

2026 Progress report for: Transport Accident Commission (TAC)


Cover page

Organisation name	Transport Accident Commission
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 1,472 Total FTE: 1,372
Response rate to employee experience survey	83% - People Matters Survey
Contextual information	
Location (metropolitan, regional or rural. If other, please specify)	Regional – Geelong

Attestation by head of organisation

I confirm that:

- I am the head of organisation (CEO or equivalent).
- I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.
- I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Any comments?	
Name	Tracey Slatter
Role title	CEO
Signed	
Date	17 December 2025

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions

If you have not listed any GIAs, please choose one or more permitted reason:

- Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.
- Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.
- Reporting on the GIA(s) would reveal confidential information.
- Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020*.
- None of these apply (**go to 1.2**).

Section 1.2 Describing policies, programs and services subject to a GIA

Ref #	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts (recommended)
1.	How message features inform road safety communications	Program	<p>The Victorian Government, through the <i>Victorian Road Safety Strategy 2021–2030</i>, has committed to eliminating deaths and serious injuries on Victorian roads by 2050, with an interim goal of halving road deaths by 2030. The Transport Accident Commission (TAC) plays a key role in achieving this target through public education and road safety communications.</p> <p>TAC communications are informed by comprehensive road safety data, including where crashes occur, contributing factors (e.g., reasons for speeding), and the demographics of those most likely to be involved. These insights guide the development of campaigns that promote safe behaviours and discourage unsafe ones.</p> <p>A key challenge for the TAC is identifying which message features make road safety communications most effective. Message features refer to the elements within a communication, such as tone, emotional appeal, or credibility, that influence how audiences interpret, feel about, and respond to the message.</p> <p>This project seeks to engage the community to better understand whether specific factors such as the gender of a narrator or voice-over affect the effectiveness of road safety messages.</p>	New	<p>Previous research suggests the perceived age and gender of a speaker can influence perception of a spoken message^{1,2,3}, (though not always⁴). The effect of gender on the perception of a spoken message may depend on whether the message topic is seen as a stereotypically ‘male’ or ‘female’ issue⁵. This limited evidence on this influence, creates challenges in optimising voiceover selection for campaign effectiveness for the broader community.</p>
2.	Allied Health Policy	Policy	<p>The Allied Health Policy outlines the decision-making framework and provides information on the range of allied health services and treatments funded by the TAC to support clients recovering from transport accident–related injuries. These services assist clients with their rehabilitation and recovery and help those with severe injuries or permanent disabilities maintain their function and independence.</p> <p>Allied health services include acupuncture, chiropractic care, exercise physiology, osteopathy, physiotherapy, and podiatry.</p>	Up for review	<p>Policies that use gendered terms or language may unintentionally exclude non-binary, gender-diverse, or transgender individuals by not reflecting their identities.</p>
3.	TAC Youth Traineeship Program	Program	<p>The TAC Youth Traineeship Program, established in 2009, provides young people facing barriers to employment with the opportunity to gain skills and experience through a structured and supported traineeship. The program helps participants build strong career foundations while working towards a nationally recognised TAFE qualification.</p>	Up for review	<p>Engaging young people in traineeship programs can highlight gender-related impacts influenced by social, cultural, and personal factors. Gender can shape trainees’ experiences in areas such as access to training opportunities, career progression, and performance evaluation. Unconscious biases and stereotypes may disadvantage women, particularly in male-dominated fields, where they are often steered toward “softer” skill development rather than technical training.</p> <p>Young people with caregiving responsibilities may also encounter distinct barriers. Caring duties can limit access to training and progression opportunities, affect perceptions of commitment or performance, and increase the risk of being overlooked for development pathways or directed toward roles considered more “manageable” alongside their care responsibilities.</p>
4.	Split Second Program	Program	<p>The Split Second Program, delivered by the TAC, empowers young drivers through a creative and engaging approach to road safety. The program aims to:</p> <ul style="list-style-type: none"> • Encourage meaningful conversations about road safety among young drivers. • Raise awareness of key risk factors and challenges faced by drivers aged 18 to 25. • Educate and equip young drivers with strategies to avoid unsafe behaviours and reduce their risk on the road. 	Up for review	<p>Without the participation of women and gender-diverse people in the design and development of the program, their lived experiences and perspectives on road safety are excluded. This absence limits the program’s relevance and reinforces gender stereotypes that frame road safety as a predominantly ‘male’ issue.</p> <p>A secondary consequence is the reduced visibility and access to creative career pathways for women and gender-diverse people. When they are not actively</p>

			Through interactive learning experiences, the Split Second Program helps young drivers identify and respond to risks, building their confidence to make safe and responsible driving decisions.		involved in shaping such programs, it contributes to ongoing inequities in who is seen, valued, and supported within creative and technical fields.
5.	Vanessa – Rebranding	Service	<p>Vanessa is a youth-led road safety program commissioned by the TAC, operating since 2005. Over time, it has evolved to deliver education and services at events such as music festivals and university open days. It uses a peer education model in which trained staff engage young adults in a relatable and non-judgmental way.</p> <p>Vanessa's services include free breath tests, safe driving information, alcohol and drug awareness activities, and chill-out spaces. The program aims to educate young drivers (aged 18 to 26) on how to keep themselves and their friends safe on the roads. Given young people's limited driving experience, higher substance use, and greater propensity for risk-taking, addressing unsafe driving behaviours remains a key focus.</p>	Up for review	<p>If Vanessa's branding relies on traditional gender norms, it may alienate gender-diverse participants or reinforce stereotypes.</p> <p>Some groups may feel the program does not reflect their experiences—for example, young women may prioritise different road safety concerns than young men.</p> <p>Gender-diverse individuals may be reluctant to engage at public events if the space does not feel explicitly inclusive or if they fear discrimination.</p> <p>If the program is primarily promoted in male-dominated settings (e.g., motorsport events), it may unintentionally limit engagement from women and gender-diverse people.</p>

¹ Reif, A., Kneisel, T., Schäfer, M., & Taddicken, M. (2020). Why are scientific experts perceived as trustworthy? Emotional assessment within TV and YouTube videos. *Media and Communication*, 8(1), 191-205.

² Ryan, E. B., & Laurie, S. (1990). Evaluations of older and younger adult speakers: Influence of communication effectiveness and noise. *Psychology and Aging*, 5(4), 514.

³ Casado-Aranda, L. A., Martínez-Fiestas, M., & Sánchez-Fernández, J. (2018). Neural effects of environmental advertising: An fMRI analysis of voice age and temporal framing. *Journal of Environmental Management*, 206, 664-675.

⁴ Rodero, E., Larrea, O., & Vázquez, M. (2013). Male and female voices in commercials: Analysis of effectiveness, adequacy for the product, attention and recall. *Sex roles*, 68, 349-362.

⁵ Searles, K., Fowler, E. F., Ridout, T. N., Strach, P., & Zuber, K. (2020). The effects of men's and women's voices in political advertising. *Journal of Political Marketing*, 19(3), 301-329.

Section 1.3 Describing actions taken as a result of a GIA

Ref #	F: Were actions taken as a result of the GIA?	G: Describe the actions taken as a result of the GIA in order to: <ul style="list-style-type: none"> Meet the needs of people of different genders; and/or Promote gender equality; and/or Address gender inequality. 	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here.	I: Describe: How and why intersectionality was considered (or not)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)?
1.	Yes (go to column G)	<ul style="list-style-type: none"> The project will survey 960 participants across diverse age groups and genders. The gender categories have been expanded to include male, female, non-binary/gender fluid/other, and 'prefer not to say' to ensure inclusive representation. 	N/A	The addition of examining age alongside gender in voiceover for road safety messaging recognises that road safety risks and behaviours vary across life stages. The interaction between age and gender has a significant influence on people's risk perception, driving behaviour and response to road safety campaigns.	The project will include participants of varying ages from 18-39 and 40+.
2.	Yes (go to column G)	<ul style="list-style-type: none"> Gendered language in the exercise physiology and gym/swim policy authorisations was removed and replaced with gender neutral language to not adversely impact gender diverse clients. Future reviews will explore ways to better consider the experiences of clients of different genders accessing allied health services as organisational maturity evolves. 	N/A	An intersectional lens was taken for clients with disability with an examination of the role allied health services play in supporting clients with disabilities to maintain function and independence. It was determined the three-month cap on gym/swim memberships creates barriers for clients with disabilities, requiring them to repeatedly submit renewal requests despite clear clinical justification for ongoing services. Consultation was also had with claims staff including a Subject Matter Expert (SME) from Child and Youth team who identified no risks or actions in relation to the policy application for children or young people.	<ul style="list-style-type: none"> Removal of the three-month cap and inclusion of gym/pool memberships of longer duration was actioned for clients with severe injury and disability. Policy and publication site were updated to ensure compliance with Child Safe Standards.
3.	Yes (go to column G)	<ul style="list-style-type: none"> Addition of Financial Support for Public Transport (Myki for all trainees). Women, non-binary individuals, and caregivers may have greater 	N/A	Consideration was given to data from the TAC Traineeship Program that highlighted First Nations trainees could benefit from more support and that employment outcomes at the end of the	A First Nations module has been incorporated into the TAC Youth Traineeship Program as part of a test-and-

