

2026 Gender Equality Action Plan (GEAP) for: Transport Accident Commission (TAC)

Cover page


Organisation name	Transport Accident Commission (TAC)
Total number of employees (and full time equivalent FTE), as at 30 June 2025	Total employees: 1,472 Total FTE:1,372
Location (metropolitan, regional or rural. If other, please specify)	Regional

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 gender equality action plan (GEAP) on behalf of my organisation (as named above), and I attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

Name	Tracey Slatter
Role title	Chief Executive Officer
Signed	
Date	4 March 2026

A) Planning your GEAP

Section 1: Use insights from your previous gender equality work

The learnings from the first Gender Equality Action Plan (GEAP 1) have directly informed the design, focus and priorities of this GEAP. A key insight was the importance of organisational readiness and feasibility when committing to gender equality initiatives. GEAP 1 demonstrated that while ambition is important, some actions exceeded the TAC's maturity or resource capacity at the time. In response, this GEAP applies a more deliberate assessment of feasibility, ensuring initiatives are realistic, deliverable and capable of achieving meaningful and sustainable impact.

Another critical learning was that concentrating effort on fewer, higher-impact initiatives delivers stronger outcomes. The foundational work undertaken in GEAP 1, particularly in strengthening data capability, leadership development and remuneration transparency, highlighted the value of targeted, well-resourced actions. Building on this, the current GEAP prioritises initiatives that drive systemic change rather than dispersing effort across a broad range of activities.

GEAP 1 also reinforced the need to address the structural drivers of gender pay inequity. This GEAP responds by prioritising actions that target occupational segregation, full-time bias in progression pathways, and access to higher-paid roles. By focusing on these structural factors, the plan seeks to support long-term equity in remuneration and career outcomes.

Strengthening capability, engagement and culture remain central to the TAC's approach. Learnings from GEAP 1 confirmed that training, consistent communication and visible leadership commitment are essential to shifting behaviours and expectations. This GEAP builds on that foundation by embedding cultural change into leadership practice, flexible work design, reporting culture and inclusive decision-making processes.

The organisation's increasing data maturity has also shaped this GEAP. Improved demographic data, higher survey participation and stronger analytical capability developed through GEAP 1 enabled deeper insights into employee experiences. This GEAP continues to invest in HR systems, employee networks and psychologically safe reporting mechanisms to better understand intersectional experiences and enable more targeted, evidence-based action.

Finally, this GEAP has been intentionally designed to be future-focused and adaptable. GEAP 1 highlighted that gender equality priorities evolve alongside workforce demographics, organisational maturity and broader societal expectations. This GEAP adopts a responsive approach, allowing the TAC to adjust actions as new insights emerge and organisational needs change, supporting sustained progress toward gender equality.

Section 2: Processes, record keeping and governance

The TAC has established clear governance, record keeping and reporting processes to support the effective implementation and monitoring of this Gender Equality Action Plan (GEAP), in line with the Victorian Gender Equality Act 2020. These arrangements embed accountability, manage risk and support continuous improvement across the life of the plan.

Strategic oversight is provided by the People, Culture and Engagement Executive and, by extension, the Executive Leadership Team, which sets direction, monitors progress and ensures alignment with organisational priorities. The TAC Board of Management receives regular progress updates, reinforcing accountability at the highest level and maintaining gender equality as an ongoing governance priority.

Operational delivery is coordinated by the Inclusion and Diversity function in partnership with People, Culture and Engagement leaders. Each GEAP action has a nominated owner and defined milestones, supported by an implementation plan that includes decision escalation pathways where delivery risks, resourcing issues or emerging priorities arise. A GEAP-specific risk register is maintained and reviewed regularly to identify, assess and manage risks to delivery and outcomes.

Robust record keeping underpins monitoring and reporting. Workforce data is collected, analysed and reported regularly to track progress across key indicators, including gender representation, pay equity, recruitment and progression outcomes. Quantitative data is complemented by qualitative insights from organisation-wide consultation, structured listening activities and Employee Network Groups, ensuring lived experience informs decision-making.

Monitoring is further supported through corporate inclusion and diversity measures. A biannual progress report will be submitted to the Gender Equality Commission, outlining achievements, challenges and priorities. This governance and reporting arrangement supports transparency, legislative compliance and sustained progress toward gender equality.

Section 3: Leadership commitment

The TAC's leaders demonstrate a clear and sustained commitment to advancing gender equality through visible leadership, accountability and the integration of gender equality considerations into governance, decision-making and organisational culture, consistent with the Victorian Gender Equality Act 2020.

