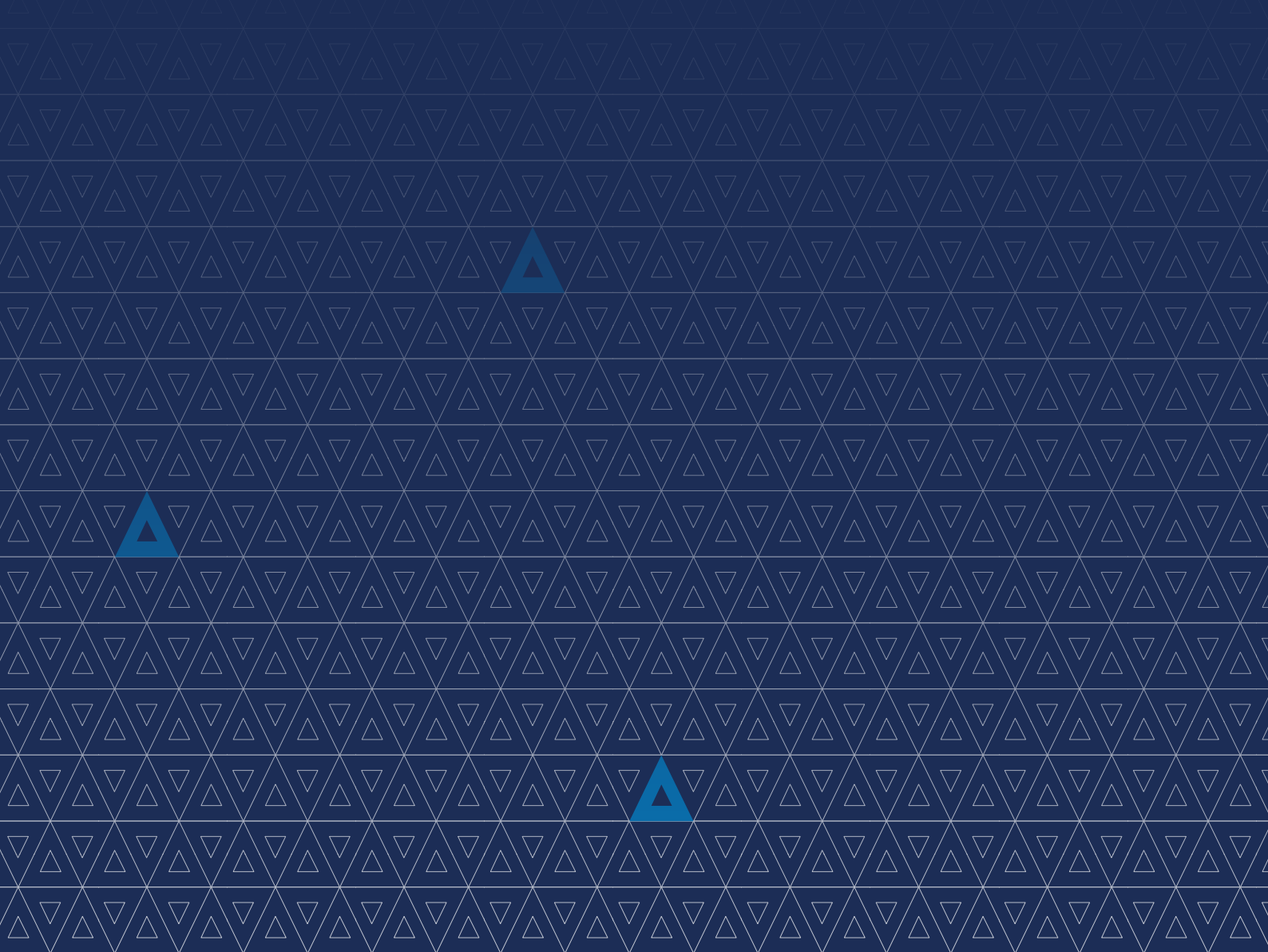


Gender Equality Action Plan 2026 - 2030



Acknowledgment of Country

The Transport Accident Commission (TAC) acknowledges the Traditional Owners of the land on which we developed this plan at our head office, the Wadawurrung people.

We also acknowledge the Dja Dja Wurrung, Wurundjeri Woi Wurrung and Bunurong peoples as the Traditional Owners of the lands where our other offices are located throughout Victoria. We acknowledge their deep and continuing connection to land, sea and skies.