		<p>reliance on public transport, particularly those balancing childcare or caregiving responsibilities. Ensuring affordable and accessible transit options can remove gendered barriers to attendance.</p> <ul style="list-style-type: none"> • Flexible Scheduling (10am–3pm) as women and gender-diverse individuals are more likely to have caregiving responsibilities, making flexibility critical for participation. • Addition of Food Security Measures like free breakfast/access to meals – as women, single parents, and young trainees may experience higher rates of financial insecurity, impacting their ability to access nutritious meals. 		<p>program were significantly lower for this group when compared to non-indigenous trainees. Action was required to address the unique barriers faced by First Nations youth and empower them to progress into meaningful career opportunities through culturally appropriate support within the traineeship program. First Nations youth often experience systemic challenges including higher unemployment rates, limited access to educational resources, and cultural marginalisation in mainstream programs. Dedicated supports will ensure culturally responsive support and community connections while promoting professional growth. These have been developed in collaboration with TAC's First Nations Program Lead, local employment programs/organisations and First Nations organisations.</p>	<p>learn approach. To support this, the following actions have been implemented:</p> <ul style="list-style-type: none"> • Culturally tailored and safe interviewing to ensure an inclusive onboarding process for potential trainees. • First Nations Cultural Awareness Learning Pathway for employees and trainees, fostering psychological safety. • Deficit discourse training for leaders and managers to build cultural competency. • Skills development and opportunities aligned with First Nations youth strengths, traditions, and aspirations, including access to the RAP working group, participation in Days of Significance, and other engagement initiatives. • Pathways and partnerships with Gforce and Northern Futures to strengthen referrals into the program. • Collaboration with Gordon TAFE Kitjarra Unit, providing trainees with study coaching and cultural support. • Further scoping to explore opportunities for First Nations mentoring within the program.
4.	Yes (go to column G)	<ul style="list-style-type: none"> • The competition is promoted and advertised across multiple platforms, including social media, schools, universities, and TAFEs, ensuring engagement with young people of all gender identities and backgrounds. • Registration has been updated to include expanded gender identities. • Following the release of creative outputs, several evaluation points will be engaged to further understand impact, response and reach of the program including surveys, digital analysis, recording of participants at launch event and media runs. 	N/A	<p>The TAC recognises that its road safety campaigns and messaging can be strengthened by improving understanding of Culturally and Linguistically Diverse (CALD) representation in fatalities and serious injuries. A lack of research on CALD communities' road safety concerns has created gaps in awareness, limiting the effectiveness of traditional approaches. To address this, the TAC conducted a small-scale qualitative research study to identify barriers to participation in the Split Second Competition and ensure road safety issues are relevant to the target audience.</p> <p>As part of the program's development, the TAC partnered with CultureVerse, a local multicultural agency, to engage community members in consultations. These discussions explored the unique road safety challenges faced by new migrants, with a focus on Arabic, Chinese, Indian, and Vietnamese communities. This engagement provided valuable insights, ensuring the Split Second Competition is designed to be inclusive, culturally responsive, and effective in addressing the specific road safety barriers experienced by diverse groups</p>	<p>The 2025 Split Second competition was expanded to include a dedicated CALD-specific category. This initiative recognises the diverse perspectives in road safety and aims to connect with and better understand the unique challenges faced by Victoria's CALD youth. The competition is open to all 18-30 year-olds currently living in Victoria, including those on skilled migrant visas, refugee visas, family visas, and international students.</p> <p>Future program expansion is under review, with planning underway to scope a dedicated First Nations stream. This initiative will ensure First Nations representation, culturally relevant messaging, strengthened community engagement, and improved road safety outcomes for First Nations drivers.</p>
5.	Yes (go to column G)	<ul style="list-style-type: none"> • Vanessa's branding will evolve to ensure greater gender inclusivity. Traditional gendered branding often relies on colour schemes, imagery, and language that may appeal differently to men, women, and non-binary individuals. To address this, the new Vanessa brand will adopt a neutral design, incorporating inclusive colour schemes and inanimate symbolism to eliminate implicit gender associations. This approach ensures that road safety messaging resonates with all young Victorians across digital and physical spaces. • Vanessa is also strengthening its digital content strategy, using social media as the primary 	N/A	<p>Consideration has gone into evolving activation concepts to diversify Vanessa event offerings. To adapt to the changing event landscape, the program will embrace modern trends and adopt a flexible brand identity, enabling participation in smaller, more diverse events. This approach will help enhance engagement with LGBTIQ+ communities, culturally diverse groups, and people with disabilities.</p>	<p>Through corporate sponsorship and partnerships Vanessa's presence will be expanded to events, such as Midsumma Festival, Geelong's Pako Festa, and Ability Fest.</p>

		engagement platform for youth on road safety education, rules, and tips. To increase engagement across different gender identities, the program will feature diverse youth ambassadors and ensure inclusive messaging that reflects the experiences of all young people.			
--	--	--	--	--	--

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

Describe your progress against each indicator. Refer to your progress data, ideally using the performance measures as a minimum.

K: Indicator*	L: Progress data	M: Additional progress data	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
1	<p>Critical performance measures</p> <p>Gender composition of the duty holder organisation:</p> <ul style="list-style-type: none"> 2023:73% women and 27% men 2025: 74% women and 26% men <p>Gender composition of part time workers in the duty holder organisation:</p> <ul style="list-style-type: none"> 2023:34% women and 6% men 2025:31% women and 6% men <p>Gender composition of senior leaders in the duty holder organisation:</p> <ul style="list-style-type: none"> 2023:57% women and 43% men 2025:63% women and 37% men 	<p>Gender composition across organisation 2025:</p> <p>Entry cohort: women 83% and men 17%.</p> <p>Middle cohort: women 68% and men 32%.</p> <p>Top cohort- women 63% and men 37%</p>	Yes	<p>As at 30 June 2025, the TAC employed 1,472 people, with an overall gender composition of 74% women and 26% men. This reflects minimal change since 2023 (a 1% increase in women and a corresponding 1% decrease in men) and indicates that organisational gender representation has remained relatively stable. No data is available for non-binary or gender-diverse employees.</p> <p>The TAC's gender composition continues to sit slightly below the broader Healthcare and Social Assistance (HC&SA) sector (78% women and 22% men as reported by the Workplace Gender Equality Agency)¹, where men remain significantly underrepresented. Attracting and retaining men continues to be a challenge for the TAC and remains an area of strategic focus.</p> <p>Progress is most evident in senior leadership representation. Women in senior roles (Senior Leadership Team and Executive Leadership Team) have increased steadily from 49% in 2021, to 57% in 2023, and to 63% in 2025. This improvement reflects concerted efforts in our first Gender Equality Action Plan (GEAP 1), supported by succession planning, strong female representation in Executive General Manager roles (90%), and external hiring of women into senior positions.</p> <p>Representation in the middle cohort remained steady 68% women, with nearly half (47.5%) working part-time. This is 4.5% lower than the proportion of women at working part-time at entry-level roles. At the entry cohort, women remain significantly overrepresented at 83%, a 3% increase since 2023. Despite progress at senior levels, the distribution of women and men across organisational levels shows continued vertical and horizontal gender segregation.</p> <p>The gendered pattern of part-time work also remained largely unchanged. Women continue to hold most part-time roles, 94% in 2025 compared with only 6% of men working part-time in both 2023 and 2025. While the proportion of women working part-time declined slightly (from 34% to 31%), suggesting some increased uptake of full-time work arrangements, the persistent imbalance indicates ongoing structural and cultural barriers to men accessing part-time and flexible work.</p> <p>Part-time uptake among senior leaders remained particularly low in 2025 (2.7% of women and 0% of men). Employee consultation suggests that senior roles are perceived as requiring full-time availability, which may limit applications from women and men seeking flexible work and act as a barrier to progression. Addressing these perceptions and exploring role design to support flexibility will be a key focus of TAC's next GEAP.</p> <p>Compared with the national Health Care and Social Assistance (HC&SA) sector, the TAC shows similar patterns in women's participation in full-time roles (73%), but significantly higher representation of women in part-time roles (94% at TAC vs 82% sector-wide). This reinforces the need to broaden flexible work participation across all genders.</p> <p>Overall, while the TAC has made clear progress in increasing women's representation at senior leadership levels, the broader workforce composition remains heavily imbalanced. Women continue to be significantly overrepresented in entry-level and part-time roles, while men remain underrepresented across the organisation. These patterns have shown limited movement across reporting periods, indicating that meaningful progress toward a balanced workforce has yet to be achieved.</p> <p>Looking ahead, the next GEAP should prioritise reducing structural and cultural barriers that limit men's participation in part-time and entry-level roles, promoting flexible work as a valued option for all genders,</p>

				and strengthening pathways that attract, retain, and progress men within the organisation. At the same time, maintaining gains in women's leadership representation and enhancing gender-balanced progression pathways will be essential to achieving sustainable, long-term workforce balance.
2	<p>Critical performance measures Gender composition of the duty holder organisation's governing body:</p> <ul style="list-style-type: none"> 2023: 44% women and 56% men 2025: 50% women and 50% men 		Yes	<p>The data shows clear and measurable progress toward gender equality on TAC's governing body. In 2025, the Board of Directors achieved gender parity, comprising four women (50%) and four men (50%). This represents an improvement from 2023, when women held 44% of Board positions and men held 56%. The shift demonstrates continued progress toward balanced representation at the highest level of governance.</p> <p>In the 2025 reporting year, one woman and one man were appointed to the Board, contributing to the maintenance of an equitable gender balance. While the proportion of women on TAC's Board (50%) remains slightly below the Victorian Public Service (VPS) average for governing bodies (55%²), it continues to reflect Victorian community gender representation.</p> <p>Benchmarking further highlights strong performance. The TAC's gender-balanced Board exceeds the broader Australian private sector average, where women hold 37.5% of board positions across ASX 300 companies. This places the TAC ahead of national private-sector norms in terms of gender-balanced governance.</p> <p>Overall, the data indicates clear progress, with the TAC achieving and sustaining gender parity on its Board. Continued focus on maintaining a 50:50 gender composition will help ensure long-term equity and reinforce TAC's leadership in gender-balanced governance.</p>
3	<p>Critical performance measures Mean total remuneration gender pay gap by occupation group:</p> <ul style="list-style-type: none"> 2023:10.8% 2025:10.3% <p>Mean total remuneration senior leader gender pay gap:</p> <ul style="list-style-type: none"> 2023: 3% 2025: -10.5% <p>Supplementary measures Mean base salary pay gap:</p> <ul style="list-style-type: none"> 2023:10.8% 2025: 10.3% <p>Median total remuneration pay gap:</p> <ul style="list-style-type: none"> 2023:10.5% 2025: 12% <p>Median base salary pay gap:</p> <ul style="list-style-type: none"> 2023:10.5% 2025: 12% 	<p>Mean total remuneration gender pay gap by occupation groups Managers: 2023: 6.6% 2025: women -0.4%</p> <p>Professionals: 2023: women 5% 2025: women 6%</p> <p>Clerical and Administration workers: 2023: women 9.5% 2025: women 8%</p>	Yes	<p>Between 2023 and 2025, the TAC recorded a modest improvement in its overall mean total remuneration gender pay gap, reducing from 10.8% to 10.3% (a 0.5 percentage-point decrease). This continues a positive longer-term trend from the 12.8% pay gap reported in 2021. Although progress has been made, the data shows that on average, women at the TAC earn approximately \$0.90 for every \$1.00 earned by men, indicating that continued action is required to achieve pay equity.</p> <p>The TAC's gender pay gap remains favourable compared with broader labour-market benchmarks. The 2025 gap is significantly lower than the national average of 21.8% reported by the Workplace Gender Equality Agency and is broadly in line with the 10.1% gap across the Victorian Public Sector³. This demonstrates strong performance relative to external comparators.</p> <p>At the senior leadership level, the gender pay gap has shifted markedly. In 2023, men in senior roles were paid 3% more than women; by 2025, this gap had reversed to -10.5%, with women earning on average 10.5% more than men. This change is closely linked to the increasing representation of women in senior leadership roles, rising from 57% in 2023 to 63% in 2025, including 90% of Executive General Manager positions. This shift in gender composition at senior levels has contributed to the reduction in the overall organisational mean pay gap.</p> <p>However, progress is not consistent across all measures. Both the median total remuneration and median base salary gender pay gaps increased from 10.5% to 12% between 2023 and 2025. This suggests that despite more women joining the TAC workforce overall, men remain more concentrated in the organisation's highest-paid roles, driving higher gaps at the median level.</p> <p>Pay outcomes also vary across occupation groups. Among managers, the gender pay gap improved significantly, narrowing from 6.6% in favour of men in 2023 to 0.4% in favour of women in 2025, indicating meaningful progress toward pay equity in leadership roles. In contrast, the gap among professionals widened slightly (from 5% to 6% in favour of men). For clerical and administrative workers, the gap decreased from 9.5% to 8%, though men continue to earn more on average. These mixed results highlight the importance of continued occupational-level analysis and targeted interventions to address structural and role-specific drivers of pay inequity.</p> <p>Gender segregation remains a central contributor to the pay gap (see Indicator 7). A disproportionate concentration of women in entry-level or lower-paid roles, combined with a higher proportion of men in top-</p>

