provided to divisions and contributes to decision making and actions. 	Q4 2022 and annually	People and Culture
Advocate for improvements to People Matter Survey questions and analyse and report data at divisional and branch levels to support workplace gender audit and GEAP monitoring and evaluation.	<ul style="list-style-type: none"> • Survey contains the questions needed to monitor and evaluate gender equality. • Survey data analysed and reported to divisions annually. 	Q3 2022 and annually	People and Culture

Short-term outcome: Staff voluntarily provide diversity data and have confidence in its confidentiality and use

Strategy: 1.2 Address barriers to employees sharing diversity data in systems and surveys

Implementation actions	Process measures	Deadline	Responsible
Deliver communications campaign to encourage staff to update demographic data using the available employee systems, People Matter Survey and diversity survey.	<ul style="list-style-type: none"> • Communications campaign includes staff network input and is delivered at least annually. 	Q1 2022 and ongoing	People and Culture Engagement and Reform
Collaborate with staff networks on administration of the annual diversity survey to optimise participation.	<ul style="list-style-type: none"> • Increase in staff voluntarily providing and updating demographic data. 	Q1 2022 and ongoing	People and Culture
In consultation with staff networks, share diversity data in a sensitive and safe way, linking it to improvement actions.	<ul style="list-style-type: none"> • Data shared with staff, including links to related GEAP implementation actions. 	Q3 2022 and ongoing	People and Culture

Short-term outcome: DFFH policies, programs and services reflect and promote gender equality

Strategy: 1.3 Use gender impact assessments (GIA) to apply a gender lens to DFFH policies, programs and services

Implementation actions	Process measures	Deadline	Responsible
Prepare and launch a central depository to record and monitor GIAs conducted at DFFH.	<ul style="list-style-type: none"> Central depository established. Divisions prepare and upload GIAs to central repository. 	Q2 2022 and ongoing	People and Culture Divisions
Streamline GIA processes and provide guidance and training to staff.	<ul style="list-style-type: none"> GIA guidance and training embedded into DFFH's corporate support. 	Q3 2022 and ongoing	People and Culture
Implement and support a GEAP/ GIA community of practice to continually strengthen staff capability and encourage completion.	<ul style="list-style-type: none"> Community of practice established and meets quarterly. 	Q3 2022 and ongoing	People and Culture Divisions
Prepare, monitor and review GIAs to ensure compliance with the Gender Equality Act and identify practice improvement opportunities that will strengthen gender equality outcomes and staff capability.	<ul style="list-style-type: none"> GIAs are in place for in-scope policies, programs and services. GIAs meet Commission requirements. Evidence of practice improvement provided. 	2023 and ongoing	People and Culture Divisions
Review and update key internal DFFH policies and programs using a process modelled on the GIA process, and embed GEAP strategies and measures into the business cycle.	<ul style="list-style-type: none"> Key DFFH business and human resource policies, programs and associated materials support gender equality and reduce structural inequities. 	2025	People and Culture Relevant business units
Evaluate the impacts of GIAs on policies, programs and services.	<ul style="list-style-type: none"> Evaluation shows positive benefits of GIAs and contribution towards the Gender Equality Act principles. 	2025 and every two years	People and Culture

Short-term outcome: DFFH documents and records contain inclusive language and imagery and support gender equality

Strategy: 1.4 Update DFFH internal and public records including strategies, plans, guidelines, templates and webpages to ensure they are inclusive and free from discrimination

Implementation actions	Process measures	Deadline	Responsible
Review and amend writing style guidance to include advice to staff around inclusive language, gender equality and diverse gender identities and terms.	<ul style="list-style-type: none"> Writing style guidance amended and reviewed regularly in line with latest guidance. 	2023 and every two years	People and Culture Engagement and Reform
Update DFFH memo, briefing and visual style templates to include gender equality principles and requirements, including guidance on inclusive language and imagery.	<ul style="list-style-type: none"> DFFH templates updated. Intranet resources and guidance available to all users. 	Q4 2022	People and Culture Engagement and Reform
Review and update key DFFH internal and public records, including published strategies, plans, guidelines and the DFFH website, intranet and SharePoint sites, to ensure inclusive language and imagery.	<ul style="list-style-type: none"> Key internal and public records identified, and a review process and timeline established. Records and sites are updated per the timeline and in alignment with best practice guidance. 	2025	People and Culture Engagement and Reform Divisions

Short-term outcome: Gender equality is promoted within the funded sector and industry through DFFH's budget processes, funding and purchasing relationships

Strategy: 1.5 Integrate GEAP strategies and measures into budgeting, purchasing, procurement, funding, contract management and service agreement management processes to improve gender equality

Implementation actions	Process measures	Deadline	Responsible
Review purchasing, procurement and funding arrangements used in each division to ensure inclusive language and alignment with GEAP strategies and measures and social procurement principles and requirements.	<ul style="list-style-type: none"> Review and revision of purchasing, procurement and funding arrangements completed in consultation with stakeholder groups. 	2024	People and Culture Corporate business units Divisions
Include gender and intersectional equality performance measures in contracts and funding and service agreements as appropriate.	<ul style="list-style-type: none"> Evidence provided of gender equality based performance measures in key contracts and service agreements 	2025	People and Culture Divisions
Implement Gender Responsive Budgeting by informing and building capability of decision makers, embedding GEAP strategies and measures into the budget process and supporting documentation, and monitoring and assessing impact and progress.	<ul style="list-style-type: none"> Budget templates and documentation updated to reflect requirements. Evidence of progress and impacts supplied. 	2023 and ongoing	Finance Divisions

Short-term outcome: DFFH change processes consider gender equality principles and risks