We acknowledge the impact of colonisation and the ongoing challenges experienced by Aboriginal and Torres Strait Islander people, particularly women, girls and gender diverse peoples, including inequities in access to fair and inclusive opportunities in work, leadership and community life.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people in our community. We respect and are guided by First Nations voices and commit to advancing gender equality alongside reconciliation.



The TAC would like to acknowledge the many contributors to this Gender Equality Action Plan. We especially thank our employees, who generously shared their insights and lived experiences to help shape its direction.

We extend our appreciation to all TAC employees who continue to champion gender equality in their everyday work, creating a culture where women, men and gender-diverse people can thrive.

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CEO foreword

It gives me great pride to introduce our second Gender Equality Action Plan (GEAP). This plan reflects not only our continued commitment to gender equality, but also the voices and experiences of our people. Through extensive consultation, employee surveys and a close look at our workforce data, we've been able to identify where we're making progress and where we have the greatest opportunity to do better. This GEAP sets out the practical actions we will take to create a more inclusive and equitable workplace for everyone.

Building on the foundations of our first GEAP, this plan reflects the lessons we have learned, the progress we have made and the areas where we know we can do more.

Our first GEAP advanced gender equality across the organisation and gave us valuable insights into what drives meaningful progress, highlighting the importance of high impact, achievable actions aligned with our organisational readiness.

Our achievements demonstrate what is possible when we listen to our people, act on evidence and commit to ongoing cultural and structural change. Key outcomes from our first GEAP include:

- A reduction in our gender pay gap (from 10.8% in 2023 to 10.3% in 2025).
- Achieving gender parity on our Board.
- An increase in representation of women in senior leadership roles (from 49% in 2021 to 63% in 2025).
- Near equal uptake of carers' leave across genders.
- A decrease in anonymous reports of sexual harassment.

However, progress does not mean the work is done. Our data, consultation and lived experience feedback show that there is more we can do to create a truly equitable and inclusive workplace.

I firmly believe that workplace gender equality is everyone's responsibility. Through respect, openness to listening and learning, and a shared commitment, we all have a role to play. Our commitment extends beyond the actions themselves to the leadership and strategic direction required for our teams to embrace and implement them across all levels of the organisation.

We know that gender equality benefits everyone. Over the life of this plan, we will report on our progress to the Gender Equality Commissioner and to our community, holding ourselves accountable for the outcomes we achieve.

Together, we will build on our progress, stay responsive to future challenges and work towards an equitable and inclusive TAC where everyone can reach their full potential in serving the Victorian community.



Tracey Slatter

Chief Executive Officer
Transport Accident Commission

Our purpose

To care for the lives of everyone who travels on Victoria's roads.

Our values



We value life.



We make every conversation count.



We will find a better way today.



We make the complicated simple.

Our commitment to inclusion and diversity and gender equality

We strive to foster a workplace culture that values and respects the unique contributions of all people. We believe that our differences make us stronger and that inclusion, including gender equality, makes both social and business sense. A diverse workforce that reflects the Victorian community, where people feel safe, valued and empowered to contribute their perspectives and lived experience, strengthens our ability to deliver responsive and inclusive road safety and health outcomes for the community we serve.

Inclusive workplaces are also psychologically safe and respectful environments that benefit everyone. They enhance attraction, retention and engagement, supporting high performance and better organisational outcomes.

Gender equality exists when a person's gender does not influence their access to resources or opportunities, or their ability to thrive and fully participate at work and in society. However, gender bias, gendered norms and stereotypes, and discrimination continue to create unequal outcomes for women and gender-diverse people. These inequalities are evident in recruitment, career progression and remuneration, as well as in experiences of harmful behaviours in the workplace. Over time, they contribute to broader social and economic disadvantage, including higher rates of violence and reduced financial security in later life.

Advancing gender equality in our workplace requires addressing the structural barriers that disproportionately affect women and gender-diverse people, while also providing the targeted supports needed for individuals to succeed at all levels of the organisation.

In line with this approach and the requirements of the *Gender Equality Act 2020*, this GEAP sets out the actions we will take to create a more inclusive workplace. The plan is designed to close gendered inclusion gaps, improve everyday employee experience, and enhance opportunity for women and gender diverse employees.

Guided by the TAC's *Make Every Day Matter Strategy* and our *Inclusion and Diversity Framework*, this work will be delivered in a phased, systemic way to embed inclusive practices across the organisation.