				<p>earning roles, continues to drive gendered pay outcomes. These patterns reflect long-standing societal norms about gendered work and structural factors such as unequal access to flexible work and career progression opportunities.</p> <p>The TAC will continue to undertake annual analysis to understand the underlying drivers of the gender pay gap and monitor progress across the life of the next GEAP.</p> <p>Overall, the organisation has demonstrated progress in reducing the gender pay gap, particularly through stronger representation of women in senior leadership and narrowing pay disparities among managers. Looking ahead, the TAC will prioritise targeted strategies to address structural drivers such as gender segregation, occupational gender composition, and progression pathways. Through ongoing analysis, transparency, and accountability, the TAC is committed to closing the gender pay gap across all levels of the organisation.</p>
4	<p>Critical performance measures Anonymous experience rate of sexual harassment:</p> <ul style="list-style-type: none"> 2023: 6% 2025: 2% <p>Number of formal reports of sexual harassment:</p> <ul style="list-style-type: none"> 2023: 1 2025: 2 <p>Supplementary measures Participants who said they reported sexual harassment:</p> <ul style="list-style-type: none"> 2023: N/A 2025: 4% <p>Reasons for not making a formal sexual harassment complaint:</p> <ul style="list-style-type: none"> 2023: N/A 2025: Didn't think it was serious enough (55%), I believed there would be negative consequences for my reputation (36%), I didn't think it would make a difference (32%). <p>Satisfaction with handling of workplace sexual harassment complaint:</p> <ul style="list-style-type: none"> 2023: N/A 2025: N/A <p>Satisfaction with handling of formal workplace sexual harassment complaint:</p> <ul style="list-style-type: none"> 2023: N/A 2025: N/A 	<p>Informal coping strategies 2025: 43% laughed it off 39% avoided the person by staying away from them 39% pretended it didn't bother them 17% told a manager 4% reported they 'submitted a complaint'</p>	Yes	<p>Between 2023 and 2025, the TAC recorded a positive reduction in the anonymous experience rate of workplace sexual harassment, decreasing from 6% to 2%. This decline suggests that the TAC's ongoing focus on cultural safety, prevention initiatives, and trauma-informed approaches is beginning to influence employee experiences. However, the number of formal reports increased from one in 2023 to two in 2025. While small, this increase highlights the persistent challenge of underreporting and the importance of strengthening trust and confidence in reporting processes.</p> <p>In 2023, one formal complaint involving inappropriate sexual jokes was investigated and resolved using a person-centred and trauma-informed approach. In 2025, two formal complaints were lodged, one by a woman and one by a man. Both involved inappropriate behaviour by colleagues. Both matters have been concluded. In the first case, appropriate action was taken following the investigation. In the second case, the investigation was discontinued as both parties resigned from their employment prior to its completion. All cases were managed through internal processes and supported by external expertise.</p> <p>The TAC has significantly improved participation in the People Matter Survey (PMS), achieving an 84% response rate in 2025 (1,150 respondents). This stronger dataset provides more reliable insight into employee experience and supports efforts to build a safe, inclusive, and transparent workplace. Despite this robust dataset, fewer than 10 respondents per gender reported experiences of sexual harassment, limiting the ability to perform gender-specific analysis without compromising privacy. As a result, the TAC has focused on whole-of-organisation patterns while continuing to build participation and trust for future reporting cycles.</p> <p>The 2025 PMS shows encouraging trends, with self-reported sexual harassment experiences falling to 2%, down from 6% in 2023 and 4% in 2024. Of those who experienced harassment, 48% reported intrusive comments about their private life or appearance. Most respondents relied on informal coping strategies: 43% tried to laugh it off, 39% avoided the person, and 39% pretended it did not bother them. 17% told a manager and only 4% formally reported their experience. Reported barriers to lodging a formal complaint included perceptions that the behaviour was "not serious enough" (55%), fear of reputational harm (36%), and lack of confidence in the outcome (32%). In 83% of cases, the perpetrator was a colleague. These insights indicate that while rates of experienced harassment are decreasing, underreporting remains a significant challenge. Strengthening reporting pathways and ensuring employees feel safe and supported to come forward will be essential.</p> <p>Gendered perceptions of safety and organisational response also require attention. In the 2025 PMS, 92% of both men and women agreed that the TAC encourages respectful behaviours. However, women reported lower confidence in the organisation's response to workplace harm: 73% of women (compared with 80% of men) felt that the TAC takes steps to eliminate bullying, harassment, and discrimination. Similarly, 75% of women felt safe calling out inappropriate behaviour, compared with 79% of men. These differences highlight the need to improve visibility, consistency, and trust in TAC's prevention and response processes.</p> <p>The TAC's own employee listening data (Employee Opinion Survey or EOS) was also examined. While these surveys do not have questions specifically relating to sexual harassment, they do provide contextual insight into cultural safety and potential barriers to reporting instances of sexual harassment.</p> <p>In the 2023 EOS, 70% of employees reported feeling safe to speak up (69% of women, 63% of men). The lower levels of psychological safety among men aligned with 2023 PMS data showing comparatively higher</p>

				<p>anonymous reports of sexual harassment among men. By 2025, whilst the organisational perceptions of psychological safety remained steady with 70% of employees feeling safe to speak up, increases were seen amongst women (71%) and men (76%). These improvements suggest that TAC's capability-building initiatives and focus on trauma-informed leadership are positively influencing cultural safety, though continued investment is required.</p> <p>The TAC does not yet have formalised employee satisfaction data for sexual harassment case management, but insights from follow-up conversations and feedback mechanisms continue to shape improvements. The TAC is committed to strengthening data collection and reporting systems to meet the Gender Equality Commission's requirements by 2027.</p> <p>The TAC recognises that sexual harassment and gendered violence exist on a continuum that begins with everyday sexism. Persistently low formal reporting underscores the need to build trust, enhance cultural safety, and improve data quality. These efforts will help the TAC identify risks more effectively, reinforce prevention-led approaches, and ensure equitable safety measures for employees who may be more vulnerable due to their role, gender, or intersectional experiences.</p> <p>Overall, the TAC has made progress in reducing the experience of sexual harassment and improving psychological safety across the organisation to remove barriers for reporting. Looking ahead, the TAC will continue to focus on addressing underreporting, strengthening reporting systems, building leader capability, and tackling everyday sexism as part of its broader prevention strategy. Through ongoing analysis, transparent action, and strengthened organisational capability, the TAC is committed to creating a workplace where all people feel respected, protected, and safe to speak up.</p>
5	<p>Critical performance measures Gender composition of recruited employees:</p> <ul style="list-style-type: none"> 2023: 71% women and 29% men 2025: 78% women and 22% men <p>Gender composition of employees who were promoted:</p> <ul style="list-style-type: none"> 2023: 81% women and 20% men 2025: 37% women and 63% men <p>Perceptions of recruitment, by gender:</p> <ul style="list-style-type: none"> 2023: 42% women and 65% men/non-binary/prefer not to say (grouped) 2025: 63% women and 66% men, 36% non-binary/prefer not to say <p>Perceptions of promotion, by gender:</p> <ul style="list-style-type: none"> 2023: N/A 2024: 44% women and 50% men 2025: 45% women and 50% men and 23% non-binary/prefer not to say 	<p>Promotions 2025: 88% full time employees 12.5% to part-time employees.</p> <p>Internal secondments 2025: 2023: women 61% and 39% men. 2025: 73% women and 27% men.</p> <p>Higher duties: 2023: 74% women and 26% men 2025: 70% women and 30% men</p> <p>Exits 2023: 129 2025 100</p>	Yes	<p>Overall, the TAC's 2025 recruitment and promotion outcomes highlight a mixed picture of progress against the workplace gender equality indicators. Recruitment outcomes continue to demonstrate strong and sustained progress in attracting women across all job groups, mirroring both workforce composition and broader HC&SA sector trends. Women remain well-represented in development pathways - such as higher duties, secondments, and learning programs - which indicates that access to capability-building opportunities is broadly equitable and, in some areas, improving.</p> <p>Recruitment: In 2025, recruitment outcomes continued to reflect TAC's strong female representation and remained broadly aligned with gender trends in the HC&SA sector. Of the 185 new employees hired during the year, 78% (144 employees) were women, an increase of 7% from 71% (101 employees) in 2023. The most pronounced gender imbalance was within the entry-level cohort (Job Groups 2 and 3), where women accounted for 47% (87 employees) of all hires.</p> <p>Across all organisational levels, women were recruited at higher rates than men. At the entry level, 87 women (47%) were appointed compared with 13 men (7%). Middle-level recruitment (Job Groups 4, 5 and 6) also showed a strong female majority, with 51 women (25.6%) hired compared to 23 men (12.5%). At senior and executive levels, women comprised 6 hires (3.2%), while men accounted for 5 hires (2.7%).</p> <p>This trend was consistent across job groups. In 2025, every job group recorded more women than men among new recruits. The greatest gender gaps were seen in Job Group 4, where 51 women (27.5%) were hired compared with 12 men (6.49%), and in Job Group 5, where 33 women (17.84%) were hired compared with 11 men (5.95%). Women also made up the majority in Job Groups 3 and 6, with 32 (17.3%) and 18 (9.73%) hires respectively, while men represented only 11 hires (5.95%) in Job Group 3 and none in Job Group 2.</p> <p>Compared with 2023, the TAC's 2025 recruitment data demonstrates a continued trend of higher female recruitment, particularly across entry and middle-level roles.</p> <p>Promotions: Promotion outcomes between 2023 and 2025 reveal a stark reversal in gender representation. In 2023, women received the majority of promotions (81%). By 2025, that picture had flipped: men accounted for 63% of promotions, a 44% swing in just two years despite men remaining underrepresented in the broader workforce.</p> <p>Promotional activity itself also declined, with only 8 employees promoted in 2025 (0.5% of the workforce), compared with 16 employees (1%) in 2023. Full-time employees continued to benefit most, receiving 88% of all promotions in 2025, while only 12.5% went to part-time employees (the majority of whom are women).</p>

This may be constraining women's advancement and indicates a need to better understand barriers faced by part-time workers.

Women continued to take up higher duties opportunities at high rates (70% of placements in 2025), yet only 38% of promotions were awarded to women. This disconnect suggests that while women are accessing acting opportunities, these are not converting into permanent progression at the same rate as men.