The Chief Executive Officer provides leadership sponsorship for the Gender Equality Action Plan (GEAP) and is accountable for reinforcing gender equality as a shared organisational responsibility. The Executive Leadership Team (ELT) is responsible for setting strategic direction, allocating resources, monitoring progress and ensuring GEAP actions are embedded within broader organisational priorities and business-as-usual practices. The TAC Board of Management provides oversight through regular progress reporting, ensuring gender equality remains an ongoing governance priority.

This GEAP builds on the outcomes achieved under the TAC's first Gender Equality Action Plan, delivered with the support of executive and board leadership. These outcomes include reductions in the gender pay gap, achievement of gender parity at Board level, increased representation of women in senior leadership, strengthened access to flexible work and parental leave, and reduced reported experiences of sexual harassment. These results demonstrate leadership commitment to evidence-based action and long-term cultural and structural change.

Leaders at all levels play a key role in implementing this GEAP. Executive and senior leaders are accountable for modelling inclusive leadership behaviours, supporting flexible and inclusive work design, and fostering psychologically safe environments where employees feel respected and supported to raise concerns. Leaders are also expected to engage with workforce data, consultation outcomes and lived experience insights to inform decisions and identify areas requiring targeted intervention.

While the TAC remains committed to progress across all seven gender equality indicators, this GEAP identifies three priority areas requiring focused leadership attention: gender representation and progression, gender pay equity, and sexual harassment prevention. Leaders are accountable for driving improvement in these areas by strengthening equitable pathways to progression, improving transparency and consistency in remuneration and career decisions, and reinforcing expectations of respectful behaviour through prevention, early intervention and bystander capability.

Leadership accountability is reinforced through established governance and reporting arrangements. Progress against the GEAP will be monitored regularly and reported biannually to the Gender Equality Commission, as well as internally to the ELT and Board. Through sustained leadership commitment, clear accountability and evidence-based decision-making, the TAC's leaders are committed to delivering meaningful and lasting progress toward gender equality.

B) Consult on your audit results and strategies

Section 4: Confirm consultation groups

You must consult with your...	Confirm yes or no	If no, why not?
Governing body (if your organisation has one)	Yes	
Employees	Yes	
Employee representatives, including relevant trade unions	Yes	
You might consult with...		
Other relevant people	Regional Gender Equality Best Practice Group	Participated in and co-led the Regional Gender Equality Best Practice Group, a community of practice focused on discussing local issues, sharing ideas and strengthening collective capability. This collaboration enabled the TAC and other regional organisations to learn from each other's approaches, align on best practice and deepen understanding of legislative requirements.

Section 5: Document your consultation process

The development of this Gender Equality Action Plan (GEAP) was informed by extensive organisation-wide consultation to ensure the plan reflects the needs, experiences and priorities of the TAC workforce. In addition to data from TAC's employee listening surveys, a multi-faceted consultation approach was used to test and deepen understanding of the Workforce Gender Audit results, explore the underlying drivers of inequality, validate proposed key areas of focus and gather feedback to refine and strengthen proposed actions.

Early in the development process, subject matter experts (SMEs) responsible for delivering actions across the seven gender equality indicators were identified and engaged as key partners. These SMEs supported the analysis of workforce audit data, helped identify priority issues, and informed the development of key questions and focus areas for our organisation wide consultation. Further to this, SMEs were consulted at multiple stages of the GEAP development journey to ensure alignment between data insights, lived experience feedback and proposed actions.

Consultation was led by the Inclusion and Diversity team and commenced with an all-staff communication outlining the Workforce Gender Audit findings and inviting anonymous feedback via MS Forms. This ensured all employees, including those on long-term and parental leave, had an accessible way to contribute.

Three identity-based consultations were held in a hybrid format (in person and online) with the Reconciliation Action Plan Working Group, the Disability Inclusion Employee Network and the Pride Collective LGBTIQ+ Employee Network. These sessions were designed to be culturally safe space enabling employees with intersection identities to share lived experience and identify any barriers to equity and inclusion.

Six whole-of-organisation focus groups were conducted, structured around the gender equality indicators and open to all employees. Targeted invitations were issued to women in lower job groups, part-time employees and leaders to strengthen representation across roles and job group levels. Employees were also offered confidential one-on-one discussions to support accessibility, privacy and psychological safety. Union representatives were consulted during the development of the GEAP to provide input on workforce impacts and ensure employee perspectives were appropriately represented. In parallel, the Executive Leadership Team and TAC Board of Management were engaged to ensure alignment with organisational priorities and governance expectations.

Consultations were facilitated using human-centred design principles, supported by clear communication regarding purpose, confidentiality and available supports. Hybrid participation options and engagement through employee networks were used to maximise participation, with post-session support available through Business Partners and the Inclusion and Diversity team.