Across the lifespan of this plan (2026 to 2030), we will focus on achieving meaningful, measurable progress by taking sustained action and driving the cultural and system changes needed to advance gender equality and support our high-performing culture.



“ Gender equality exists when a person's gender does not influence their access to resources or opportunities, or their ability to thrive and fully participate at work and in society. ”

Key concepts guiding our approach

Gender equality principles

This GEAP's development was guided by the gender equality principles set out in the *Gender Equality Act 2020*:

1. 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.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits to Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
7. All human beings, regardless of gender, should be free to develop their abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
8. Gender inequality may be compounded by other forms of disadvantage or discrimination based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
9. Women have historically experienced discrimination and disadvantage based on sex and gender.
10. Special measures may be necessary to achieve gender equality.

These principles shaped the case for change, informed our vision and provided a consistent framework for identifying priorities, consulting meaningfully and designing actions.

Grounded in the understanding that gender equality is a human right and a benefit to all Victorians, this GEAP addresses both structural and cultural drivers of inequality and focuses on creating conditions where every employee can participate, progress and succeed.

Gender pay equity principles

This GEAP is underpinned by the gender pay equity principles defined in the *Gender Equality Regulations 2020*, which informed how audit findings were analysed and actions were designed to support a systemic, evidence-based and sustainable approach to pay equity:

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

Intersectionality








To achieve gender equality, we must recognise the disproportionate barriers experienced by women, gender-diverse people and those with multiple marginalised identities and work deliberately to dismantle them. This is the foundation of an intersectional approach.

This GEAP acknowledges that gender inequality is shaped by more than gender alone and can be compounded by other forms of disadvantage or discrimination, including the way gender intersects with other aspects of a person's identity, such as sexuality, disability, cultural background, age or religious beliefs.

Insights from the TAC's own workforce data and culturally-safe consultation with employee networks and individuals with lived experience shaped the design and prioritisation of actions. This GEAP includes targeted strategies to address intersectional barriers, strengthened by ongoing monitoring and measurement to guide continuous improvement.

7 workplace gender equality indicators

Our plan and subsequent reporting is focused on seven gender equality indicators, representing key areas where gender inequality is persistent in Victorian workplaces and where we must make progress to build a fairer more inclusive workplace.

<p>Indicator 1:</p> <p>Gender composition at all levels of the workforce</p> 	<p>Women are often underrepresented in leadership roles and overrepresented in lower level roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels.</p>
<p>Indicator 2:</p> <p>Gender composition of governing bodies</p> 	<p>Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table.</p>
<p>Indicator 3:</p> <p>Gender pay gap</p> 	<p>The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.</p>
<p>Indicator 4:</p> <p>Sexual harassment in the workplace</p> 	<p>Sexual harassment in the workplace causes financial, psychological and physical harm to victim survivors. It also has a significant economic cost to organisations and the community. Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system and a limited understanding of what sexual harassment is.</p>
<p>Indicator 5:</p> <p>Recruitment and promotion practices</p> 	<p>Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.</p>
<p>Indicator 6:</p> <p>Leave and flexible working arrangements</p> 	<p>Flexible working arrangements and leave entitlements, including parental leave, help Victorians of all genders balance paid work with other responsibilities. However, structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part-time and taking longer parental leave. On average, women do nearly twice as much unpaid work as men.</p>
<p>Indicator 7:</p> <p>Gendered segregation within the workplace</p> 	<p>Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women.</p>

Our first GEAP advanced equity for women and gender diverse people across our organisation. Key achievements include:



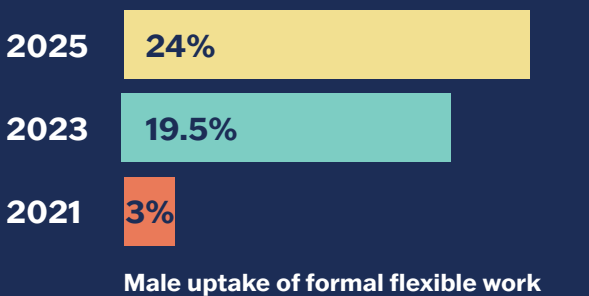
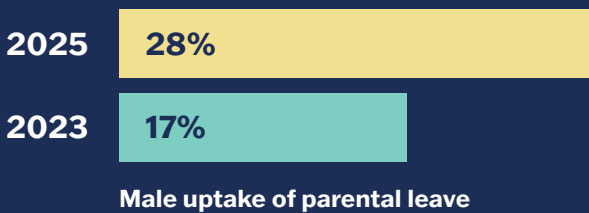
Gender representation of the organisation

74% women and 26% men (2025).