Despite women's increasing representation in leadership roles, the data suggests that this growth is driven largely by external recruitment rather than internal advancement. In 2025, more leadership roles were filled through recruitment than promotion, with 6 women and 5 men appointed to executive and senior leadership roles and 18 women compared with 11 men recruited at Job Group 6 (Team Leader level). This points to potential barriers within internal career pathways that may be limiting women's long-term progression.

Higher duties opportunities increased from 168 employees in 2023 (12% of the workforce) to 199 employees in 2025 (7% of the workforce). While women continued to make up the majority accessing higher duties, their share declined slightly from 74% in 2023 to 70% in 2025, while men's participation rose from 26% to 30%.

Internal secondments remained a key development mechanism, rising from 59 employees in 2023 to 74 employees in 2025. Women continued to access secondments more frequently than men (61% in 2023 and 73% in 2025). While this indicates strong development access for women, it does not yet appear to be translating into equitable promotion outcomes.

Overall, women continued to access more development opportunities including higher duties and secondments, reflecting their greater representation in the workforce. In 2025, participation in learning and development was broadly consistent with our overall gender composition, with women representing 74% of participants and men 26%.

Perceptions of fairness (recruitment and promotion)
 Perceptions of fairness in recruitment improved across all gender groups. In the PMS, positive responses from women rose from 42% in 2023 to 63% in 2025, while men's perceptions increased slightly from 65% to 66%. However, perceived fairness among gender-diverse and self-described employees remained significantly lower at 36%. Qualitative feedback suggests these results align with broader concerns raised by minority groups.

Perceptions of fairness in promotions remained largely unchanged: 45% of women and 50% of men agreed that promotion processes were fair in 2025, consistent with 2024 results. Only 23% of gender-diverse or self-described respondents agreed that promotion decisions were fair. These findings highlight the need for greater transparency, consistency, and inclusiveness in internal progression processes.

Women continued to access development programs at higher rates (74% of all participants in 2025), reflecting their larger share of the workforce.

Exits
 In 2025, 100 employees exited the organisation (8% of the workforce). Of those exiting, 74% were women and 26% were men, broadly mirroring overall workforce composition. Gender-specific exit rates show that 9% of women left the organisation in 2025 (up from 8% in 2023), while men's exits decreased from 12% to 6%. This indicates improved retention among men, while women's retention has remained relatively stable.

Overall, TAC's 2025 recruitment and promotion outcomes highlight a combination of meaningful progress and emerging risks in relation to workplace gender equality. Recruitment continues to be a strong area of performance, with sustained female representation across all job groups and improving perceptions of fairness. Women also continue to access development opportunities - including higher duties, secondments, and learning programs - at high and increasing rates. However, the sharp shift in promotion outcomes, combined with the low volume of promotions and the concentration of opportunities among full-time employees, indicates that internal progression pathways may not be operating equitably. The disconnect between women's strong participation in development activities and their declining share of promotions suggests possible structural or cultural barriers that limit conversion into permanent advancement. The reliance on external recruitment to fill leadership roles further reinforces these concerns.

				<p>Perceptions data and exit trends provide additional indications that internal systems may not yet be fully supporting equal progression for all employees, particularly women and gender-diverse staff.</p> <p>While the TAC has demonstrated continued progress in recruitment and learning and development the 2025 results highlight the need to strengthen internal promotion practices to ensure that career advancement is equitable, transparent, and inclusive for all employees.</p>
6	<p>Critical performance measures Average weeks of parental leave, by gender:</p> <ul style="list-style-type: none"> 2023: women 9.7 and men 3.3 2025: women 18.2 and men 5.6 <p>Uptake of flexible work, by gender:</p> <ul style="list-style-type: none"> 2023: women 51% and men 20% 2025: women 47% and men 24% <p>Perceptions of flexible work culture, by gender:</p> <ul style="list-style-type: none"> 2023: women 83% and men 88% 2025: women 86% and 83% men and 68% non-binary/prefer not to say/self-described <p>Supplementary measures Gender composition of parental leave takers:</p> <ul style="list-style-type: none"> 2023: 72% women and 28% men 2025: 72% women and 28% men <p>Gender gap in carer's leave:</p> <ul style="list-style-type: none"> 2023: women 45% and men 41% 2025: women 48 % and men 47% 	<p>Family violence leave: 2023: 2 2025: 17</p>	Yes	<p>Since the 2023 progress report, the TAC has seen positive shifts in the utilisation of parental leave, flexible work arrangements and carer's leave across genders. While women continue to be the primary users of these supports, men's participation is increasing, signalling progress toward more equitable caregiving norms and a more inclusive workplace culture.</p> <p>Parental Leave Between 2023 and 2025, overall parental leave usage increased both in participation and duration. The average length of leave rose significantly for all genders: women from 9.7 to 18.2 weeks (up 8.6 weeks) and men from 3.3 to 5.6 weeks (up 2.3 weeks). This indicates stronger uptake of parental leave and growing organisational support for extended caregiving.</p> <p>In 2025, 155 employees (10.5%) took parental leave, 112 women (72%) and 43 men (28%). While women continue to represent most leave-takers, the shift in men's participation is notable given the two-fold increase between 2021 and 2023 (20 to 41 men) and a further rise to 43 men in 2025. The average duration of leave also shifted compositionally: women increased their paid leave from 6.3 to 16.65 weeks and reduced reliance on unpaid leave, while men increased paid leave from 3.3 to 5.0 weeks.</p> <p>Importantly, in 2025 there were no departures (exits) during or following parental leave for any gender, demonstrating positive retention outcomes and reinforcing confidence in TAC's parental leave and return-to-work support.</p> <p>Flexible Work In 2025, 42% of employees were using a formal flexible work arrangement (85% women, 15% men). Women's uptake declined from 51% in 2023 to 47% in 2025, a reduction that could be linked to fewer women working part-time and increased full-time participation. Conversely, men's uptake rose from 20% to 24% (up 4%), suggesting growing acceptance of flexibility among men.</p> <p>Formal flexibility remains most common in entry-level (45.5%) and middle-level roles (52%), with minimal uptake among senior leaders (2.5%). Senior leaders primarily use purchased leave, compressed working weeks and part-time arrangements, with job-sharing not used at all. Feedback from staff consultation indicates that leadership roles are still perceived as requiring full-time presence, which may restrict access to flexibility at senior levels and impact women's progression into leadership roles.</p> <p>Perceptions of flexible work culture remained strong but diverged slightly by gender. Women's positive perceptions increased from 83% to 86%, whereas men's declined from 88% to 83%. Non-binary, self-described, and prefer-not-to-say respondents reported 78% positive perceptions. Overall, these results suggest stable confidence in the flexible work culture but highlight the importance of continued focus on gender-inclusive support.</p> <p>Carer's Leave Caring responsibilities remain a significant feature of working life at the TAC. In 2025, patterns of caregiving were broadly similar for women and men across all child-age categories, with similar proportions also reporting no caring responsibilities (30% women, 30% men).</p> <p>A total of 703 employees accessed carer's leave in 2025 (524 women and 179 men). Uptake increased across genders, rising from 45% to 48% for women and 41% to 47% for men, moving the organisation close to gender parity. This suggests a positive cultural shift toward shared caregiving and sustained accessibility of carer's leave. Use was highest among middle-level employees (50%), followed by entry-level (46%) and lowest among senior leaders (35%).</p> <p>Family Violence Leave Family violence leave utilisation rose from two employees in 2023 to 17 in 2025, all of whom were women. This increase, alongside our 2025 PMS results (93% of women and 89% of men agreeing that the TAC</p>

				<p>would support them to take family violence leave), suggests greater awareness, improved trust and increased willingness to seek support. These outcomes reflect progress toward a safer, more supportive, and stigma-free environment for employees affected by family violence.</p> <p>Overall, the TAC has made measurable progress in normalising shared caregiving and improving access to flexible work and leave entitlements. Key outcomes include:</p> <ul style="list-style-type: none"> • Stronger gender balance in the uptake of flexible work and carer's leave, with men's participation rising significantly. • Substantial increases in average parental leave duration for all genders, reflecting improved accessibility and organisational support. • Zero post-parental-leave departures in 2025, demonstrating effective reintegration and retention practices. • Greater awareness and utilisation of family violence leave, supported by high employee confidence in organisational support. <p>While women continue to represent the majority of users across most leave types, the upward trend in men's participation indicates progressive cultural change and movement toward more equitable caregiving norms. Continued focus on flexibility at senior leadership levels remains an opportunity for future improvement.</p>
7	<p>Critical performance measures Occupational gender segregation:</p> <ul style="list-style-type: none"> • 2023: women 73% and men 27% • 2025: women 74% and men 26% 	<p>Occupational Gender Segregation 2025 Managers: 2023: women 61% and men 39% 2025: women 62% and men 38%</p> <p>Professionals: 2023: women 71% and men 29% 2025: women 74% and men 26%</p> <p>Technicians and Trades workers: 2025: 100% men</p> <p>Community and Personal Service workers: 2025: 100% women</p> <p>Clerical and Administrative Workers: 2023: 79% women and 21% men 2025: 79% women and 21% men</p>	No	<p>The TAC's workforce continues to reflect the broader healthcare, social assistance and disability sectors, which are predominantly female dominated across Australia. In this context, it is expected that women make up the majority of TAC's workforce. In 2025, women represented 74% of employees and men 26%, a pattern largely unchanged since 2021 and consistent with sector averages.</p> <p>Between 2023 and 2025, overall occupational gender segregation at the TAC increased slightly. Women's representation across job types rose from 73% to 74%, while men's representation fell from 27% to 26%. This trend indicates that gender concentration in certain roles has become more pronounced rather than moving toward balance.</p> <p>Segregation is reflected in specific occupational groups:</p> <ul style="list-style-type: none"> • Managers: representation of women increased from 61% to 62%. • Professionals: women increased from 71% to 74%. • Clerical and Administrative Workers: women remained stable at 79%. <p>These incremental increases suggest that job families already dominated by women have become slightly more women-concentrated over time.</p> <p>Gender concentration is most evident in the following areas:</p> <ul style="list-style-type: none"> • Technicians and Trades Workers: 100% men in 2025. • Community and Personal Service Workers: 100% women in 2025. <p>This demonstrates persistent structural segmentation where traditional gender norms strongly influence role distribution.</p> <p>All 12 TAC divisions continue to have a higher proportion of women than men. The largest imbalances are observed in:</p> <ul style="list-style-type: none"> • Office of the CEO – 87% women and 13% men • Community – 83% women and 17% men • People, Culture & Engagement – 81% women and 19% men • Client Services & Operations – 80% women and 20% men <p>Even the most gender-balanced divisions remain women-majority:</p> <ul style="list-style-type: none"> • Finance & Governance – 59% women and 41% men • Enterprise Transformation – 58% women and 42% men <p>This organisation-wide pattern reinforces that gender segregation is deeply embedded in TAC's workforce structure.</p>

				<p>While the TAC has made progress in other areas of gender equality (e.g., flexible work uptake and shared caring responsibilities), occupational gender segregation has not improved between 2023 and 2025. The data shows:</p> <ul style="list-style-type: none"> • A slight increase in women's overall representation across job categories • Greater concentration of women in professional, administrative and service roles • Continued concentration of men in technical roles • No divisions with gender parity <p>Occupational gender segregation remains a persistent challenge at the TAC. This highlights the need for targeted, long-term strategies aimed at attracting and supporting men into women-dominated roles, women into technical and operational roles, and fostering more gender-balanced talent pipelines across all divisions which the TAC will aim to address in the next GEAP.</p>
--	--	--	--	---

1. Workplace Gender Equality Agency: https://public.tableau.com/shared/5K67JX8MZ?:display_count=y&origin=viz_share_link&embed=y
2. Victorian Public Service (VPS) Board numbers and demographics – <https://www.vpsc.vic.gov.au/workforce-data-state-of-the-public-sector/past-releases/2022-data-facts-visuals-state-of-the-sector/board-numbers-and-demographics/> (Key Factors section)
3. TAC workforce As at 30 June 2025 Victorian Public Sector (2024) <https://www.vpsc.vic.gov.au/workforce-data-state-of-the-public-sector/employee-and-executive-pay-leave-and-work-arrangements/employee-pay-and-gender-pay/>. & Australian (Workplace Gender Equality Agency, 2025) <https://www.wgea.gov.au/the-gender-pay-gap>

*Indicators (column K)

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities
7. Gendered segregation within the workplace

Section 2.2 Describing factors limiting and contributing to progress

Identify and discuss any factors that may have affected your ability to progress against each indicator.