Strategy: 1.6 Assess DFFH's organisational change processes for gender-based impacts, risks and opportunities

Implementation actions	Process measures	Deadline	Responsible
Assess DFFH change processes using a process modelled on the GIA template.	<ul style="list-style-type: none"> Gender based risks, issues and opportunities are identified and relevant actions taken in respect of key organisational change processes. 	Q2 2022	Organisational Development and Performance People and Culture

Short-term outcome: Diversity and inclusion are embedded at all levels of DFFH

Strategy: 1.7 Implement a DFFH Diversity and inclusion framework (DI framework) to complement the GEAP, integrating strategies and measures into the business cycle

Implementation actions	Process measures	Deadline	Responsible
Complete the DI framework including endorsement by the Diversity and Inclusion Advisory Group.	<ul style="list-style-type: none"> • DI framework completed. • Implementation occurs along published timeframes, with strategies and measures embedded in the business cycle. 	Q2 2022	People and Culture

Focus area 2: Leadership and accountability

Short-term outcome: DFFH Board maintains and communicates a commitment to gender and intersectional equality

Strategy: 2.1 DFFH Board to biannually discuss gender and intersectional equality in the department and how to ensure diversity on the Board and internal committees

Implementation actions	Process measures	Deadline	Responsible
Add biannual agenda item to Board meetings to discuss the GEAP progress report and actions to improve: <ul style="list-style-type: none"> • demographic data or intersectional attributes of the DFFH workforce (gender, Aboriginality, disability, ethnicity, race, religion and sexual orientation) • demographic data or intersectional attributes of the Board and internal committees. 	<ul style="list-style-type: none"> • Board minutes to reflect biannual discussion and agreed actions. • Composition of DFFH governance bodies to reflect gender and intersectional equality. 	Q4 2022 and biannually	DFFH Board People and Culture
Communicate to staff the GEAP progress report and outcome of the Board agenda item to demonstrate the commitment to increasing gender and intersectional equality.	<ul style="list-style-type: none"> • Biannual communiqué delivered to staff summarising the GEAP progress report and Board discussion. 	Q4 2022 and biannually	DFFH Board Engagement and Reform

Short-term outcome: Divisions identify, monitor and address gender inequalities

Strategy: 2.2 Increase divisional transparency and accountability for addressing gender inequalities

Implementation actions	Process measures	Deadline	Responsible
Divisions to establish, monitor and report on divisional actions, KPIs and targets to address localised gender inequalities.	• Actions, KPIs and targets for divisions established, monitored and reported on biannually to the Equality, Diversity and Inclusion Committee and to divisional staff.	Q3 2022 and biannually	Divisions
Divisional KPIs and targets to be included in Executive and senior manager PDP goal plans and work plans.	• PDP goal plans and work plans include gender and intersectional equality KPIs and targets, as appropriate.	Q3 2022 and annually	Divisions

Short-term outcome: Adequate resources are allocated for GEAP implementation

Strategy: 2.3 Implement a strategic resource plan for the DFFH GEAP implementation

Implementation actions	Process measures	Deadline	Responsible
Develop a strategic resource plan including human resources and budget to be allocated to GEAP implementation activities.	Human resources and budget are sufficient to achieve GEAP measures.	Q2 2022	People and Culture
Review strategic resource plan annually and report to DFFH Board on allocation of time and budget.	Annual review of resource plan undertaken.	2023 and annually	People and Culture

Short-term outcome: A governance structure oversees GEAP implementation

Strategy: 2.4 Establish an Equality, Diversity and Inclusion Committee to govern GEAP and DI framework implementation

Implementation actions	Process measures	Deadline	Responsible
Establish GEAP governance structure and committee: <ul style="list-style-type: none">• embed quorum of diverse staff into Terms of Reference, with transparent appointment and tenure processes• articulate and acknowledge workload of diverse staff representatives.	<ul style="list-style-type: none">• Committee established with clear reporting lines and accountability.• Workload of diverse staff formally acknowledged (such as PDP, agreed hours with management).	Q2 2022	People and Culture Divisions Staff networks
Establish forums (such as working parties and communities of practice) to support the work of the committee.	<ul style="list-style-type: none">• Forums established as appropriate to provide opportunities for staff engagement and lived experience input to GEAP implementation.	Q2 2022	People and Culture Staff networks

Short-term outcome: DFFH leadership development programs focus on gender and intersectional equality

Strategy: 2.5 Embed Inclusive Leadership principles and practices into DFFH leadership development programs

Implementation actions	Process measures	Deadline	Responsible
Prepare a DFFH leadership development strategy that incorporates Inclusive Leadership principles and practices, based on evidence, best practice and consultation with staff networks.	<ul style="list-style-type: none"> DFFH leadership development strategy prepared incorporating inclusive leadership. 	Q2 2022	People and Culture
Review and revise all existing DFFH leadership development offers to align to the leadership development strategy.	<ul style="list-style-type: none"> DFFH leadership development offers support gender and intersectional equality. 	2023	People and Culture
<p>Lead the development of a VPS leadership program to train and support leaders to positively influence their workplaces by challenging stereotypical gender norms and constructively intervening to improve culture.</p> <p>Include awareness raising workshops and an intensive training and community of practice to develop the capability of cohorts of workplace leaders.</p>	<ul style="list-style-type: none"> Pilot implemented and evaluated. Program scaled up and delivered on an ongoing basis. Partnership with VPS departments to lead program implementation. 	2024	People and Culture

Short-term outcome: Managers and people leaders tailor people management to individuals' needs

Strategy: 2.6 Review PDP and performance guidance materials to improve performance and development goal setting, 1-1 meetings and PDP reviews