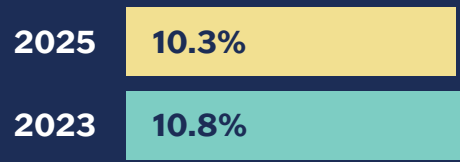
Board gender parity

Achieved 50% women and 50% men (2025).



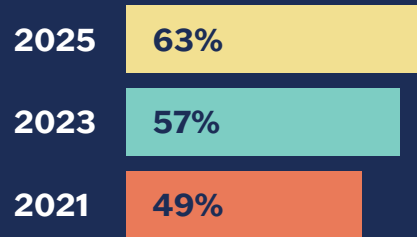
Access to flexibility and parental leave

Increased male uptake of parental leave from 17% (2023) to 28% (2025). On average, women took 18.2 weeks (up from 9.7 weeks in 2023) and men took 5.6 weeks (up from 3.3 in 2023). Men's **uptake of formal flexible work has shown a steady increase** from 3% in 2021, 19.5% in 2023 and 24% in 2025 reflecting shifts in workplace culture and societal norms around caregiving.



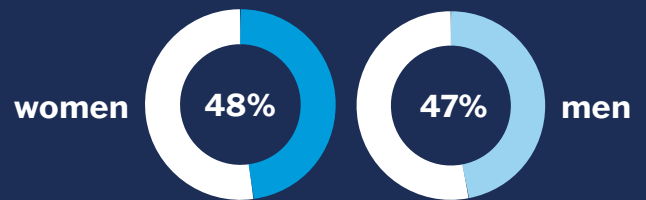
Gender pay gap ↓

Reduced from 10.8% (2023) to 10.3% (2025).



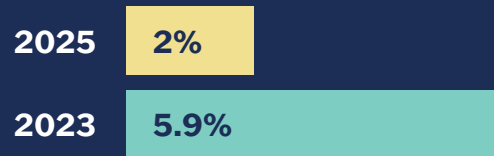
Women in senior leadership ↑

Increased from 49% (2021), 57% (2023) and 63% (2025).



Carers' leave ↑

Uptake rose to 48% for women and 47% for men (a 6% increase since 2023) reflecting parity across genders.



Sexual harassment ↓

Anonymous reports of sexual harassment (People Matter Survey) decreased from 5.9% (2023) to 2% (2025).

** This data indicates the TAC's progress against the seven gender equality indicators during the period of 1 July 2024 to 30 June 2025, as reported in our 2026 Progress Report. This data is accurate as at 30 June 2025. Sources include the TAC's human resources and payroll system (MyAurion), the 2025 People Matters Survey results and deidentified internal sexual harassment reporting.

How we'll get there

Our equity commitment

We will deliver the objectives in this plan and be accountable for our progress.

Critical performance measures:

- Governance process established and resourced.
- Biannual progress report to the Commissioner for Gender Equality.
- Gender equality employee network established in Q4 FY25/26.

Outcome		
Our commitment to reporting and accountability will provide transparent and regular communication of gender and pay equity outcomes and opportunities.		
Objective	Accountability	Delivery
1. Deliver the objectives in this plan to create positive and measurable progress on gender equality for people of all genders at the TAC.		
<ul style="list-style-type: none"> • Use established governance frameworks to monitor, review and report on the outcomes of this plan, ensuring accountability. 	Inclusion & Diversity and Enterprise Transformation	Year 1
<ul style="list-style-type: none"> • Regularly report and communicate progress on the plan so that all stakeholders remain informed, engaged and confident in the TAC's commitment to gender equality. 		Year 1
2. Create a platform to amplify the voices of people of all genders.		
<ul style="list-style-type: none"> • Establish a Gender Equity Employee Network to ensure the voices of people of all genders are at the forefront of decision-making through consultation and co-design. 	Inclusion & Diversity	Year 1

Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Indicator 1



Gender composition at all levels of the workforce

We will recruit and develop a diverse workforce that reflects the Victorian community, ensuring people of all genders have equitable access to meaningful career opportunities at all levels.