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
1	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>The TAC's progress in this reporting period has been influenced by both the structural nature of the organisation (factor b) and the genuine and sustained efforts undertaken to make progress (factor g).</p> <p>Structural factors (factor b) The TAC operates within the healthcare and social assistance sector, one of Australia's most gender-segregated industries (Workplace Gender Equality agency, 2019⁴). This sector context shapes our workforce profile, with women representing 74% of employees in 2025. While consistent with industry averages, this imbalance limits the degree of change achievable within a single reporting cycle and presents enduring challenges in achieving gender balance across all occupational groups.</p> <p>The sector's occupational norms affect the TAC's ability to attract and retain men in roles traditionally dominated by women (e.g., professional, administrative, and service-based roles) and similarly restrict women's representation in technical and operational roles. These structural constraints slow progress toward reducing occupational gender segregation and achieving a more even distribution of flexibility uptake across leadership levels.</p> <p>Additionally, persistent perceptions by our employees about senior leadership roles requiring full-time presence create cultural barriers that restrict flexible work participation by leaders, particularly women aspiring to leadership further limiting progress in this indicator.</p> <p>Genuine Attempts to Make Progress (factor g) Despite these structural constraints, the TAC has made sustained, strategic attempts to drive progress in gender equality outcomes:</p> <ul style="list-style-type: none"> Enhanced workforce data capability: Activation of HR system functionality has enabled the collection of broader and more inclusive gender identity data. This allows deeper analysis of workforce patterns and better informs targeted interventions. Improved insights through the Inclusion and Diversity Index: Embedding this index into the EOS has strengthened the TAC's ability to understand employee experiences, identify barriers faced by priority cohorts (including intersectionality) and monitor progress over time. Leadership capability uplift: Inclusion has been integrated into frontline leadership development through the refreshed Team Leaders Development Program. The introduction of the 'Constructive Leader Persona,' grounded in organisational data, identifies psychological safety and engaging a diverse workforce as essential competencies. This equips leaders with the capability to foster equitable, inclusive team environments. Strategic focus on systemic barriers: Although quantitative shifts particularly in occupational gender balance and part-time role distribution remain gradual, the actions undertaken demonstrate deliberate, long-term efforts to address structural and cultural barriers rather than surface-level adjustments. <p>Overall, the TAC's performance reflects two realities. On one hand, structural constraints within a highly gender segregated- sector continue to slow the pace of change. On the other, the organisation's sustained, data -driven efforts are building the foundations for long -term improvement. Progress is necessarily gradual, but the actions taken show a genuine commitment and a clear direction toward a more inclusive and equitable workplace.</p>	<p>1.1. Scope HR system (Aurion) capability to capture additional diversity data on a range of social identities, including broader categories of gender identity (sequence with 5.1)</p> <p>1.2. Future analysis of workforce composition to understand distribution by employment status (ongoing, temporary, fixed term or casual).</p> <p>1.3. Review and map key people processes, policies and practices to understand the experience of diverse employees and draw intersectional insights</p> <p>1.5. Scope gender equality programs designed for men in senior leadership to raise awareness of the importance of men's roles in advancing gender equality</p> <p>1.6 Incorporate inclusion as a key leadership capability for frontline leaders, in the TAC's Team Leadership Development Pathway (TLDP) 2022 re-fresh project.</p> <p>1.7 Incorporate an 'Inclusive Leadership' capability assessment and development plan into the TAC's Leadership Strategy, leveraging the TAC's refreshed Capability Framework, to define the skills, behaviours and mindsets required to build inclusive leadership across all levels of the organisation.</p> <p>1.8. Scope, design and deliver a learning solution to build key stakeholder capability in intersectionality and gender impact assessments, to ensure the TAC designs initiatives for inclusion.</p> <p>1.9 Design the TAC's annual "Days of Significance" calendar, planning and communications to promote gender equality as a key priority. This will include hosting events or promoting opportunities to attend events including International Women's Day, Women's Health Week, and Men's Health Week. Targeted communications and engagement to further understanding of the experience of different cohorts of women such as mid-life women, women working part time, and women returning from parental leave.</p> <p>1.10 Develop communication plan to promote HR system functionality (1.1) and intent.</p>

2	<input type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>The TAC's progress toward gender balance on the Board reflects genuine, sustained organisational commitment to gender equality. This progress shows that embedding gender equality into our governance structures delivers measurable results.</p> <p>Our priority remains ensuring that key decision-making bodies reflect the diversity of our workforce and community. We will continue to monitor, maintain, and strengthen gender balance over time to preserve equity and support high-quality governance.</p>	<p>2.1. Enhance I&D reporting to the Board 2.2. Review selection and/or advertising policy and processes for TAC Board members, to identify actions that would reduce any barriers to the recruitment of diverse applicants. 2.3. Development of a public Inclusion and Diversity Statement of Commitment (including gender diversity) and guiding principles for the Board. 2.4. Incorporate inclusion and diversity principles (including gender equality) into our Board member induction to build shared understanding and commitment. 2.5. Identify opportunities for Board sponsorship of training opportunities for TAC employees and/or community members. This aims to build governance and Board-ready capability, with a focus on gender and diversity for underrepresented communities.</p>
3	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>The TAC's progress in closing the gender pay gap has been shaped by both structural workforce characteristics (factor b) and deliberate organisational efforts to embed pay equity (factor g).</p> <p>As part of the Health Care and Social Assistance sector, one of Australia's most gender-segregated industries, the TAC's workforce composition continues to influence pay equity outcomes. Women are significantly overrepresented in lower-paid job groups (Job Group 2 and Job Group 3), where they make up 79–86% of employees. These roles also attract consistently high recruitment volumes.</p> <p>In contrast, men remain overrepresented from Job Group 5 upward, which lifts average male earnings and reinforces vertical workforce segregation. These patterns reflect broader, longstanding societal norms around care work, career pathways, and occupational gender stereotypes.</p> <p>This structural concentration of women in lower-paid roles remains the primary driver of TAC's gender pay gap and limits the pace at which the gap can close, even as internal equity measures improve.</p> <p>Despite these structural constraints, the TAC has taken sustained and genuine action to embed pay equity across the organisation. Between 2023 and 2025, we achieved a modest reduction in the mean gender pay gap, supported by increased female representation in senior leadership roles. At the executive level, the pay gap has now reversed, with women on average earning more than men an outcome of intentional succession planning and our strengthened Talent Management Framework introduced in 2023.</p> <p>Under GEAP 1, we have taken a comprehensive approach to addressing systemic drivers of inequality including:</p> <ul style="list-style-type: none"> • Embedding pay equity into remuneration and benefits reviews, supported by voluntary pay-gap tracking since 2019. • Annual workforce reporting on TAC's gender pay gap to promote transparency and accountability. • Reviewing and refining the Remuneration and Benefits Policy (Board-endorsed in 2023) to align with pay equity principles and reduce bias. • Establishing TAC's remuneration framework (2024) with clear guiding principles and enhanced digital tools to improve transparency and accessibility. • Publishing job evaluation guidelines to support understanding of pay structures and increase trust in the system. • Delivering a new Performance Development Framework, incorporating capability-based assessments and leader training to mitigate bias in performance discussions. • Enhancing TAC's parental leave policy (2024) with commercial-rate superannuation for women and expanded entitlements for men to encourage shared caregiving and long-term financial security. • Providing targeted financial wellbeing programs, including the SuperWomen Series, to address gendered economic vulnerabilities across the life course. • Internally publishing pay-gap data annually on Equal Pay Day to reinforce transparency and culture change. 	<p>3.1. Continue to conduct a transparent annual gender pay equity audit to track the pay gap and ensure pay equity. This will include deeper analysis into pay equity for roles to ensure equal pay for work of equal or comparable value. Expansion of pay gap review with intersectional lens, including tenure, and type of employment contracts at TAC. Allocation of specific budget to resolve any identified pay discrepancies.</p> <p>3.2. Conduct a review of the TAC's Remuneration and Benefits policies and practices against the TAC's Enterprise Agreement pay equity principles. This will help us understand the current state of pay practices, with the findings to include recommended actions to ensure the following:</p> <ul style="list-style-type: none"> • Employment and pay practices are free from unconscious bias and gender stereotypes. • Transparency in pay practices, rates and systems. • Employment and pay practices recognise and account for different patterns of labour force participation by people who undertake unpaid family or caring responsibilities. <p>3.3 Deliver the planned Performance Framework review project, integrating the 2022 Capability Framework, to enable a consistent culture of performance measurement across the TAC.</p> <p>3.4. Scope, design and deliver a learning solution to build capability and awareness of actions women can take now and into the future, to build their financial wellbeing across all stages of life transitions.</p> <p>3.5. Internally publish TAC's pay gap data annually on Equal Pay Day (August 19)</p>