Implementation actions	Process measures	Deadline	Responsible
Review and update PDP and performance and development guidance to reflect inclusive leadership and support goal setting that incorporates gender equality principles.	<ul style="list-style-type: none"> PDP and performance and development guidance updated. 	Q3 2022	People and Culture

Focus area 3: Employment and careers

Short-term outcome: DFFH has a representative and sustainable gender diverse talent pipeline

Strategy: 3.1 Identify and address barriers to employment, promotion and retention for diverse staff

Implementation actions	Process measures	Deadline	Responsible
Analyse intersectional gender data across all levels of the workforce to identify and address systemic barriers to employment, promotion and retention for diverse staff, including recruitment and applicant data, exit data, employee experience data and organisational and divisional trends.	<ul style="list-style-type: none"> • Biannual report completed on key gender and intersectional metrics and trends in employment, promotion and retention. • KPIs and targets incorporated in divisional actions as appropriate. • Analysis informs recruitment, selection, retention and career development strategies and supports. 	2023 and biannually	People and Culture Divisions
Implement <i>Recruit smarter: best practice guidelines for inclusive recruitment</i> , supporting the full employee lifecycle and diverse, transparent selection, onboarding and induction practices.	<ul style="list-style-type: none"> • Guidelines embedded into DFFH recruitment policy, procedures and documents in consultation with staff networks. 	2023	People and Culture Divisions
Explore and implement innovative recruitment and entry processes to attract and improve selection of diverse staff, including special measure roles to address workforce diversity gaps.	<ul style="list-style-type: none"> • New and innovative recruitment practices trialled and evaluated. • Graduate, trainee and internship processes aligned with GEAP outcomes. • Special measure roles implemented within identified roles or settings. • Diversity included as a factor of merit for recruitment purposes. 	2024	People and Culture Divisions
Deliver an executive and senior management leadership development program for women, targeted to priority groups identified through the workplace gender audit, with defined progression points to management and leadership roles.	<ul style="list-style-type: none"> • Aboriginal women in leadership program delivered and evaluated. • Leadership development program adapted and expanded across other diverse staff groups. 	Q4 2022 and ongoing	People and Culture Divisions

Implementation actions	Process measures	Deadline	Responsible
Implement a recruitment plan to address inequalities in occupations that show a gender imbalance.	<ul style="list-style-type: none"> Recruitment plan prepared and implemented. Occupational based gender imbalances are reduced. 	2023 and ongoing	People and Culture Divisions
Review and update DFFH's learning and career development programs to ensure opportunities and access for diverse staff.	<ul style="list-style-type: none"> Review undertaken and program content, accessibility and promotion revised as appropriate. 	2023	People and Culture
Implement strategies to support women and diverse staff through key life stages including career breaks, menopause and retirement.	<ul style="list-style-type: none"> Consultation and scoping exercise undertaken and recruitment, employment and wellbeing strategies implemented that consider differing stages and needs for diverse staff. 	2024	People and Culture

Short-term outcome: Gender pay gaps are addressed

Strategy: 3.2 Increase transparency and accountability for addressing gender pay gaps (including intersectional gender pay gaps)

Implementation actions	Process measures	Deadline	Responsible
Establish pay equity dashboards to enhance transparency and inform decisions around salary at commencement, promotion or higher duties.	<ul style="list-style-type: none"> DFFH and divisional data dashboards established and shared with staff and divisions, incorporating disaggregated and deidentified intersectional gender pay gap data. Pay equity metrics tabled at the Board biannually. Workforce data shows reductions in pay inequities where they occur. 	Q4 2022 and biannually	People and Culture
Prepare guidance for divisions and hiring managers to assist in implementing interventions that are likely to address an identified pay inequity.	<ul style="list-style-type: none"> Guidance on the factors likely to improve pay equity, and options for action, disseminated. 	Q2 2022	People and Culture
Review the pay policy and work value review policy and provide clear and transparent advice and support to staff, applicants and hiring managers on options to address identified pay inequities, including salary negotiation parameters and reclassification proposals.	<ul style="list-style-type: none"> Pay policy and work value review policy updated, within the scope of the VPS enterprise agreement, to support actions needed to address identified pay inequities. Updated advice on salary negotiation parameters included in recruitment guidance materials for applicants and hiring managers. 	Q4 2022	People and Culture
Prepare targeted strategies to respond to significant pay gaps identified for Aboriginal women and other diverse staff.	<ul style="list-style-type: none"> Strategies implemented and address the identified pay inequity. 	2023	People and Culture
Nominate and apply special measure conditions to higher classification positions and manager or leadership positions to address identified intersectional pay inequities.	<ul style="list-style-type: none"> Divisional targets set for special measure conditions for higher classification positions and manager or leadership roles, where inequities are identified. 	2023	People and Culture Divisions

Focus area 4: Culture and safety

Short-term outcome: Reports and responses to sexual harassment and other inappropriate behaviours are timely and appropriate

Strategy: 4.1 Strengthen organisational responses to inappropriate and harmful behaviours (such as racism, ableism, transphobia, homophobia, harassment, bullying) by improving notifications, support, DFFH reporting and action

Implementation actions	Process measures	Deadline	Responsible
Take action to increase perpetrator accountability and deter sexual harassment, violence and other harmful behaviours, including implementing recommendations and best practice approaches from the Respect@Work Sexual Harassment National Inquiry Report (2020) and Victorian Auditor General's Office (VAGO) report on sexual harassment in the public sector. ¹²	<ul style="list-style-type: none"> Recommendations from Respect@Work and VAGO report implemented. 	2023 and ongoing	People and Culture
Establish an accessible single central intake and referral point for staff to report sexual harassment, violence, discrimination, bullying and other inappropriate behaviour, issues and risks.	<ul style="list-style-type: none"> Central intake point established, with trained staff and clear, victim-centric procedures and risk management framework. Policies and procedures reflect the support and reporting pathways. 	2023	People and Culture
Address barriers to staff reporting, including increasing the options available to staff to report sexual harassment, discrimination, bullying and other inappropriate behaviour, issues and risks.	<ul style="list-style-type: none"> Anonymous reporting option for staff established. Resolution processes made available to staff as alternatives to formal investigation. Review and consultation on staff reporting policies and processes undertaken, with recommendations for action. Increase in help seeking behaviour and reporting of sexual harassment, discrimination, bullying and other inappropriate behaviour, issues and risks. 	2023	People and Culture

¹² Victorian Auditor General's Office, *Sexual harassment in the Victorian Public Service – Independent Assurance Report to Parliament* 2019.