Critical performance measures:

- Gender composition of the duty holder organisation (the TAC).
- Gender composition of part-time workers in the duty holder organisation.
- Gender composition of senior leaders in the duty holder organisation.

Outcome 1		
Our workforce is more gender-balanced, especially at entry level.		
Objective	Accountability	Delivery
1.1 Address the over-representation of women in entry level roles.		
1.1.1 Analyse workforce diversity data to identify barriers in recruitment, promotion, higher duties and secondments, to inform targeted interventions.	People Experience	Year 2
1.1.2 Review labour hire and contract arrangements to reduce prolonged use of contract roles. Establish clear pathways and criteria for conversion to ongoing roles, with a focus on addressing gender imbalance and supporting equitable career progression.	Talent Acquisition	Year 1
1.1.3 Strengthen job security and equity by reducing reliance on short-term and agency roles and applying transparent, consistent decision-making for ongoing and fixed-term roles to address the over representation of women in temporary and administrative positions.	Talent Acquisition	Year 1
1.1.4 As part of our Employee Value Proposition (EVP), update job advertisements, classifications and titles to accurately reflect responsibilities and required capabilities, and apply inclusive language, imagery and position descriptions to attract a more diverse candidate pool, including men and under-represented genders.	Talent Acquisition	Year 2
1.1.5 Establish a Career Management Hub that provides employees with a centralised, self-service destination for career management support including a curated suite of practical tools, resources and development offerings to enable employees to manage their career growth, build capability and navigate progression opportunities.	Learning & Capability	Year 4

Indicator 2



Gender composition of the governing body

We will maintain gender-balanced representation at Board level.

Critical performance measures:

- Gender composition of the duty holder organisation’s governing body (the TAC).

Outcome 2		
Our Board succession planning and recruitment processes will be transparent, inclusive and focused on intersectional diversity.		
Objective	Accountability	Delivery
2.1 Maintain gender parity on the TAC Board.		
2.1.1 Monitor and report on the gender composition of the TAC Board and discuss with the Department of Treasury and Finance (DTF) opportunities to maintain gender balance and expand intersectionality during appointment cycles.	Finance and Governance	Years 1-4
2.1.2 Engage with DTF to ensure they consider the diversity on Victorian government boards: Guidelines on diversity and inclusion in recruitment and appointment processes for TAC Board appointments.	Finance and Governance	Years 1-4

Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Indicator 3



Gender pay gap

We will ensure that employees of all genders are remunerated fairly, by creating transparent processes and taking meaningful action to reduce the organisational gender pay gap.

Critical performance measures:

- Mean total remuneration gender pay gap by occupation group.
- Mean total remuneration senior leader gender pay gap.

Supplementary measures:

- Mean base salary pay gap.
- Median total remuneration pay gap.
- Median base salary pay gap

Outcome 3		
Our employees are compensated fairly and have access to transparent job evaluation and classification information.		
Objective	Accountability	Delivery
3.1 Reduce the gender pay gap at the TAC.		
3.1.1 Conduct an annual comprehensive gender pay gap analysis to track trends and ensure pay equity across comparable roles.	People Operations	Year 1
3.1.2 Embed annual gender pay gap reporting into executive dashboards and governance processes, with clear ownership for monitoring results and reporting our progress.	People Systems & Analytics	Year 1
3.1.3 Expand pay gap analysis to include intersectional factors such as tenure, employment type, age, job group and part-time status to identify differential impacts and hidden inequities.	People Systems & Analytics	Year 2
3.1.4 Analyse the underlying causes of the gender pay gap, including job group distribution, age and tenure patterns, turnover trends (especially in Job Groups 2-4) and workforce composition and implement targeted, evidence-based actions to address these factors.	People Systems & Analytics	Year 3

Outcome 3

Our employees are compensated fairly and have access to transparent job evaluation and classification information.

Objective	Accountability	Delivery
3.2 Implement more consistent and transparent job evaluation and classification.		
3.2.1 Undertake the foundational work required to transition to a Victorian Public Service (VPS) aligned job evaluation and classification structure, improving transparency, consistency and equity in role design, remuneration and career pathways ahead of the next Enterprise Agreement cycle (current agreement valid to 2029).	People Operations	Year 4
3.3 Increase women's confidence and capability in navigating career progression.		
3.3.1 Deliver learning offerings that strengthen women's financial wellbeing.	People Operations	Year 1



Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Indicator 4



Sexual harassment in the workplace

We will improve the safety and wellbeing of our people by enhancing our workplace systems, capabilities and practices.