		<p>As a Victorian Public Service agency, the TAC operates within a fixed pay framework, which limits some levers for rapid change. However, our focus has been on strengthening internal capability, increasing transparency, and addressing structural and cultural factors that influence pay equity.</p> <p>These actions provide a strong foundation for more targeted interventions under the next GEAP, particularly in reducing the median pay gap and addressing gendered representation patterns across job groups areas where long-term, sustained progress will be key.</p>	
4	<input type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>Over the life of our GEAP 1, the TAC has strengthened prevention and response mechanisms for sexual harassment, focusing on creating a safe, respectful, and inclusive workplace. These efforts reflect genuine, sustained organisational commitment to cultural change.</p> <p>In 2021, the TAC initiated reforms to embed the recommendations of the Respect@Work report into workplace practices. Our approach is person-centric and trauma-informed, recognising both the harm caused by sexual harassment and the broader spectrum of gendered behaviours from everyday sexism to serious misconduct. The TAC acknowledges that formal reporting of sexual harassment remains underreported, consistent with sector trends, and is committed to eliminating harassment through proactive measures.</p> <p>In 2023, the TAC undertook a desktop review and data collection exercise to understand current gaps and identify priority actions. This highlighted that building leader capability and organisational awareness was the critical first step. In response, the TAC developed and deployed:</p> <ul style="list-style-type: none"> • Respect and Equal Opportunities at Work eLearn, achieving a 95% completion rate across employees. • Respect and Equal Opportunity at Work for Leaders program, achieving a 98% completion rate among leaders <p>These programs provide leaders with tools to intervene early, respond effectively, and foster psychological safety, while upstander training is now integrated into people leader induction.</p> <p>The TAC has implemented a comprehensive program of work to address systemic drivers of sexual harassment and strengthen response frameworks, including:</p> <ul style="list-style-type: none"> • Incorporating Respect@Work findings into TAC's refreshed Equal Opportunity & Respect at Work Policy, reviewed with Victorian Government Solicitors Office to ensure compliance and best practice. • Embedding a People Dashboard into governance structures, providing the People, Culture and Remuneration Committee of the Board with regular updates on sexual harassment and workplace behaviours. • Prioritising leadership accountability and culture change, rather than relying solely on a contact officer model. • Introducing trauma-informed care and check-in plans for employees reporting sexual harassment and those supporting them. • Delivering specialist training for HR teams and refreshed Equal Employment Opportunity & Respect at Work eLearn modules. • Defining critical leadership capabilities for psychological safety, with new learning solutions underway to equip leaders with practical tools. • Updating intranet content and delivering enterprise-wide communication campaigns to reinforce reporting pathways, support services, and TAC's zero-tolerance stance. <p>These actions demonstrate the TAC's genuine and sustained commitment to continuous improvement. While formal reports of sexual harassment remain low, reflecting sector-wide underreporting, participation in the PMS increased from 5% to 84%, giving a clearer and more representative view of staff experiences. This insight enables the TAC to prioritise interventions and plan more effectively for the next GEAP.</p> <p>The TAC recognises that changing reporting culture and embedding trauma-informed practices takes time. We remain committed to ensuring that every employee feels safe, supported, and confident to speak up.</p>	<p>4.1. Incorporate the findings from Respect @Work into TAC's Equal Employment Opportunity (EEO) reporting and prevention regime review.</p> <p>4.2. Develop a holistic framework for collecting data and reporting on factors impacting women's safety at work, including formal reports of sexual harassment and other negative behaviours, employee experience data on related measures such as safety to challenge behaviours, cultural safety data, by gender and intersectionality. Data to be incorporated into People dashboard and reported to the TAC Board on a quarterly/bi-annual basis</p> <p>4.3. Explore suitability of alternative reporting processes (i.e., contact officers, anonymous reporting mechanisms), both formal and informal, for instances of sexual harassment and other negative behaviours in the workplace.</p> <p>4.4. Develop short, medium and long-term care and check in plans to support people who report sexual harassment, and supports for TAC employees who provide support to employees reporting sexual harassment, to ensure wellbeing and psychological safety</p> <p>4.5. Scope and implement an annual training solution for internal frontline teams, to build capability and knowledge of new EEO reporting approach reforms, and to increase awareness of trauma - informed approaches.</p> <p>4.6. Scope, design and deliver a mandatory learning solution for people leaders to build capability in managing the reporting of negative behaviours following a trauma-informed approach and understanding of the importance of upstanding and modelling culture and values.</p> <p>4.7. Identify and define the critical leadership capabilities that create psychological safety and design and deliver a learning solution to develop our leaders.</p> <p>4.8. Review the TAC Intranet to ensure accessibility and transparency of access to EEO reporting and support information.</p> <p>4.9. Develop and deploy an enterprise-wide communication strategy that reinforces TAC's stance to create a safe and respectful workplace, free from sexual harassment and other forms of negative behaviours, outlining clear reporting mechanisms, and including a triage of support mechanisms.</p>

5	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>As a women dominated organisation in the health care and social assistance sector, the TAC faces complex challenges in achieving gender equality in recruitment and career progression. Longstanding industry norms continue to impact how we attract, support, and retain a diverse workforce (factor b) and we are making genuine efforts to address this (factor g).</p> <p>Entry-level roles experience the highest rates of turnover and tend to attract a larger proportion of women. Focus group feedback indicates this is largely due to the flexibility these roles provide, supporting employees to balance work with caring responsibilities. Participants reported that women continue to undertake the majority of unpaid caring duties and are often secondary income earners within their households. As a result, they value positions that allow them to complete work within designated hours without needing to take tasks home, highlighting the ongoing interaction between workforce structure and gendered responsibilities.</p> <p>Despite these structural challenges, the TAC has taken genuine steps to strengthen recruitment practices and lay the foundation for leadership capability development (factor g)</p> <p>Key actions include:</p> <ol style="list-style-type: none"> 1. Enhanced HR and recruitment systems: PageUp and Aurion now capture candidate diversity data, enabling intersectional reporting and embedding diversity metrics into dashboards to inform workforce planning. 2. Policy and value proposition updates: the TAC refreshed its Employer Value Proposition to emphasise inclusion and embedded a new Recruitment & Selection Policy with a Gender Impact Assessment. 3. Inclusive recruitment practices: explored gender coding tools, promoted gender-diverse interview panels, and conducted recruitment process reviews to identify and remove barriers. 4. Flexible work and progression initiatives: organisation began reviewing flexible working arrangements and integrated reporting on higher duties for transparency. 5. Leadership pipeline support: added diversity questions to leadership program selection criteria and expanded flexible learning options to support part-time employees. 6. Specialised capability-building: delivered neurodiversity training <p>These actions demonstrate the TAC's genuine commitment to improving recruitment and promotion outcomes, even where immediate results are not yet fully realised. Progress on career progression and talent pipelines has been slower due to a combination of:</p> <ul style="list-style-type: none"> • Resourcing constraints • Deliberate prioritisation of capability uplift for existing leaders, which strengthened leadership capacity and ensured immediate organisational needs were met <p>Our focus for the next GEAP will include:</p> <ul style="list-style-type: none"> • Building hiring manager capability to apply inclusive recruitment and promotion practices. • Addressing bias in recruitment, selection, and promotion processes. • Supporting career progression and leadership development across the organisation, with attention to flexible work arrangements and underrepresented groups. <p>These steps will consolidate previous progress and ensure the TAC continues to advance gender equality in workforce recruitment and career advancement, while addressing structural drivers such as turnover and flexibility in entry-level roles.</p>	<p>5.1. Scope and enable Recruitment Management System (Page up) capability to collect and report on candidate diversity data</p> <p>5.2. Review data collection systems to ensure collection and reporting on this indicator by diversity and intersectionality, and prepare annual report on recruitment, promotions, higher duties and secondments by diversity characteristics.</p> <p>5.3. Ensure the TAC's Employer Brand and Employee Value Proposition 2022 refresh captures and promotes the organisations commitment to inclusion, diversity and equity</p> <p>5.4. Scope and define the TAC's policy on diversity recruitment and selection to support the selection of a diverse range of candidates.</p> <p>5.5 Review and remove any gender stereotypes, biases and barriers in our recruitment and selection processes to create a more equitable recruitment system. This will include:</p> <ul style="list-style-type: none"> • Using a gender-coding analysis tool for all advertisements. • Ensuring all interviews have a gender, age and intersectional representation. • The TAC's inclusive EVP is communicated and understood by external recruitment agencies. <p>5.6. Undertake a review of job opportunities and barriers to career progression for women working part-time. This includes:</p> <ul style="list-style-type: none"> • A review to identify flexible working arrangement trends among people leaders, identifying enabling factors and barriers to arrangements such as job share. • Undertake a review of role design for selected part-time roles to ensure suitability of workload. <p>5.7. Integrate reporting on higher duties by diversity and gender into regular people reporting dashboards to understand trends and develop guidelines for inclusive and transparent processes on higher duties, to enable employees to position themselves for consideration.</p> <p>5.8 Introduce diversity data questions into all selection criteria for leadership and key identified learning and development opportunities to identify any gaps in access.</p> <p>Review L&D offerings to identify and develop offerings that suit people working part time, further building the learning in flow of work and on demand learner experience existing at TAC.</p> <p>5.10 Define flagship talent career development programs that will drive TAC's goal to increase diversity in leadership.</p> <p>5.11. Explore the implementation of targets or quotas for key flagship career development opportunities for our priority groups including women and gender diverse people.</p> <p>5.12. Build capability across the People Experience branch and Hiring Managers to understand how to apply inclusion and diversity principles. This includes gender equity during the workforce planning process and the recruitment, selection, on-boarding and internal promotions.</p>
6	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f	<p>As a women dominated organisation in the health care and social assistance sector, the TAC reflects broader industry patterns in the use of flexible work and caregiving leave (factor b). These structural realities create challenges in shifting longstanding norms around who accesses flexibility and how career progression is supported.</p> <p>Since our last GEAP, the TAC has made genuine progress in embedding flexibility and supporting carers, while encouraging shared responsibility across genders (factor g). Notable achievements include:</p>	<p>6.1. Embed diversity dimensions into reporting framework of RE: WORK to enable ongoing insight into employee experience of diverse cohorts and continue to build capability within the RE: WORK program team on gender, equity and intersectionality to embed these approaches.</p> <p>6.2 Establish cross functional team to undertake review and options paper on job-sharing as a form of flexible work to enable women with family and caring responsibilities to obtain leadership roles. This may include identifying roles to trial in job sharing and reporting on these findings to ELT. Linked to action 5.5 indicator 5</p>