Implementation actions	Process measures	Deadline	Responsible
Deliver targeted interventions for at risk groups to encourage help seeking behaviour, strengthen prevention and address barriers to reporting of sexual harassment in the workplace.	<ul style="list-style-type: none"> • Minimum of one targeted communications or cultural change intervention for each at risk group implemented annually. 	2023	People and Culture
Establish culturally safe mechanisms to address racism, discrimination, bullying and inappropriate behaviour in relation to diverse staff.	<ul style="list-style-type: none"> • Needs assessment undertaken through staff consultation. • Culturally safe mechanisms established and evaluated. 	2025	People and Culture
Strengthen collection, analysis and reporting of data on sexual harassment, violence and other inappropriate and harmful behaviours to understand the scope and nature of the problem and the effectiveness of workplace interventions.	<ul style="list-style-type: none"> • Develop, apply and monitor minimum standards for data collection and reporting in line with the GE Act requirements and VAGO recommendations. • Report provided to Board biannually and actions undertaken. 	2023 and biannually	People and Culture

Short-term outcome: Uptake of flexible working arrangements and parental leave is more equitable

Strategy: 4.2 Facilitate equitable uptake of flexible working arrangements, parental leave and paternity leave by promoting and monitoring leave and flexibility, and building job design capability

Implementation actions	Process measures	Deadline	Responsible
Centrally record and monitor uptake of flexible working arrangements.	<ul style="list-style-type: none"> Central repository established. Requirement to record arrangements socialised and embedded into policies. Summary data used in workplace gender audit to inform GEAP implementation. 	Q4 2022	People and Culture Divisions
Embed a flexible working mindset across DFFH and ensure flexible working arrangements are equitable, easy to navigate, effective and reflect changing needs of staff.	<ul style="list-style-type: none"> Flexible working and job design policies and practices reviewed, revised, streamlined and embedded in consultation with staff. Guidance prepared on job and team design to facilitate flexible working arrangements that consider workload management and individual and team needs. 	Q4 2022	People and Culture
Socialise and normalise flexible work arrangements through regular communications.	<ul style="list-style-type: none"> Communications delivered to all staff, with targeting to diverse staff. Staff stories of flexible working arrangements are regularly featured in DFFH staff communication, including managers and leaders role modelling flexible working. Equity in uptake of flexible working arrangements increases. 	2022 and ongoing	People and Culture Engagement and Reform
Provide guidance and training for leaders and frontline managers on considering flexible working requests and leave requests, including accommodating people returning to work and the needs of diverse staff.	<ul style="list-style-type: none"> Guidance and training provided. People Matter Survey results indicate improvement in managers' support for flexible work arrangements. 	2023	People and Culture
Deliver ongoing communications campaigns to increase men's uptake of parental leave, leveraging behavioural insights research to challenge gender norms that act as barriers to men's leave applications.	<ul style="list-style-type: none"> Targeted communications campaigns implemented. Uptake of parental leave is more equitable across genders. 	2022 and ongoing	People and Culture

Short-term outcome: Access to job share and innovative flexible working arrangements is improved

Strategy: 4.3. Offer and promote job share and flexible working arrangements that are innovative and accessible

Implementation actions	Process measures	Deadline	Responsible
Implement a job share platform.	<ul style="list-style-type: none"> • Job share platform options piloted and evaluated. • Once feasibility has been assessed, an appropriate job share platform implemented. 	Q3 2022	People and Culture
Pilot innovative flexible working models including inter-generational, asymmetrical and vertical job-sharing arrangements.	<ul style="list-style-type: none"> • Innovative flexible working models piloted. • Flexible working pilots evaluated (including consideration of impact on career progression) and successful initiatives scaled up, incorporated into policy and promoted to staff. • Uptake of job share and innovative flexible working arrangements increases. 	2024	People and Culture

Short-term outcome: Family violence support, response and risk management are aligned with best practice

Strategy: 4.4 Strengthen organisational responses and supports for staff experiencing family violence

Implementation actions	Process measures	Deadline	Responsible
Roll out Multi-Agency Risk Assessment and Management (MARAM) implementation plan.	<ul style="list-style-type: none"> • MARAM tailored to DFFH needs, including articulating links and differences to existing procedures and ensuring access. • MARAM implementation action plan meets targets. 	2022 and ongoing	People and Culture OPFVC FSV
Clearly communicate the availability and types of support available for staff experiencing family violence, addressing barriers and communicating to staff.	<ul style="list-style-type: none"> • Regular communications delivered on family violence responses (annual minimum). 	2022 and ongoing	People and Culture with OPFVC and FSV
Build manager capability to implement policies and procedures on family violence support, and provide guidance on dealing with perpetrators.	<ul style="list-style-type: none"> • Training and guidance provided. 	Q4 2022	People and Culture with OPFVC and FSV