Critical performance measures:

- Anonymous experience rate of sexual harassment.
- Number of formal reports of sexual harassment.

Supplementary measures:

- Participants who said they reported sexual harassment.
- Reasons for not making a formal sexual harassment complaint.
- Satisfaction with handling of workplace sexual harassment complaint.
- Satisfaction with handling of formal workplace sexual harassment complaint.

Outcome 4		
Our people have a clear and consistent understanding of acceptable workplace behaviour. They are empowered to speak up and are confident to use reporting options when appropriate.		
Objective	Accountability	Delivery
4.1 Strengthen understanding of acceptable workplace behaviour and reporting options available to our people.		
4.1.1 Develop and maintain accessible, trauma-informed resources that build understanding and trust in reporting pathways and reinforce the TAC's zero tolerance stance on sexual harassment and discrimination.	Business Partnering	Year 2
4.1.2 Co-design and deliver a sustained education and communications program that promotes respectful behaviours, including micro-aggressions, upstander action, sexual harassment and prevention of violence against women.	Business Partnering, Inclusion & Diversity, Learning & Capability	Year 2
4.1.3 Maintain mandatory Respect at Work eLearning for all employees and leaders, supported by targeted specialist training for high-risk roles and Human Resources practitioners.	Business Partnering	Year 1-4 (ongoing)
4.1.4 Review and strengthen safe work practices for interactions with clients, providers and members of the public, building on the TAC's occupational violence and psychosocial risk frameworks.	Health, Safety and Wellbeing	Year 3

Outcome 4

Our people have a clear and consistent understanding of acceptable workplace behaviour. They are empowered to speak up and are confident to use reporting options when appropriate.

Objective	Accountability	Delivery
4.2 Build leader capability and drive accountability to address negative behaviours.		
4.2.1 Deliver targeted, high-impact training that build leaders' confidence and capability to prevent and respond to sexual harassment and other harmful behaviours.	Inclusion & Diversity, Learning & Capability, Business Partnering	Year 2
4.3 Strengthen reporting, data visibility and continuous improvement.		
4.3.1 Strengthen governance visibility by regularly reporting sexual harassment, bullying and discrimination data, trends and insights to the Executive Leadership Team to support stronger prevention, accountability and organisational learning.	Business Partnering, People Systems & Analytics	Year 1
4.3.2 Expand reporting to capture employee satisfaction with complaint processes to meet the Gender Equality Commission's requirements and strengthen continuous improvement.	Business Partnering	Year 1
4.3.3 Consistently record sexual harassment disclosures that are managed through both informal and formal resolution pathways to improve visibility, identify trends and enable early intervention.	Business Partnering, People Systems & Analytics	Year 1
4.3.4 Enhance the collection and analysis of diversity data in bullying, harassment and discrimination reporting to identify systemic issues affecting marginalised groups.	Business Partnering, People Systems & Analytics	Year 1
4.3.5 Include sexual harassment as a psychosocial hazard descriptor within the Donesafe system to support accurate reporting, analysis and preventative action.	Health Safety and Wellbeing	Year 1

Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Indicator 5



Recruitment and promotion practices in the workplace

We will ensure equitable recruitment, onboarding and promotion practices for people of all genders, strengthening internal career progression pathways.

Critical performance measures:

- Gender composition of recruited employees.
- Gender composition of employees who were promoted.
- Perceptions of recruitment, by gender.
- Perceptions of promotion, by gender.

Outcome 5		
Our policies, practices and communications at every stage of the employee lifecycle, from attraction, recruitment and onboarding to development and promotion are equitable and inclusive.		
Objective	Accountability	Delivery
5.1 Ensure attraction, recruitment, selection and onboarding processes are equitable for candidates of all genders.		
5.1.1 Strengthen data collection and reporting across recruitment, promotions, secondments and higher-duties opportunities to identify and address barriers to equitable career progression.	Talent Acquisition, People Systems & Analytics	Year 1
5.1.2 Review and update recruitment tools and practices using an intersectional lens, including guidance on inclusive language and the use of emerging artificial intelligence (AI) tools.	Talent Acquisition	Year 1
5.1.3 Apply inclusive recruitment practices, such as: <ul style="list-style-type: none"> • 50/50 shortlist principles • De-identified hiring techniques • Gender-diverse interview panels • Consistent shortlisting rubrics and interview feedback templates to support fairness. 	Talent Acquisition	Year 3
5.1.4 Develop candidate journey maps to identify barriers, concerns and key decision points where candidates may disengage or opt out. Use these insights to redesign recruitment processes to improve the experience of all candidates.	Talent Acquisition	Year 4

Outcome 5

Our policies, practices and communications at every stage of the employee lifecycle, from attraction, recruitment and onboarding to development and promotion are equitable and inclusive.