Insights from consultation deepened understanding of the Workforce Gender Audit results and directly informed the prioritisation and design of GEAP actions, particularly those addressing structural barriers, intersectional experiences and inclusive leadership. A consistent theme was the value of ongoing employee involvement, reinforcing the establishment of a Gender Equality Employee Network Group under this GEAP.

Through this inclusive and structured consultation process, the TAC has ensured the GEAP is grounded in lived experience, informed by data and expert insight, and aligned with workforce, union and leadership expectations.

Section 6: Findings from your consultation

Consultation provided critical insights that deepened the TAC's understanding of the Workforce Gender Audit findings, particularly where the data raised questions about underlying drivers. The TAC achieved an 84% response rate in the 2025 People Matter Survey, providing a high level of confidence in the employee experience data used to inform the GEAP. Consultation on both the audit results and the proposed actions enabled the TAC to contextualise quantitative findings, validate lived experience and test, refine and strengthen the strategies within the Gender Equality Action Plan (GEAP). Engagement with employees, union representatives, internal stakeholders and the governing body ensured the actions are realistic, targeted and responsive to both structural and cultural drivers of inequality.

In relation to gender representation and occupational segregation, stakeholders confirmed that while flexible work supports participation, it can unintentionally reinforce gendered norms and limit progression. Participants highlighted the impact of job design, unclear career pathways and cultural norms within technical and male-dominated areas. This feedback helped the TAC interpret the audit findings and directly shape the related strategies, strengthening the GEAP's focus on ensuring part-time and flexible work does not constrain progression, improving visibility of pathways and addressing barriers to accessing higher-paid roles.

Consultation added essential context to the pay equity audit. While data showed improvements in leadership-level pay gaps, employees described barriers such as unequal access to permanent roles and the impact of part-time bias on progression and remuneration. This feedback clarified the drivers behind the audit results and informed the refinement of actions to improve role evaluation, transparency and consistency in pay decisions.

Feedback on sexual harassment highlighted gaps between policy and practice, including inconsistent leadership responses and complex reporting pathways. These insights directly informed actions to strengthen informal reporting options, build manager capability and reinforce prevention and respectful behaviour.

Consultation on recruitment, promotion, flexibility and leave identified issues not fully visible in the data, including inconsistent feedback, uneven application of flexibility and challenges returning from parental leave. These findings shaped the design and prioritisation of targeted actions to improve processes, leader capability and flexible role design.

Overall, consultation translated audit data into a nuanced understanding of employee experience and provided clear direction on where action is most needed, ensuring the final GEAP actions reflect both the evidence and the lived experience of the TAC workforce, and that proposed strategies were strengthened through direct employee, union and leadership feedback.

C) Consider the gender equality and the gender pay equity principles, and intersectionality

Section 7: Consider the gender equality principles

The development of the TAC's second Gender Equality Action Plan (GEAP) has been guided by the gender equality principles set out in the Gender Equality Act 2020 (Vic). These principles shaped the case for change, informed the vision for this GEAP, and provided a consistent framework for identifying priorities, undertaking consultation and designing actions. This ensured the plan addresses both structural and cultural drivers of inequality and reflects the understanding that gender equality is a human right, a precondition to social justice, and a benefit to all Victorians.

Consistent with the principles that gender equality benefits everyone and that all people should have equal access to power, resources and opportunities, this GEAP focuses on creating conditions where all employees, regardless of gender or identity, can participate, progress and succeed. Audit data and consultation insights reinforced that improving gender equality strengthens wellbeing, engagement and retention, and contributes to stronger organisational performance and better outcomes for the Victorian community.

The principles also emphasise the importance of safety, dignity and respect, and recognise that gender equality is essential for preventing family violence and other forms of gender-based harm. Reflecting this, the GEAP prioritises actions that build psychological safety, strengthen inclusive leadership capability and promote respectful workplace behaviours. This acknowledges the clear link between workplace equality and the prevention of gender-based harm, including sexual harassment.

Advancing gender equality as a shared responsibility is central to this plan. The GEAP was developed through meaningful consultation with employees, union representatives, internal stakeholders, subject matter experts and the governing body. The principles guided how we structured these conversations, ensuring diverse perspectives informed the interpretation of audit findings and the design of actions. They also shaped how we engaged the leadership team and the SMEs responsible for delivering the work, supporting a shared understanding of the vision, expectations and required cultural shifts.

The principles further recognise that gender inequality may be compounded by other forms of disadvantage or discrimination, including Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and caring responsibilities. In line with this, the GEAP embeds an intersectional lens across all actions and includes targeted initiatives to address the compounded barriers experienced by employees with intersecting identities.