Implementation actions	Process measures	Deadline	Responsible
Regularly evaluate and improve responses and supports provided for family violence.	<ul style="list-style-type: none"> Family violence leave uptake monitored annually via workplace gender audit. Evaluation undertaken of MARAM implementation. 	2023 and evaluation every two years	People and Culture with OPFVC and FSV

Short-term outcome: Prevention interventions to address gender inequality are tailored to identified issues with specific behavioural outcomes

Strategy: 4.5 Implement prevention actions targeting sexual harassment, discrimination, bullying and other harmful behaviours (such as racism, ableism, transphobia, homophobia)

Implementation actions	Process measures	Deadline	Responsible
Provide trans and gender diverse awareness training and resources for managers and staff.	<ul style="list-style-type: none"> Trans and gender diverse awareness training delivered and resources developed and implemented. 	Q3 2022 and ongoing	People and Culture, with Pride Network Divisions
Establish a bystander project to implement behaviourally informed bystander interventions.	<ul style="list-style-type: none"> Bystander project plan developed based on staff consultation and best practice advice, and bystander interventions implemented. 	2024	People and Culture
Implement a holistic program developed and evaluated by the Victorian Equal Opportunity and Human Rights Commission which addresses sexual harassment and sex discrimination around pregnancy, parental leave and access to flexible working arrangements and builds confidence and competence among participants to have conversations about these issues.	<ul style="list-style-type: none"> A program piloted and evaluated. 	2023 and ongoing	People and Culture
Implement evidence-based awareness raising workshops on harmful gender stereotypes.	<ul style="list-style-type: none"> Workshops delivered and available to all staff. DFFH demonstrates partnership with other VPS departments to increase impact. 	2023	People and Culture

Implementation actions	Process measures	Deadline	Responsible
Apply for and progress Australian Workplace Equality Index (AWEI) accreditation.	<ul style="list-style-type: none"> • Application for AWEI accreditation lodged. • Accreditation gained. 	2022 and annually	People and Culture, with Pride Network

Short-term outcome: Employee systems, processes and facilities are safe for trans and gender diverse staff

Strategy: 4.6 Implement a DFFH 'Trans and gender diverse affirmation' policy and resources

Implementation actions	Process measures	Deadline	Responsible
Develop a DFFH trans and gender diverse affirmation policy which includes clear and transparent advice for managers, HR and employees to record and affirm a name change by use.	<ul style="list-style-type: none"> • DFFH trans and gender diverse affirmation policy developed and implemented. 	Q4 2022	People and Culture, with Pride Network Legal and Executive Services
Develop a toolkit of accompanying resources for employees and managers to support the wellbeing and safety of trans and gender diverse staff.	<ul style="list-style-type: none"> • Toolkit and resources implemented and used. 	2023	People and Culture, with Pride Network
Increase availability of accessible all-gender and gender-neutral bathrooms in the workplace.	<ul style="list-style-type: none"> • Increased availability of accessible all-gender and gender-neutral bathrooms within DFFH workplaces. 	2023	People and Culture, with Pride Network

Appendix 2: Glossary of key terms

Term	Definition
Bullying	Workplace bullying is repeated unreasonable behaviour by an individual towards a worker which creates a risk to health and safety. ¹³
Disability	A disability is any condition that restricts a person's mental, sensory or mobility functions. It may be caused by accident, trauma, genetics or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible. In interaction with various attitudinal and environmental barriers, disability may hinder full and effective participation in society on an equal basis. ¹⁴
Discrimination	Discrimination occurs when a person, or group of people is treated less favourably than another person or group because of their background or certain personal characteristics including; race, sex, pregnancy, marital status, breastfeeding, age, disability or sexual orientation, gender identity and sex characteristics. ¹⁵
Diverse women	Women (including trans women) whose experience of gender inequality may be compounded by other forms of disadvantage or discrimination based on a range of diverse attributes including Aboriginality, disability, cultural diversity, diverse sexualities and ages.
Gender	Gender is part of how people understand who they are and how they interact with other people, and refers to socially constructed identities that can be shown in different ways.
Gender diverse	An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.
Gender equality	Equality of rights, opportunities, responsibilities and outcomes between persons of different genders. ¹⁶

¹³ *Fair Work Amendment Act 2013*.

¹⁴ This definition is based on descriptions from the Australian Network on Disability <<https://www.and.org.au/resources/disability-statistics/>> and the United Nations Convention on the Rights of People with Disability (UNCRPD) <<https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>>. This 'Convention' defines disability within the context of the social model of disability, which recognises that negative attitudes and environmental barriers impact on people's ability to participate equitably in work and life.

¹⁵ Australian Human Rights Commission: Workplace discrimination, harassment and bullying <<https://humanrights.gov.au/our-work/employers/workplace-discrimination-harassment-and-bullying>>.

¹⁶ *Victorian Gender Equality Act 2020*.