Objective	Accountability	Delivery
5.2 Build organisational capability and pipelines to attract diverse talent.		
5.2.1 Deliver targeted capability-building and unconscious bias training for hiring managers.	Talent Acquisition, Learning & Capability	Year 2
5.2.2 Deliver leadership programs and career development resources to support employees under-represented in leadership roles, leveraging talent management insights from succession planning.	Learning & Capability, Culture & Leadership	Year 3
5.2.3 Partner with community organisations, TAFEs and universities to expand early-career and alternative entry pathways for underrepresented groups.	Talent Acquisition	Year 3
5.2.4 Implement internal and external awareness campaigns to challenge occupational stereotypes and encourage women, men and gender-diverse people to apply for roles where they are under-represented.	Talent Acquisition, Inclusion and Diversity	Year 2
5.3 Ensure transparent, equitable, and inclusive progression and promotion processes.		
5.3.1 Create and implement clear guidelines and supporting materials to ensure internal recruitment, promotion and higher duties processes are inclusive and consistent.	People Operations, Talent Acquisition	Year 1
5.3.2 Understand the fears, attitudes, behaviours and barriers experienced by women in the workplace, with a focus on those seeking to move into leadership roles and implement changes to address opportunities.	Talent Acquisition, Inclusion & Diversity	Year 3

Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Outcome 5

Our policies, practices and communications at every stage of the employee lifecycle, from attraction, recruitment and onboarding to development and promotion are equitable and inclusive.

Objective	Accountability	Delivery
5.3.3 Identify and implement ways to prioritise internal candidates for mid-level and senior roles to strengthen internal pathways and support equitable career progression.	Talent Acquisition, Culture and Leadership	Year 3
5.3.4 Review progression outcomes for part-time and flexible workers to ensure fair access to development opportunities, performance ratings and promotions.	Talent Acquisition, Culture and Leadership	Year 4
5.4 Support diverse career pathways and leadership readiness.		
5.4.1 Showcase the achievements of diverse women leaders and employees to create visible role models and strengthen representation across the TAC.	Talent Acquisition, Culture and Leadership	Year 2
5.4.2 Leverage the EVP to highlight flexible career pathways and progression opportunities available through varied working arrangements.	Talent Acquisition, Culture and Leadership	Year 1
5.4.3 Create mentoring and sponsorship opportunities for women and gender-diverse employees working in areas where they are under-represented.	Talent Acquisition, Learning and Capability	Year 4

Indicator 6



Leave and flexible working arrangements

We will ensure that employees of all genders have equitable access to support and flexibility, are valued and able to participate fully in work. Flexible work and leave arrangements are accessible, well-understood and consistently applied.

Critical performance measures:

- Average weeks of parental leave, by gender.
- Uptake of flexible work, by gender.
- Perceptions of flexible work culture, by gender.

Supplementary measures:

- Gender composition of parental leave takers.
- Gender gap in carer's leave.

Outcome 6		
Our inclusive, flexible and accessible practices are embedded in our work. We share stories and case studies to raise awareness of flexible work options and available leave types for people of all genders.		
Objective	Accountability	Delivery
6.1 Employees with caring responsibilities of all genders are valued, supported and able to participate fully in work.		
6.1.1 Review the experiences of parents and carers across the TAC and co-design practical improvements to policies, practices and supports.	Inclusion & Diversity, Business Partnering	Year 4
6.1.2 Promote consistent team rituals that support connection and collaboration across varied schedules to strengthen inclusion of employees on flexible work arrangements.	Health Safety and Wellbeing, Inclusion & Diversity	Year 2
6.2 Flexible work and leave arrangements are accessible, well-understood and consistently applied.		
6.2.1 Update and share the TAC's Flexible Working Arrangements Policy with clearer guidance, improved usability and consolidated resources to support people leaders and teams.	People Operations	Year 1

Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Outcome 6

Our inclusive, flexible and accessible practices are embedded in our work. We share stories and case studies to raise awareness of flexible work options and available leave types for people of all genders.