Finally, the principles acknowledge that gender stereotypes, roles and prejudices must be actively challenged. The GEAP responds through initiatives that promote inclusive leadership, flexible and equitable work design, and fair access to development and progression opportunities. Grounding the GEAP in these principles positions the TAC to drive sustained cultural and structural change across the organisation.

Section 8: Consider the gender pay equity principles

The development of this Gender Equality Action Plan (GEAP) was guided by the gender pay equity principles set out in the Gender Equality Act 2020 (Vic). These principles informed how audit findings were analysed and interpreted and provided a framework for designing actions that support a systemic, evidence-based and sustainable approach to pay equity.

A core principle is equal pay for work of equal or comparable value. A core principle is equal pay for work of equal or comparable value. In line with this, the TAC will continue to expand and deepen its annual gender pay gap analysis, ensuring findings are consistently embedded into governance, decision-making and reporting processes. Analysis undertaken for this GEAP examined remuneration outcomes across roles, classifications and employment arrangements, enabling the identification of structural drivers of pay inequity and informing targeted actions.

The principles also emphasise the elimination of gender bias across employment and pay practices. Reflecting this, the GEAP includes actions to strengthen transparency, consistency and capability-based decision-making across the employee lifecycle, including clearer progression pathways and improved feedback and role evaluation practices. These principles also guided engagement with leaders and subject matter experts responsible for delivering this work, ensuring shared understanding and accountability for the changes required.

Over the life of this GEAP, the TAC will continue foundational work to align with the Victorian Public Service classification framework, supporting consistency, fairness and employee confidence in remuneration outcomes. This includes strengthening our employment and pay practices so that pay rates, systems and decision-making processes are transparent, and information about them is readily accessible and easy for employees to understand.

Employment and pay practices that recognise and account for different patterns of labour force participation by employees who undertake unpaid or caring work were considered in both the analysis of audit data and in consultation discussions. These insights highlighted the long-term pay and progression impacts experienced by employees working part time or with non-linear career pathways. In response, the GEAP strengthens support for career development and progression for employees balancing work and care, helping to reduce the cumulative pay impacts associated with caring responsibilities.

Finally, the principles highlight the importance of collaboration. This GEAP was developed through consultation with employees, leaders, union representatives and subject matter experts, ensuring diverse perspectives informed the interpretation of audit findings and the design of actions. This collaborative approach reinforces shared accountability and mutually agreed strategies for reducing and ultimately eliminating gender pay inequity at the TAC.

Section 9: Consider intersectionality

The TAC recognises that gender inequality is shaped by more than gender alone and can be compounded by other forms of disadvantage. Women and gender-diverse people with intersecting identities, including Aboriginal and Torres Strait Islander people, people with disability, culturally and linguistically diverse employees, LGBTIQ+ employees, carers, people of different ages, ethnicities, religions and racial backgrounds may experience additional barriers to safety, participation and progression. This understanding informed the development of the Gender Equality Action Plan (GEAP), with intersectionality embedded as a core lens throughout the process.

Intersectional considerations were incorporated from the outset, guiding the interpretation of audit data and informing the design of consultation activities. Enhanced workforce demographic data, combined with consultation with employee network groups and individuals with lived experience, provided insight into how gender inequality is experienced differently across the organisation. These consultations were designed to be culturally safe and confidential, enabling intersectional perspectives to be shared that may not be visible through audit data alone. Insights gathered directly informed the prioritisation and design of GEAP actions.

The GEAP includes targeted strategies that respond to intersectional barriers identified through consultation, including strengthening flexible work, improving transparency and equity in career progression, and reviewing policies and practices to ensure they are inclusive across gender, culture, disability, sexuality, age, religion and caring responsibilities.

Intersectionality also guided engagement with leaders and subject matter experts responsible for delivering GEAP actions, ensuring they understood how different forms of disadvantage interact and how this should shape implementation.

The GEAP is aligned with broader organisational commitments, including the Reconciliation Action Plan and the Access and Inclusion Plan, supporting a coordinated and integrated approach to equity across the TAC.

Ongoing monitoring is central to this approach. The TAC will assess the impact of GEAP actions using quantitative and qualitative measures, supported by the Inclusion and Diversity strategy. Key metrics, including the Inclusion Index, diverse representation measures and the employee inclusion gap, will inform continuous improvement and ensure intersectional impacts are visible and addressed.

D) Making a case for change

Section 10: Make a case for change and create a vision

Gender equality matters at the TAC because it is fundamental to our purpose, our performance and the outcomes we deliver for the Victorian community. As an organisation supporting people impacted by transport accidents and working to improve road safety and health outcomes, we rely on a capable, diverse and engaged workforce. When gender inequality exists, it limits participation, progression and wellbeing, undermining our ability to attract and retain talent, make effective decisions and deliver inclusive, high-quality services.