Term	Definition
Gender impact assessment	<p>A person's gender can affect their needs and experiences. This means that policies, programs and services can affect people of different genders in different ways.</p> <p>The GE Act requires public sector organisations to do gender impact assessments (GIAs) on all new policies, programs and services (and those up for review) which directly and significantly impact the public.</p> <p>A gender impact assessment must:</p> <ul style="list-style-type: none"> • assess the effects that the policy, program or service may have on people of different genders • explain how the policy, program or service will be changed to better support Victorians of all genders and promote gender equality • where practical, apply an intersectional approach to consider how gender inequality can be compounded by disadvantage or discrimination that a person may experience on the basis of other factors such as age, disability or ethnicity.¹⁷
Gender pay gap	<p>The difference between women's or people of self-described gender's and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings. For the purposes of the workplace gender audit, analysis is focused on the pay gap for each classification.</p> <p>A gender pay gap that is positive (that is, greater than zero) means that the average annualised full-time salaries of men are greater than women, while a gender pay gap that is negative (that is, less than zero) means that the average annualised full-time salaries of women or people of self-described gender are greater than men.</p> <p>The median salary is the middle salary from a list of salaries arranged in ascending or descending order. It can be more useful than the mean (average) when there are extreme values in the dataset as it is not affected by extreme values.¹⁸</p>
Harmful behaviours	<p>An umbrella term used to describe a range of unacceptable and unsafe behaviours including discrimination, harassment (including sexual harassment and sexual violence), bullying, occupational violence and aggression.</p>
Intersectionality	<p>The ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. This is an approach to understanding how social meanings related to the way we categorise and identify can overlap and interconnect. This creates different layers and types of discrimination or disadvantage for either an individual or group. Categories include gender, sexual orientation, sex characteristics, ethnicity, language, faith, class, socioeconomic status, ability and age.</p>

¹⁷ Commission for Gender Equality in the Public Sector: Gender impact assessments: When, why and how to do a gender impact assessment. <<https://www.genderequalitycommission.vic.gov.au/gender-impact-assessments>>.

¹⁸ Commission for Gender Equality in the Public Sector: Workplace gender audit 2021: Guidance for defined entities.

Term	Definition
Key life stages and milestones	Includes common experiences at different phases of life such as pregnancy, trans and gender diverse affirmation, providing primary care of infants, transitioning children to school, return to work from parental leave, menopause, caring for elderly family members and retirement planning. It is also recognised that diverse staff may have different or additional key life stages and events.
LGBTIQ+	People who are lesbian, gay, bisexual, trans and gender diverse, intersex or queer.
Occupational violence and aggression	Occupational violence and aggression is when a person is abused, threatened or assaulted in a situation related to their work. ¹⁹
People with intersex variations	An umbrella term for people born with natural variations to sex characteristics. This includes physical features relating to sex including genitalia and other sexual and reproductive parts of the person's anatomy. It might also refer to the person's chromosomes, hormones and secondary physical features emerging as a result of puberty. Some people with intersex variations describe themselves according to their specific intersex variation or use other context-dependent language. For example, someone may say they have Klinefelter (a common variation). Most people with intersex variations are cisgender and identify as male or female.
Sex	A person's biological sex characteristics (includes genitalia and other sexual and reproductive parts of the person's anatomy). We have previously understood the term 'sex' as either female or male.
Sexuality or sexual orientation	A person's romantic or sexual attraction to others. A person's gender does not mean they have certain sex characteristics or a particular sexuality, or vice versa.
Sexual harassment	Sexual harassment is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated, where a reasonable person would anticipate that reaction in the circumstances. ²⁰ Sexual harassment refers to a range of behaviours, both physical (including unwelcome touching and sexual violence such as actual or attempted rape or assault) and non-physical (including sexually suggestive comments or jokes). ²¹
Trans (short for transgender) person	Someone whose gender does not only align with the one assigned at birth. Not all trans people will use this term to describe themselves.

19 WorkSafe Victoria: Occupational violence and aggression: Safety basics <<https://www.worksafe.vic.gov.au/occupational-violence-and-aggression>>.

20 *Sex Discrimination Act 1984* (Cth).

21 Australian Human Rights Commission: Sexual harassment: Serious business, Results of the 2008 Sexual harassment telephone survey (2008) <<https://humanrights.gov.au/our-work/sex-discrimination/publications/sexual-harassment-serious-business-2008>>.



Appendix 3: Workplace gender audit data

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

Data gaps

We know that gender inequality is compounded by other forms of discrimination and disadvantage.

The results of our workplace gender audit taught us that we need to strengthen data collection around our employee disability status, cultural diversity, non-binary gender identities, religion and sexual orientation.

We are committed to improving data collection so that we can identify and address inequities experienced by all our diverse staff.

Data from diverse groups is provided where available, including data around our Aboriginal workforce and different age groups.

Gender diverse staff

We recognise that many people do not understand their gender as being a man or a woman, including trans and gender diverse people. However, the audit data reported from our workforce records uses the gender identities of 'men' and 'women' only. This is because the number of gender diverse DFFH staff who have shared their gender identity with DFFH is very small. By sharing this data we may identify individuals and risk breaching their confidentiality.

In the 2021 People Matter Survey (PMS):

- less than one per cent of staff identified as intersex
- 65 per cent identified their gender as women
- 20 per cent identified as men
- one per cent identified their gender as non-binary or use a different term
- 14 per cent indicated that they preferred not to say.

PMS responses from gender diverse staff are reported using a combined grouping of 'non-binary, I use a different term or prefer not to say'. This is because the number of respondents who identified as non-binary or use a different term is also very small.

The reasons why PMS respondents prefer not to identify their gender identity may vary and may not indicate that these respondents identify as gender diverse.

Indicator 1: Gender composition of the workforce

There is underrepresentation of:

- younger age groups (under 25 years of age)
- older age groups (over 65)
- Aboriginal women (compared to total 77% of women at DFFH)
- Aboriginal women in more senior roles.