Objective	Accountability	Delivery
<p>6.2.2 Regularly review and communicate all leave types, including Parental Leave, Carer's Leave and Family Violence Leave, and reinforce their gender-inclusive application at all levels, including leadership.</p>	People Operations	Year 1-4 (ongoing)
<p>6.2.3 Conduct a targeted review of flexible work supports, tools and systems using a gendered lens to identify where access, uptake and outcomes differ across the workforce and address barriers to equitable use, including:</p> <ul style="list-style-type: none"> Use Health, Safety and Wellbeing and workforce data to identify gendered or role-based gaps in flexible work access, uptake and career impacts. Develop tools to support leaders in managing flexible work supports. 	People Operations, Health Safety and Wellbeing	Year 2
<p>6.2.4 Review organisational policies as part of the Policy Hub refresh to identify opportunities to further embed equity, accessibility and inclusion principles.</p>	People Operations	Year 1-4 (ongoing)
<p>6.3 Leave arrangements support gender equity, safety and shared caring responsibilities.</p>		
<p>6.3.1 Promote parental leave for secondary carers through targeted communications, storytelling, visible leadership endorsement and cultural reinforcement that supports shared caring responsibilities.</p>	People Operations	Year 2
<p>6.3.2 Integrate family violence leave, HSW supports and prevention education into the TAC's broader workplace initiatives that address harmful and negative behaviours, ensuring policy and safety mechanisms are continually improved.</p>	Health Safety and Wellbeing, Business Partnering	Year 2
<p>6.3.3 Strengthen communication and reintegration planning for employees taking and returning from parental leave by:</p> <ul style="list-style-type: none"> developing a practical handbook for people leaders outlining responsibilities, use of Keeping in Touch days and structured reintegration conversations providing education and tools to support inclusive planning, flexibility discussions and psychological safety before, during and after leave. 	People Operations	Year 3

Indicator 7



Gendered segregation within the workplace

We will reduce occupational gender segregation by improving equitable access, participation and representation across TAC roles and job groups.

Critical performance measures:

- Occupational gender segregation.

Outcome 7		
Our communications across the employment lifecycle challenge traditional gender stereotypes.		
Objective	Accountability	Delivery
7.1 Reduce occupational gender segregation across TAC roles and job groups.		
7.1.1 Identify and address gender bias in recruitment processes, including job design, position descriptions, selection criteria and advertising language, with a focus on technical and traditionally gender-segregated roles.	Talent Acquisition, Business Partnering	Year 1
7.1.2 Partner with education and employment institutions (such as TAFEs, universities, and sector networks) to encourage women and gender diverse candidates into technical and specialist roles, while also attracting more men into health, administrative and customer-focused roles.	Talent Acquisition	Year 3
7.1.3 Leverage partnerships and networks to deliver targeted, inclusive recruitment campaigns and initiatives that attract more women into higher level and technical roles, and more men into entry-level, health and administrative roles.	Talent Acquisition	Year 4

Year 1 – 2026/27

Year 2 – 2027/28

Year 3 – 2028/29

Year 4 – 2029/30

Outcome 7

Our communications across the employment lifecycle challenge traditional gender stereotypes.

Objective	Accountability	Delivery
7.2 Build inclusive cultures within gender-segregated roles and teams.		
7.2.1 Raise awareness of exclusionary behaviours and cultural norms that negatively impact inclusion.	Inclusion & Diversity	Year 2
7.2.2 Equip leaders and teams with practical tools to foster psychological safety, inclusive decision-making and respectful communication.	Learning and Capability, Culture & Leadership, Inclusion & Diversity	Year 2
7.3 Expand flexible and alternative work models to disrupt segregation and support participation.		
7.3.1 Increase awareness among people leaders and employees about the benefits, feasibility and applicability of job sharing. Address common myths about role suitability, productivity and leadership potential, and promote job sharing as a legitimate career pathway.	People Operations, Business Partnering	Year 3
7.3.2 Run-targeted job sharing pilots in appropriate roles and teams to test feasibility and capture insights. Develop tools and templates to enable job sharing and showcase examples to the broader organisation.	People Operations, Business Partnering	Year 4