Workforce data, consultation and lived experience feedback demonstrate that while progress has been made, gender inequality continues to be shaped by structural and cultural factors, including occupational segregation, part-time bias, inconsistent access to opportunity and uneven experiences of safety and inclusion. These issues create risks for workforce sustainability, employee experience and organisational performance if left unaddressed. Addressing gender inequality is therefore not only a legislative obligation, but a critical enabler of organisational effectiveness and service excellence.

Our Gender Equality Action Plan is a key milestone under the Make Every Day Matter Strategy, and key deliverable under our High performing Culture goal. Embedding our commitment to inclusion and diversity into practice, the GEAP will advance our inclusive workplace by outlining the actions we will take to continue to make progress in creating a workplace where people of all genders, backgrounds and identities feel safe, respected and supported to contribute and succeed. This includes closing inclusion gaps, reducing harmful behaviours such as bullying, harassment and discrimination, and ensuring leadership and decision-making reflect the diversity of our workforce and the community we serve.

The Gender Equality Action Plan (GEAP) is a key mechanism for delivering this vision. It builds on our Inclusion and Diversity Framework, Reconciliation Action Plan and Access and Inclusion Plan, ensuring a coordinated and integrated approach to equity. The GEAP is informed by workforce data, consultation and intersectional lived experience, and focuses on addressing the systemic and cultural drivers of inequality rather than isolated symptoms.

While we are proud of the progress achieved through our first GEAP—including improved representation in leadership, strengthened flexible work practices and greater transparency in pay equity—we recognise that sustained effort is required to embed change. This GEAP represents the next stage in maturing our approach by integrating gender equality into governance, leadership accountability and everyday decision-making.

Our vision is a workplace where gender equality is embedded and sustained over time; where intersectionality is understood and addressed; and where gender is never a barrier to opportunity, safety or success. We aspire to an organisation with equitable, transparent systems; inclusive leadership at all levels; and a culture where every person feels safe, valued and able to bring their whole self to work.

By realising this vision, the TAC will strengthen its workforce, reduce risk, and enhance the outcomes it delivers for the Victorian community.

E) Analysing your data to identify forms of gender inequality AND developing your strategies

Section 11: Identifying underlying causes of gender inequality

The TAC's Workforce Gender Audit, supported by extensive consultation, identified several interconnected structural, cultural and systemic drivers of gender inequality. These drivers influence workforce composition, progression, pay equity and employee experience, and explain many of the gendered patterns observed in our data.

A primary structural driver is occupational and role segregation. Women are overrepresented in lower-paid, entry-level and part-time roles, while men are more concentrated in higher-paid technical, specialist and senior roles. This uneven distribution is a key contributor to the gender pay gap, particularly the median gap, which is driven by the concentration of men in the organisation's highest-paid roles rather than unequal pay within comparable roles.

Caring responsibilities also emerged as a significant underlying driver. Women continue to undertake a disproportionate share of unpaid care, limiting access to full-time work, permanent roles and leadership pathways. Consultation highlighted that part-time employees often experience reduced visibility, heavier workloads relative to hours worked, and fewer development opportunities. These experiences reflect an embedded full-time bias in role design, performance expectations and leadership norms, constraining career progression for employees balancing work and care.

Cultural factors further compound structural barriers. Employees described inconsistent leadership capability, variable application of flexible work policies, and uneven levels of psychological safety across teams. These conditions can discourage reporting of inappropriate behaviour, undermine confidence in progression processes, and allow gendered norms or exclusionary behaviours to persist unchallenged. Such dynamics disproportionately affect women, particularly those in lower job groups and those with intersecting identities.

Governance and systems also play a role. Limited transparency in career pathways, pay progression and internal mobility contributes to uncertainty and reinforces existing inequalities. While progress has been made through earlier GEAP actions, consultation confirmed that further work is required to embed consistent, equitable practices across the employee lifecycle.

This GEAP responds to these underlying causes through targeted actions addressing job design, recruitment and promotion practices, pay transparency, flexible work, leadership capability and cultural change. By addressing both workforce outcomes and the structural and cultural conditions beneath them, the TAC is taking a comprehensive approach to advancing gender equality.