Workforce data audit results

Overall gender composition of the workforce

Staff	DFFH % women	Victorian Public Sector % women
All staff	77%	59%
Executive staff	69%	51%

Overall gender composition of the workforce, by employment basis

Status	% men	% women	Total
Casual	4%	2%	3%
Full time ongoing	73%	65%	67%
Full time fixed term	16%	13%	13%
Part time ongoing	7%	18%	15%
Part time fixed term	1%	2%	2%
Total	100%	100%	100%

Gender composition of the workforce by level to CEO or other relevant classifications or groupings²²

Level to CEO	Total staff	% women	% men
1 (SES3 equivalent)	12	75%	25%
2 (SES2 equivalent)	58	60%	40%
3 (SES1 equivalent)	112	71%	29%
4 (VPS6 equivalent)	810	69%	31%
5 (VPS5 equivalent)	1,806	78%	22%
6 (VPS4 equivalent)	1,524	80%	20%
7 (VPS3 equivalent)	1,404	79%	21%
8 (VPS2 equivalent)	864	74%	26%
Total	6,591	77%	23%

²² VPS refers to Victorian Public Service as specified in the Victorian Public Service Enterprise Agreement 2020.
SES refers to Senior Executive Service classification bands including Deputy Secretary (SES3), Executive Director (SES2) and Director (SES1).

Gender composition of the Aboriginal workforce by level to CEO

Level to CEO	% women	% men
1 (SES3 equivalent) to 3 (SES1 equivalent)	2.8%	1.4%
4 (VPS6 equivalent) to 5 (VPS5 equivalent)	28.7%	14%
6 (VPS4 equivalent) to 8 (VPS2 equivalent)	41.9%	11.2%
Total	73.4%	26.6%

Employee experience data

Minimum standards

People Matter Survey question	% women who agree	% men who agree	% non-binary, use a different term or prefer not to say
There is a positive culture within my organisation in relation to employees of different sexes and genders.	84%	81%	60%
There is a positive culture within my organisation in relation to employees who are Aboriginal or Torres Strait Islander.	81%	77%	61%
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds.	82%	80%	60%
There is a positive culture within my organisation in relation to employees of different age groups.	72%	71%	47%
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+.	83%	81%	62%
There is a positive culture within my organisation in relation to employees with disability.	69%	69%	52%

Intersectional data

Status	Men	Women	Total
Casual	4%	2%	3%
Full-time ongoing	73%	65%	67%
Full-time fixed term	15%	13%	13%
Part-time ongoing	7%	18%	15%
Part-time fixed term	1%	2%	2%
Total	100%	100%	100%

Gender composition of Aboriginal workforce

- 2.2% of the DFFH workforce are Aboriginal staff.
- A large proportion of Aboriginal women (57%) are employed at VPS4 or below.

Workforce	Women %	Men %
Aboriginal workforce	73.4	26.6

Gender composition of total department workforce by age group

Age group	Women	Men	Total
15 to 24 years	84%	16%	3.4%
25 to 34 years	79.6%	20.4%	23.7%
35 to 44 years	78.1%	21.9%	25.6%
45 to 54 years	78.1%	21.9%	24.0%
55 to 64 years	70.9%	29.1%	18.5%
65 years and over	64.3%	35.7%	4.8%
Total	-	-	100%

Indicator 2: Gender composition of governing body

- The board reflects the overall gender composition of the DFFH workforce.
- DFFH Board is 77% women and 23% men.
- There is one Aboriginal staff member on the Board.
- Other intersectional data on the DFFH Board is not available.

Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Gender pay gap: the difference between women's or people of self-described gender's and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings. For the purposes of the workplace gender audit, analysis is focused on the pay gap for each classification.

A gender pay gap that is positive (that is, greater than zero) means that the average annualised full-time salaries of men are greater than women, while a gender pay gap that is negative (that is, less than zero) means that the average annualised full-time salaries of women or people of self-described gender are greater than men.²³

The median salary is the middle salary from a list of salaries arranged in ascending or descending order. It can be more useful than the mean (average) when there are extreme values in the dataset as it is not affected by extreme values.

²³ Commission for Gender Equality in the Public Sector: Workplace gender audit 2021: Guidance for defined entities. <<https://www.genderequalitycommission.vic.gov.au/workplace-gender-auditing>>.

Although the DFFH-wide median gender pay gap is zero, gender pay gaps exist within:

- executive levels
- the Aboriginal workforce
- fixed term full-time roles
- staff between 45 and 64 years of age.

Workplace data audit results

Overall organisational gender pay gaps

- The DFFH overall workforce gender pay gap median: 0.0%.
- The DFFH median total remuneration gap: \$0.0.²⁴

Gender pay gap by level to CEO²⁵

Level to CEO	Median pay gap
-1 (SES3 equivalent)	20.5%
-2 (SES2 equivalent)	-3.7%
-3 (SES1 equivalent)	-0.5%
-4 (VPS6 equivalent)	0.0%
-5 (VPS5 equivalent)	0.0%
-6 (VPS4 equivalent)	0.0%
-7 (VPS3 equivalent)	1.3%
-8 (VPS2 equivalent)	0.7%

Gender pay gap by employment basis (full time, part time, casual)

Type of employment	Gender pay gap
Casual	3.4%
Full time ongoing	0.0%
Fixed term full time	7.9%
Part time ongoing	-15.7%
Fixed term part time	-59.3%

²⁴ Both the female and male DFFH median salaries are the same pay point.

²⁵ Level from CEO was determined by classification or salary equivalence drawn from the Victorian Public Service Enterprise Agreement 2020 or Senior Executive Service classification bands. Levels: Secretary (CEO equivalent) is 0, SES3 is level -1, SES2 is level -2, SES1/SMA/STS is level -3, VPS6 is -4, VPS5 is -5, VPS4 is -6, VPS 3 is -7 and VPS1 and 2 are -8.

Gender pay gap by age group

Age group	Gender pay gap
15 to 24 years	-27.5%
25 to 34 years	0.0%
35 to 44 years	1.5%
45 to 54 years	9.5%
55 to 64 years	9.0%
65+ years	0.0%

Indicator 4: Sexual harassment

Workplace data audit results

- The number of sexual harassment complaints within the audit period is too small to report as there is a risk of identifying individuals and confidentiality.
- PMS results indicate that sexual harassment is likely underreported at DFFH.
- Data collection issues make it difficult to identify trends and improve prevention and response to sexual harassment.