	<input checked="" type="checkbox"/> g	<ul style="list-style-type: none"> Enhanced parental leave entitlements: the TAC Enterprise Agreement 2021–2025 increased primary carer leave from 14 to 16 weeks, with superannation contributions, supporting structural equality. Increased male uptake of parental leave: More men are taking leave to care for their families (17% in 2021 vs 28% in 2025), reflecting shifts in workplace culture and societal norms around caregiving. Expansion of flexible work arrangements: formal flexible work options and informal arrangements (e.g., hybrid work) are now widely adopted across all genders, helping employees balance work and care responsibilities. Improved perceptions of flexibility and inclusion: surveys indicate that employees perceive flexible work as more accessible and supported, and the narrowing gender gap in carer's leave demonstrates progress toward shared caregiving responsibilities. <p>Key actions include:</p> <ul style="list-style-type: none"> Embedded diversity data collection into RE:WORK and the Employee Opinion Survey to provide visibility of inclusion experiences across cohorts. Positioned flexible work as a core enabler of inclusion through enterprise change initiatives and internal communications. Strengthened family violence response via trauma-informed training and resources for leaders and HR teams, with annual refreshers to maintain organisational capability. Updated leave and flexibility policies and promoted them through the intranet and TAC's Employer Value Proposition, ensuring accessibility and alignment with inclusion commitments. Re-established a leave portal to support employees on long-term and parental leave. <p>These actions demonstrate the TAC's genuine commitment to progress, embedding flexibility and caregiving support into everyday practice. While women remain the majority of parental and carer's leave takers, the introduction of formal flexible work arrangements for all employees has helped normalise flexibility and begin shifting cultural expectations around gendered caregiving.</p> <p>The TAC recognises that changing longstanding gender norms takes time and sustained effort. We are committed to embedding inclusive policies, building leadership capability, and driving cultural change that supports equity across every level of the organisation.</p>	<p>6.3. Through the RE: WORK Program's enterprise change, communications and engagement, the TAC's employee listening and experience mechanisms will promote equitable access to all types of flexible working arrangements across all genders and intersectionality, with effective monitoring and evaluation methods to ensure flexible work does not undermine career progression, pay or development opportunities.</p> <p>6.4. Continue to monitor the family violence access and support experience, to take a trauma-informed approach and ensure proper support of employees. This may include commissioning of training for managers, P&C and frontline employees to increase capability on responding to and supporting employees experiencing family violence. See Indicator 4.</p> <p>6.5. Promote and embed all new or amended policies relating to leave, flexible working leave, family or caring responsibilities, family violence leave and cultural leave as part of the new TAC Enterprise Agreement Implementation Plan for 2022.</p> <p>6.6 Develop a "Staying In Touch" program or series of guides and fact sheets to support people on long periods of leave and their managers, in order to close the information gap and increase engagement for people away on long term leave (including parental leave and other leave), including resources to support return to work.</p>
7	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input checked="" type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g	<p>Factors selected: (b) Nature and circumstances of the organisation; (d) Resources; (e) Operational priorities and competing obligations</p> <p>As part of the health care and social assistance sector, the TAC operates within one of Australia's most gender-segregated industries. These sector-wide patterns are reflected across our workforce and present systemic barriers to shifting occupational gender segregation (factor b).</p> <p>Women remain heavily represented in administrative, client-facing, and support roles including case management, customer service, and business support. These functions are critical to TAC's operations but are predominantly located in lower-paid job groups (Job Group 2 and Job Group 3), where women account for 79–86% of employees.</p> <p>In contrast, men are more frequently represented in technical, finance, IT, and project-based roles, as well as higher-level professional and specialist positions. These roles are typically located in higher-paid job groups (Job Group 5 and above) and contribute to persistent gender pay gaps. This pattern mirrors broader structural issues across the sector, shaped by gendered norms around caregiving, education pathways, and career expectations.</p> <p>Impact of Organisational Resources and Priorities During this GEAP cycle, competing operational priorities and resource constraints (factors d and e) limited TAC's capacity to deliver more targeted interventions aimed directly at reducing occupational gender segregation. Some planned actions proved too advanced for the organisation's level of maturity and were therefore not progressed. Instead, the TAC focused on establishing the foundational enablers needed to support more impactful future action, including:</p> <ul style="list-style-type: none"> improving data visibility and insights to better understand occupational patterns 	<p>7.1. Undertake a review on women's representation in men-dominated occupations (i.e. IT, Business Enablement), and roles (i.e. technical specialists, finance roles, project management and leadership roles) to establish baseline data, and develop a tracking system to monitor recruitment, promotion, secondment and exit rates by gender.</p> <p>7.2. Convene a cross-functional project team including representatives from relevant business units to identify challenges and develop an options report on initiatives to identify, develop and retain women in identified roles and occupation. This includes measures relating to strategic workforce planning, recruitment, and career development.</p>

	<ul style="list-style-type: none"> • strengthening systems and workforce reporting • embedding flexible work practices to support participation across diverse cohorts • aligning gender equality efforts with broader organisational change priorities <p>These foundational investments were necessary to set up sustainable, evidence-based interventions in later GEAP cycles.</p> <p>Looking ahead With these foundations in place, the TAC is now better positioned to pursue targeted initiatives that:</p> <ul style="list-style-type: none"> • encourage women to move into technical, specialist, and higher-paid roles, and • support men to take up client-facing and care-related roles, where they remain underrepresented. <p>Future actions will be strategic, staged, and fit-for-purpose, reflecting the TAC's operational context and the maturity built through this GEAP. This approach will enable the TAC to progressively reduce occupational segregation and strengthen gender equality across the organisation.</p>	
--	---	--

4. <https://www.wgea.gov.au/publications/gender-segregation-in-australias-workforce>

*Factors (column Q):

- a. the size of the organisation, including the number of employees
- b. the nature and circumstances of the organisation, including any barriers to making progress
- c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
- d. the organisation's resources
- e. the organisation's operational priorities and competing operational obligations
- f. the practicability and cost to the organisation of making progress; and
- g. genuine attempts made by the organisation to make progress.

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any).

For any strategies in your GEAP that were not completed, explain why these strategies were not completed. If all were completed, please state this.

Strategies not started:

Strategies	
1.4. Develop journey maps to understand the fears, attitudes, behaviours, and barriers experienced by women in the workplace, with a particular focus on women seeking to move into leadership.	This action was not initiated during the reporting period, as a prerequisite step was first identified: assessing the organisation's maturity in journey mapping. This assessment was essential to determine readiness, existing capabilities, and any gaps to be addressed before meaningful progress could occur. However, due to significant organisational change and the restructure of People Culture and Engagement division, it became clear that journey mapping was not yet an established practice. As such, this action will be reconsidered in future planning cycles to determine its ongoing relevance and broader organisational readiness.
7.3. Using the insights from the gendered segregation indicator, identify and deliver targeted capability and awareness building sessions to business units and branches where there is a strategic focus to improve gender representation. This aims to socialise the importance of gender equality, obtain buy in, and enable an inclusive, positive and healthy workplace culture and the overall mitigation of gender-based discrimination.	This action was not completed during the reporting period, as updated data from the gendered segregation indicator is required to inform targeted design and delivery. The TAC's most recent Progress Report confirmed that women remain over-represented across all divisions, apart from Information & Technology Shared Services (ITSS). This action requires review, and this will be coordinated with key reporting requirements and timeframes set by the Commission, to ensure the approach remains timely, strategic, and fit for purpose.
7.4. Use workforce composition data to create an internal awareness campaign on the state of gendered segregation (role and occupation) across the TAC, to challenge gendered stereotypes and encourage women and gender diverse people to apply for identified roles. This may also be used in external recruitment activities.	This action is closely aligned with Action 7.3 and was not progressed during the current GEAP cycle, as it is dependent on preparatory insights from that action. Consequently, the organisation could not design or implement a targeted internal awareness campaign at this stage. This action will require review informed by refreshed data and insights to support clearer prioritisation and effective alignment with organisational objectives.

Strategies in progress/incomplete:

Action number	Progress to date
5.2. Review data collection systems to ensure collection and reporting on this indicator by diversity and intersectionality, and prepare annual report on recruitment, promotions, higher duties and secondments by diversity characteristics.	Our data collection systems, PageUp (recruitment) and Aurion (payroll) have been updated to support collection of relevant diversity data. As the dataset matures, it will enable us to generate meaningful intersectionality insights across key stages of the employee lifecycle. We are currently exploring effective reporting mechanisms for these insights. Preliminary work is underway to integrate intersectionality data into the People Dashboard, which is reported to the People, Culture and Remuneration Subcommittee of the TAC Board bi-annually. Looking ahead as we progress this action there is significant opportunity to strengthen reporting in this space.
5.6. Undertake a review of job opportunities and barriers to career progression for women working part-time. This includes: <ul style="list-style-type: none"> • A review to identify flexible working arrangement trends among people leaders, identifying enabling factors and barriers to arrangements such as job share. • Undertake a review of role design for selected part-time roles to ensure suitability of workload. 	We are currently gathering and analysing existing data on flexible working arrangements for women in leadership and across the broader organisation. This analysis will incorporate insights from the upcoming People Matters Survey, our GEAP consultation feedback and our internal EOS. By combining these data sources, we aim to undertake a more comprehensive review that will inform the potential rollover of this action into the new GEAP and guide its continued development and refinement.
5.7. Integrate reporting on higher duties by diversity and gender into regular people reporting dashboards to understand trends and develop guidelines for inclusive and transparent processes on higher duties, to enable employees to position themselves for consideration.	An initial review of this action revealed that TAC's newly scoped Human Resources Information System did not originally include functionality to report on higher duties. However, system specifications have since been amended to ensure these insights can be captured and will be implemented.
6.2 Establish cross functional team to undertake review and options paper on job-sharing as a form of flexible work to enable women with family and caring responsibilities to obtain leadership roles. This may include identifying roles to trial in job sharing and reporting on these findings to ELT.	As outlined in section 5.6, we are continuing to assess the state of job-sharing across the organisation. The next GEAP will further explore how job-sharing may enable further gender equality in leadership at the TAC.

<p>7.2. Convene a cross-functional project team including representatives from relevant business units to identify challenges and develop an options report on initiatives to identify, develop and retain women in identified roles and occupation. This includes measures relating to strategic workforce planning, recruitment, and career development. This may include:</p> <ul style="list-style-type: none"> • Establishing candidate shortlisting requirements for women and gender diverse people for recruitment and secondment arrangements into identified occupations and roles, and the use of special measures. • Supporting equity pathways (such as scholarships or mentorship) to build a gender diverse talent pipeline. • Measures to address the overrepresentation of women in certain functions and promotion of gender balance (for example, administrative roles and Executive Assistant roles), such as non-binding targets for balanced workforce representation for the purposes of ongoing monitoring and evaluation). 	<p>Preliminary scoping work commenced for this action, key stakeholders were identified, and foundational considerations to support effective project planning were established. Relevant business units were also mapped, however, given the ongoing changes in TAC's workforce composition - as noted in all Indicator 7 status updates - this action will be reviewed once the latest data becomes available.</p>
--	--