Section 12: Analysing your data and documenting your strategies

Indicator 1: Gender composition of all levels of the workforce

Describing the problem

Analyse audit data	<p>Critical performance measures: Gender composition of the duty holder organisation in 2025: 74% women and 26% men. Gender composition of part time workers in the duty holder organisation in 2025: 31% of women and 6% of men. Gender composition of senior leaders in the duty holder organisation in 2025: 63% of women and 37% of men.</p> <p>As at 30 June 2025, the TAC employed 1,472 people, with an overall gender composition of 74% women and 26% men. This represents minimal change since 2023 and indicates that workforce gender composition has remained relatively stable. No data is available for non-binary or gender-diverse employees.</p> <p>The TAC's gender composition sits slightly below the broader Health Care and Social Assistance sector (78% women, 22% men), with men remaining underrepresented across the organisation. Attracting and retaining men continues to be a challenge and remains a strategic consideration.</p> <p>Women's representation at senior leadership levels has increased steadily, rising from 49% in 2021 to 63% in 2025. This improvement reflects targeted actions under GEAP 1, including succession planning, strong representation of women in Executive General Manager roles (90%), and external recruitment into senior positions.</p> <p>Despite this progress, gender segregation persists across organisational levels. Women remain significantly overrepresented in entry-level roles (83%) and middle cohort roles (68%), while men are more concentrated in higher-paid specialist and technical roles. Nearly half of women in the middle cohort work part-time (47.5%).</p> <p>Part-time work remains highly gendered. In 2025, 94% of part-time roles were held by women, compared with 6% by men, with little change since 2023. Part-time uptake at senior levels remains extremely low (2.7% of women and 0% of men), reflecting a strong perception that senior roles require full-time availability. Consultation suggests this perception acts as a barrier to progression for employees seeking flexible work and limits men's uptake of part-time arrangements.</p> <p>Overall, while leadership representation has improved, entrenched patterns of gendered role distribution and flexible work persist, indicating the need for continued action on job design, progression pathways and flexible leadership models.</p>
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Setting metrics

Measures	<p>Critical performance measures: Gender composition of the duty holder organisation. Gender composition of part time workers in the duty holder organisation. Gender composition of senior leaders in the duty holder organisation.</p> <p>Additional measures (optional):</p>
Target/s	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will recruit and develop a diverse workforce that reflects the Victorian community, ensuring people of all genders have equitable access to meaningful career opportunities at all levels.</p> <p>Outcome: Our workforce is more gender-balanced, especially at entry level.</p> <p>Actions: 1.1 Address the over-representation of women in entry level roles</p> <ol style="list-style-type: none"> Analyse workforce diversity data to identify barriers in recruitment, promotion, higher duties and secondments, to inform targeted interventions. Review labour hire and contract arrangements to reduce prolonged use of contract roles. Establish clear pathways and criteria for conversion to ongoing roles, with a focus on addressing gender imbalance and supporting equitable career progression. Strengthen job security and equity by reducing reliance on short-term and agency roles and applying transparent, consistent -decision-making for ongoing and -fixed term- roles to address the over-representation of women in temporary and administrative positions. 	<p>People Experience</p> <p>Talent Acquisition</p> <p>Talent Acquisition</p>	<p>Year 2</p> <p>Year 1</p> <p>Year 1</p>	<p>Indicator 3 Indicator 7</p>

<p>4. As part of our EVP refresh update job advertisements, classifications, and titles to accurately reflect responsibilities and required capabilities, and apply inclusive language, imagery, and role descriptors to attract a more diverse candidate pool, including men and under-represented genders.</p>	Talent Acquisition	Year 2	
<p>5. Establish a Career Management Hub that provides employees with a centralised, self-service destination for career management support including a curated suite of practical tools, resources and development offerings to enable employees to manage their career growth, build capability and navigate progression opportunities.</p>	Learning & Capability	Year 4	

Indicator 2: Gender composition of the governing body

Describing the problem

Analyse audit data (required)	<p>Critical performance measures: Gender composition of the duty holder organisation's governing body in 2025: 50% women and 50% men.</p> <p>In 2025, the TAC Board achieved gender parity, comprising four women (50%) and four men (50%). This represents an improvement from 2023, when women held 44% of Board positions.</p> <p>During the reporting period, one woman and one man were appointed to the Board, supporting the maintenance of balanced representation. While the TAC's Board composition sits slightly below the Victorian Public Service average for governing bodies (55% women), it reflects broader community gender representation.</p> <p>The achievement of parity demonstrates effective governance practices and commitment to balanced leadership. Ongoing attention will focus on sustaining gender balance over time and ensuring diversity of skills, experience and perspectives at the highest level of organisational decision-making.</p>
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Setting metrics