Employee experience data

Category	Percentage of respondents
Women	3%
Men	3%
Non-binary, use a different term or prefer not to say	5%
Aboriginal and Torres Strait Islander	2%
Respondents with disabilities	9%
Respondents with diverse sexualities ²⁶	7%
All DFFH respondents	3%

²⁶ 'Diverse sexualities' refers to grouped PMS results for staff who described their sexual orientation as asexual, bisexual, don't know, gay or lesbian, I use a different term, pansexual or prefer not to say.

People Matter Survey question	% women who agree	% men who agree	% non-binary, use a different term or prefer not to say
I feel safe to challenge inappropriate behaviour at work.	62%	74%	36%
My organisation takes steps to eliminate bullying, harassment and discrimination.	66%	74%	43%
My organisation encourages respectful workplace behaviours.	81%	86%	63%

Indicator 5: Recruitment and promotion

Workplace data audit results

Total recruitment

Type of employment	% women
Full time ongoing	79.4%
Full time fixed term	73.2%
Part-time ongoing	90.1%
Part-time fixed term	88.6%
Casual	61.3%
Total	76.3%

Gender composition of staff undertaking higher duties

Gender	Percentage
Women	78%
Men	22%

Overall gender composition of exits

- Women: 77%.
- Men: 23%.

Overall gender composition of career development opportunities

- Women: 83%.
- Men: 17%.

Employee experience data

People Matter Survey question	% women who agree	% men who agree	% non-binary, use a different term or prefer not to say
My organisation makes fair recruitment and promotion decisions, based on merit.	50%	50%	27%
I feel I have an equal chance at promotion in my organisation.	44%	50%	20%
Gender is not a barrier to success in my organisation.	78%	81%	58%
Being Aboriginal or Torres Strait Islander is not a barrier to success in my organisation.	72%	67%	53%
Cultural background is not a barrier to success in my organisation.	71%	75%	53%
Sexual orientation is not a barrier to success in my organisation.	82%	78%	60%
Disability is not a barrier to success in my organisation.	66%	64%	46%
Age is not a barrier to success in my organisation.	66%	69%	44%

Indicator 6: Leave and flexibility

Employee experience data

Respondents who indicated that they use flexible work arrangements	Percentage
Women	64%
Men	61%
Non-binary, use a different term or prefer not to say	-
All DFFH respondents	62%

Workplace data audit results

Staff who took parental leave

- Men: 2.3%.
- Women: 97.7%.

Number of staff who exited the organisation during parental leave

- 13 (all women).²⁷

²⁷ Refers to staff who returned from parental leave and left the next day as leave entitlements cease once employment ends.

People Matter Survey question	% women who agree	% men who agree	% non-binary, use a different term or prefer not to say
My organisation would support me if I needed to take family violence leave.	84%	82%	63%
I am confident that if I requested a flexible work arrangement, it would be given due consideration.	72%	77%	56%
My organisation supports employees with family or other caring responsibilities, regardless of gender.	77%	81%	59%
I have the flexibility I need to manage my work and non-work activities and responsibilities.	71%	74%	52%
Using flexible work arrangements is not a barrier to success in my organization.	57%	65%	39%
Having caring responsibilities is not a barrier to success in my organization.	56%	64%	38%
Having family responsibilities is not a barrier to success in my organization.	58%	68%	39%

Indicator 7: Gendered segregation of the workforce

Workplace data audit results

Gender composition of ANZSCO code major groups in the organisation

The Australian and New Zealand Standard Classification of Occupations (ANZSCO) is used to assess gendered segregation of labour.

ANZSCO code major groups	1 level to CEO	2 levels to CEO	3 levels to CEO	4 levels to CEO	5 levels to CEO	6 levels to CEO	7 levels to CEO	8 levels to CEO	% women
1. Managers	75%	60%	71%	69%	78%	72%	88%	-	72%
2. Professionals	-	-	80%	70%	81%	83%	86%	86%	82%
3. Technicians and trades workers	-	-	-	50%	39%	34%	5%	-	39%
4. Community and personal service workers	-	-	-	-	85%	83%	74%	38%	67%
5. Clerical and administrative workers	-	-	-	60%	50%	73%	84%	85%	80%
6. Sales workers	-	-	-	-	-	-	-	-	No data
7. Machinery operators and drivers	-	-	-	-	-	-	-	-	No data
8. Labourers	-	-	-	-	-	-	-	-	No data

Gender composition of key groups at more detailed levels of ANZSCO code

Gender composition of manager roles (including team leaders)

Level to CEO	% women
1 (SES3 equivalent)	74%
2 (SES2 equivalent)	60%
3 (SES1 equivalent)	71%
4 (VPS6 equivalent)	69%
5 (VPS5 equivalent)	78%
6 (VPS4 equivalent)	72%
7 (VPS3 equivalent)	88%

Gender composition of Aboriginal workforce by ANZSCO code major groups

ANZSCO code major groups	% women
1. Managers	58%
2. Professionals	73%
3. Technicians and trades workers	No data
4. Community and personal service workers	79%
5. Clerical and administrative workers	75%
6. Sales workers	No data
7. Machinery operators and drivers	No data
8. Labourers	No data

Employee experience data

People Matter Survey question	% women who agree	% men who agree	% non-binary, use a different term or prefer not to say
My organisation uses inclusive and respectful images and language.	87%	88%	72%
In my workgroup work is allocated fairly, regardless of gender.	83%	86%	61%