Section 3.2 Describing achievements, challenges and learnings

<p>Key achievements:</p> <p>The TAC has continued to make meaningful progress in advancing gender equality under its first GEAP. Through deliberate, sustained effort, the TAC has strengthened foundational systems, enhanced leadership capability, embedded inclusive policies, and improved data visibility across the organisation. Together, these efforts have enabled the TAC to make substantive progress across all five core goals under our first GEAP.</p> <p>Over the life of this plan, TAC's core goals were to:</p> <p>(1) Recruit a diverse workforce that represents the Victorian community. The TAC has maintained strong gender representation while also deepening its commitment to broader workforce diversity. In 2025, women represented 74% of employees (consistent with sector benchmarks) and the TAC continued focus to strengthen representation across priority focus groups by enhancing data collection in our HR systems and embedding diversity metrics into workforce reporting. The TAC has continued to leverage available data to better understand intersectional workforce diversity along with intersecting barriers that cause further marginalisation.</p> <p>Key outcomes included:</p> <ul style="list-style-type: none"> • Our 2025 EOS (October 2025) data demonstrated stronger visibility of employee diversity, supported by improvements in broader identity data collection: <ul style="list-style-type: none"> ○ First Nations people: in 2025/26. the TAC exceeded the 1% goal (1.2% actual) for First Nations representation establishing a baseline for ongoing diversity and inclusion measurements to understand the experience of this group. ○ People with disability: representation increased from 9.3% to 11.6%, exceeding our 9.5% goal and reflecting stronger engagement and action since our Access and Inclusion plan launch in Feb 2025. ○ LGBTIQA+ people: representation grew from 5.2% to 6.5%, driven by improved visibility, trust, and inclusion-led initiatives. ○ Culturally And Racially Marginalised people: representation remained broadly stable (6.8% to 6.5%). ○ Culturally And Linguistically Diverse people: representation increased from 12.5% to 14.1%, moving closer to Victorian community benchmarks. • Consistent attraction of women across all job groups, with 78% of hires in 2025 being women, reflecting both sector norms and TAC's inclusive recruitment practices. • Improved accessibility of recruitment processes, Improved accessibility in recruitment has been supported through an updated Recruitment and Selection Policy, gender diverse interview panels, a First Nations identified role process, and strengthened collection and reporting of candidate diversity data, alongside a refresh of the Employee Value Proposition. This will be further enhanced by upcoming work towards the Australian Disability Network's <i>Disability Confident Recruiter</i> accreditation and a further refresh of TAC's Employer Value Proposition. • Expanded use of candidate diversity data through the recruitment reporting, enabling more targeted action to reduce barriers and better understand representation across the employee lifecycle. <p>These results demonstrate that the TAC is strengthening its capacity to attract, support and retain a diverse workforce, while laying the foundation for stronger pathways into underrepresented roles.</p> <p>(2) Reduce our organisational gender pay gap The TAC has made measurable progress in closing its gender pay gap, despite operating within a highly gender-segregated sector. The mean organisational gender pay gap decreased from 12.1% in 2021 to 10.8% in 2023 to 10.3% in 2025, supported by an increase in women's representation in senior leadership roles and strengthened remuneration practices. These results are below the Australian average (21.8%) and aligned with the VPS median (10.1%). While structural segregation continues to drive persistent gaps, the foundations laid during this GEAP cycle position the TAC to make more targeted progress on the median pay gap and occupational representation patterns in the next GEAP.</p> <p>(3) Improve the representation of women in leadership The TAC has achieved a substantial increase in women's leadership representation reflecting deliberate investment in leadership capability and equitable talent processes. Women now represent 63% of senior leaders, up from 49% in 2021. Strengthened talent management and succession planning. The refreshed Performance Development Framework, aligned to TAC's Capability Framework, has supported more consistent, bias-aware capability assessments (competency 3). The new "Constructive Leader Persona" and frontline leadership programs have embedded psychological safety and inclusive team leadership as core expectations.</p> <p>These improvements highlight that while structural workforce patterns remain a challenge, including limited movement in gender representation across technical occupations, the TAC has built a strong foundation for more targeted efforts in the next GEAP.</p> <p>(4) Empower our employees to leverage flexibility and leave entitlements, and ensure flexible work does not undermine career progression, pay or development opportunities.</p> <p>The TAC has made significant progress in normalising flexibility and enabling shared caregiving, supported by increased transparency, updated policies, and strengthened employee supports.</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> • Increased uptake of parental leave by men (from 17% in 2021 to 27.7% in 2025), signalling shifting cultural norms and improved organisational support for shared care. • Strong perceptions of flexible work, with employees across all genders reporting that flexibility is accessible and supported. • No exits during or after parental leave, demonstrating strong reintegration supports and a positive parental leave experience.
--

- **Embedding flexible work as a core enabler of inclusion** in TAC's change programs and communication channels.

While women continue to account for the majority of parental and carer's leave, TAC's progress reflects a genuine cultural shift and stronger foundations for ensuring flexibility does not inhibit advancement or capability development at the TAC.

Challenges:

TAC's work under GEAP 1 highlights several ongoing challenges that require continued attention and targeted action in the next GEAP.

(1) Overcoming occupational gender segregation

Despite progress in leadership representation, occupational gender segregation remains a significant constraint. Across the TAC, no division has gender parity and gendered patterns remain entrenched. Women continue to dominate client-facing and support roles, while men are concentrated in specialist or technical roles. Whilst this is a sector wide issue, we have work to do in this space. Future actions will require more targeted and staged approaches to addressing the issue.

(2) Addressing the structural drivers of gender pay gap

As a women dominated organisation (74% of the workforce), the TAC faces unique challenges in reducing pay inequities and increase balanced gender representation. Women remain disproportionately concentrated in lower paid job groups (Job Group 2- Job Group 3) and part-time roles, while men are more represented in higher level positions (Job Group 5 and above). These patterns reinforce both horizontal and vertical segregation and remain the primary drivers of the organisational gender pay gap. Reducing these structural barriers, while continuing to improve representation in leadership and technical roles, will be a core priority moving forward.

(3) Strengthening internal career progression pathways

While women access development opportunities at high levels (such as higher duties and learning programs), this does not consistently translate into permanent advancement. Promotion outcomes in 2025 shifted disproportionately toward men, despite the organisation's female-dominated workforce. Additional challenges include:

- Full-time bias in promotion outcomes.
- Cultural norms that discourage flexible work at senior levels.
- Higher reliance on external recruitment to fill leadership roles.

Addressing these systemic issues will be essential to ensuring equitable access to progression for all employees. While flexible work and shared caregiving have become more embedded, challenges persist in ensuring that flexibility does not undermine career progression, pay, or access to development opportunities. Embedding job sharing and part time work as legitimate career pathways is critical to dismantling barriers that disproportionately affect women.

(4) Improving reporting culture and psychological safety

Although reports of sexual harassment have decreased and leader capability has strengthened, under-reporting persists across the sector and at the TAC. Employees continue to rely on informal coping mechanisms, and women report lower confidence in formal response processes. Sustained focus on trust-building, visibility of leadership responses, and trauma-informed practices will form part of our focus.

(5) Building intersectional insights

Generating deeper understanding of how intersectionality shapes women's career outcomes remains a continuing challenge. Disclosure rates remain low when the platform does not offer anonymity. The TAC has introduced updated demographic options in payroll and is investing in a new HRIS to strengthen reporting, while also leveraging anonymous EOS and PMS data. Establishing a Women and Gender Diverse Employee Network will further ensure lived experience informs planning, building organisational trust and encouraging disclosure will take time.

Learnings:

Reflecting on GEAP 1, several insights will shape the TAC's approach to future gender equality planning and action

- **Ensure feasibility and prioritise maturity readiness**
Some planned initiatives were too advanced for TAC's current organisational maturity or resource capacity. Future GEAP actions will be assessed for feasibility to ensure they can be delivered to a high standard and create meaningful impact.
- **Focus on fewer, higher-impact initiatives**
Embedding strong foundational enablers like data capability, leadership development, remuneration transparency proved highly effective. Concentrating effort on a smaller number of high-impact initiatives will create deeper, more sustained progress.
- **Address the root causes of pay inequity**
Future work must target the structural drivers of TAC's gender pay gap, particularly occupational segregation, full-time bias in progression, and pathways into higher-paying roles.
- **Strengthen engagement, capability, and cultural change**
Training, communication, and visible leadership remain essential to embedding gender equality. Continued investment in cultural change, particularly around flexible leadership roles, reporting culture, and inclusive decision-making, will be key to further progress.
- **Continue building data maturity and trust**
Enhanced demographic data, improved survey participation, and strengthened analytics provided deeper insights across GEAP 1. Continued investment in HR systems, employee networks, and psychologically safe reporting channels will improve visibility of intersectional experiences.
- **Remain future-focused and adaptable**
Gender equality priorities evolve as workforce demographics, expectations, and societal norms shift. The TAC's next GEAP will need to remain responsive to emerging trends and organisational needs, ensuring long-term sustainability of gender equality outcomes.

Section 3.3 Providing other updates on implementation

- Organisational changes across the TAC over the past four years have influenced the delivery of the GEAP, leading to some adjustments in timelines and implementation approaches. While these shifts have occasionally posed challenges, they have also created opportunities to refine priorities, strengthen cross-team collaboration, and sharpen the strategic focus for the next GEAP. As a result, although the pace of delivery has been affected, as reflected in several 'in progress' actions, the commitment to achieving meaningful gender equality outcomes remains strong, supported by ongoing efforts to improve and accelerate progress.
- The integration of diversity data into Human Resources systems was identified as a foundational action underpinning the success of several subsequent initiatives. However, progress on this key activity was slower than anticipated, which impacted the momentum and sequencing of dependent actions across the broader plan.

Section 3.4 Describing resourcing allocation

<p>Who implemented the strategies in your GEAP? What roles they performed and at what level?</p>	<p>The Inclusion and Diversity (I&D) team, within the People, Culture and Engagement (PC&E) division, led the project management and provided subject matter expertise for the design, delivery, implementation, evaluation, and reporting of the GEAP. As outlined previously, the I&D team works in partnership with other internal stakeholders who are accountable for leading GEAP actions across design, delivery, implementation, evaluation, and embedding initiatives into business-as-usual. These stakeholders included: Learning and Capability, PC&E Business Partners, Shared Services, Data Analytics, Culture and Inclusion, Remuneration, and Health Safety and Wellbeing.</p>
<p>How many staff members/FTE were allocated to implementing the strategies?</p>	<p>The I&D team comprises 2.8 FTEs working across multiple portfolios. Responsibility for implementing the GEAP and supporting Gender Impact Assessments (GIAs) sat with one I&D Specialist, working 0.8 FTE. Gender equality formed part of this Specialist's portfolio, with approximately 0.4 FTE (i.e. 2 days per week) allocated to GEAP and GIA activities. At times, this allocation varied depending on competing demands.</p>
<p>Was financial, technological, physical and/or time resourcing adequate? If not, how will your organisation address this in your next GEAP?</p>	<p>Initial resourcing plans for the GEAP estimated 1.5 FTE annually across all PC&E branches. While the TAC I&D operational budget provided dedicated funding for GEAP implementation, there were ongoing challenges managing FTE resources across both GEAP and GIA delivery. As a result, the I&D Specialist was often required to prioritise between the two, while balancing responsibilities across other portfolios. To strengthen delivery capability and enable the I&D team to focus on providing subject matter expertise across PC&E and the enterprise, particularly in relation to GIAs, we have identified the need for dedicated project management support. This approach has already been successfully adopted in delivering the Access and Inclusion Plan, where a Project Manager facilitates stakeholder engagement, progress reporting, resourcing discussions, and outcome monitoring. A similar model will be applied to the next iteration of the GEAP.</p>

Any other additions or comments (optional)

Provide any other commentary in relation to any aspect of your progress report.