Measures (required)	<p>Critical performance measures: Gender composition of the duty holder organisation's governing body.</p> <p>Additional measures (optional):</p>
Target/s (recommended)	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will maintain gender balanced representation at the Board level.</p> <p>Outcome: Our Board succession planning and recruitment processes will be transparent, inclusive, and focused on intersectional diversity.</p> <p>Actions:</p> <p>2.1 Maintain gender parity on the TAC Board.</p> <ol style="list-style-type: none"> 1. Monitor and report on the gender composition of the TAC Board and discuss with the Department of Treasury and Finance (DTF) opportunities to maintain gender balance and expand intersectionality during appointment cycles. 2. Engage with DTF to ensure they consider the Diversity on Victorian government boards: Guidelines on diversity and inclusion in recruitment and appointment processes for TAC Board appointments. 	<p>Finance and Governance</p> <p>Finance and Governance</p>	<p>Year 1</p> <p>Year 1</p>	

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

Describing the problem

Analyse audit data	<p>Critical performance measures: Mean total remuneration gender pay gap by occupation group in 2025: 10.3% Mean total remuneration senior leader gender pay gap in 2025: -10.5%</p> <p>Supplementary measures: Mean base salary pay gap in 2025: 10.3% Median total remuneration pay gap in 2025: 12% Median base salary pay gap in 2025: 12%</p> <p>Between 2023 and 2025, the TAC's mean total remuneration gender pay gap decreased from 10.8% to 10.3%, continuing a longer-term improvement from 12.8% in 2021. While this reflects positive progress, women at the TAC continue to earn, on average, approximately \$0.90 for every \$1.00 earned by men.</p> <p>The TAC's pay gap compares favourably with external benchmarks, sitting well below the national average of 21.8% and broadly in line with the Victorian Public Sector average of 10.1%. This indicates strong relative performance while reinforcing the need for continued action.</p> <p>At the senior leadership level, the gender pay gap reversed between 2023 and 2025, shifting from 3% in favour of men to 10.5% in favour of women. This change is directly linked to increased representation of women in senior leadership roles, including Executive General Manager positions. This demonstrates the impact of representation on pay outcomes at higher levels.</p> <p>However, median pay gaps increased over the same period, with median total remuneration and base salary gaps rising to 12.2%. This reflects the continued concentration of men in the organisation's highest-paid roles and highlights the influence of occupational segregation on pay equity outcomes.</p> <p>Pay gap trends also vary by occupation group. While pay equity improved significantly among managers, gaps persist among professional and clerical/administration roles. These patterns reinforce that gender segregation, rather than unequal pay for comparable work, remains the primary driver of the TAC's gender pay gap.</p>
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Setting metrics

Measures	<p>Critical performance measures: Mean total remuneration gender pay gap by occupation group. Mean total remuneration senior leader gender pay gap.</p> <p>Supplementary measures: Mean base salary pay gap. Median total remuneration pay gap. Median base salary pay gap.</p>
Target/s	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will ensure that employees of all genders are remunerated fairly, by creating transparent processes and taking meaningful action to reduce the organisational gender pay gap</p> <p>Outcome: Our employees are compensated fairly and have access to transparent job evaluation and classification information.</p> <p>Actions:</p>			Indicator 1 Indicator 7 Indicator 5
<p>3.1 Reduce the gender pay gap at the TAC.</p> <ol style="list-style-type: none"> Conduct an annual comprehensive gender pay gap analysis to track trends and ensure pay equity across comparable roles. Embed annual gender pay gap reporting into executive dashboards and governance processes, with clear ownership for monitoring results, and reporting our progress. Expand pay gap analysis to include intersectional factors such as tenure, employment type, age, job group, and part-time status to identify differential impacts and hidden inequities. 	<p>People Operations</p> <p>People Systems & Analytics</p>	<p>Year 1</p> <p>Year 1</p> <p>Year 2</p>	

<p>4. Analyse the underlying causes of the gender pay gap, including job group distribution, age and tenure patterns, turnover trends (especially in Job Groups 2–4) and workforce composition and implement targeted, evidence-based actions to address these factors.</p>	<p>People Systems & Analytics</p> <p>People Systems & Analytics</p>	<p>Year 3</p>	
<p>3.2 Implement more consistent and transparent job evaluation and classification.</p> <p>1. Undertake the foundational work required to transition to a Victorian Public Service (VPS) aligned job evaluation and classification structure, improving transparency, consistency and equity in role design, remuneration and career pathways ahead of the next Enterprise Bargaining Agreement cycle.</p>	<p>People Operations</p>	<p>Year 4</p>	
<p>3.3 Increase women’s confidence and capability in navigating career progression</p> <p>1. Deliver learning offerings that strengthen women’s financial wellbeing.</p>	<p>People Operations</p>	<p>Year 1</p>	

Indicator 4: Sexual harassment in the workplace

Describing the problem

Analyse audit data	<p>Critical performance measures: Anonymous experience rate of sexual harassment in 2025: 2% Number of formal reports of sexual harassment in 2025: 2</p> <p>Supplementary measures: Participants who said they reported sexual harassment in 2025: 4% Reasons for not making a formal sexual harassment complaint in 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%). Satisfaction with handling of workplace sexual harassment complaint in 2025: N/A Satisfaction with handling of formal workplace sexual harassment complaint in 2025: N/A</p> <p>Between 2023 and 2025, the TAC recorded a reduction in the anonymous experience rate of workplace sexual harassment from 6% to 2%, suggesting that prevention and cultural initiatives are beginning to positively influence employee experience. Over the same period, formal reports increased from one to two, highlighting ongoing challenges with underreporting and confidence in reporting pathways.</p> <p>In 2025, two formal complaints were lodged, one by a woman and one by a man, involving inappropriate behaviour by colleagues. Both matters were managed through internal processes supported by external expertise. While numbers remain small, these cases reinforce the importance of consistent, trusted and trauma-informed responses.</p> <p>The 2025 People Matter Survey achieved a strong response rate of 84%, providing a reliable dataset for analysis. Despite this, low numbers of respondents reporting harassment limited gender-disaggregated analysis. The survey showed that intrusive comments about personal life or appearance were the most common form of harassment, and that most employees relied on informal coping strategies rather than formal reporting.</p> <p>Barriers to reporting included perceptions that behaviour was "not serious enough," fear of reputational harm, and lack of confidence in outcomes. These findings indicate that while reported prevalence is decreasing, underreporting remains a significant issue.</p> <p>Gender differences in perceptions of safety and organisational response persist. While most employees agreed that the TAC encourages respectful behaviour, women reported lower confidence than men in the organisation's ability to eliminate bullying, harassment and discrimination, and felt less safe calling out inappropriate behaviour. These gaps highlight the need to strengthen trust, consistency and visibility of prevention and response mechanisms.</p> <p>Overall, the data indicates progress in reducing experienced harassment, alongside a continued need to address cultural barriers, reporting confidence and leadership capability.</p>
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Setting metrics

Measures	<p>Critical performance measures: Anonymous experience rate of sexual harassment. Number of formal reports of sexual harassment.</p> <p>Supplementary measures: Participants who said they reported sexual harassment. Reasons for not making a formal sexual harassment complaint. Satisfaction with handling of workplace sexual harassment complaint. Satisfaction with handling of formal workplace sexual harassment complaint.</p> <p>Additional measures (optional):</p>
Target/s	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will improve the safety and wellbeing of our people by enhancing our workplace systems, capabilities and practices.</p> <p>Outcome: Our people have a clear and consistent understanding of acceptable workplace behaviour. They are empowered to speak up and are confident to use reporting options when appropriate.</p> <p>Actions:</p>			
4.1 Strengthen understanding of acceptable workplace behaviour and reporting options available to our people.			

<ol style="list-style-type: none"> 1. Develop and maintain accessible, trauma informed resources that build understanding and trust in reporting pathways and reinforce the TAC's zero tolerance stance on sexual harassment and discrimination. 2. Co-design and deliver a sustained education and communications program that promotes respectful behaviours, including microaggressions, upstander action, sexual harassment, and prevention of violence against women. 3. Maintain mandatory Respect at Work eLearning for all staff and leaders, supported by targeted specialist training for high-risk roles and Human Resources practitioners. 4. Review and strengthen safe work practices for interactions with clients, providers and members of the public, building on the TAC's occupational violence and psychosocial risk frameworks. 	<p>Business Partnering</p> <p>Business Partnering Inclusion & Diversity Learning & Capability</p> <p>Business Partnering</p> <p>Health, Safety and Wellbeing</p>	<p>Year 2</p> <p>Year 2</p> <p>Year 1-4 (ongoing)</p> <p>Year 3</p>	
<p>4.2 Build leader capability and drive accountability to address negative behaviours.</p> <ol style="list-style-type: none"> 1. Deliver targeted, high impact training that build leaders' confidence and capability to prevent and respond to sexual harassment and other harmful behaviours. 	<p>Inclusion & Diversity, Learning & Capability, Business Partnering</p>	<p>Year 2</p>	
<p>4.3 Strengthen reporting, data visibility, and continuous improvement.</p> <ol style="list-style-type: none"> 1. Strengthen governance visibility by regularly reporting sexual harassment, bullying and discrimination data, trends, and insights to the Executive Leadership Team to support stronger prevention, accountability and organizational learning. 2. Expand reporting to capture employee satisfaction with complaint processes to meet the Gender Equality Commission's requirements and strengthen continuous improvement. 3. Consistently record sexual harassment disclosures that are managed through both informal and formal resolution pathways to improve visibility, identify trends, and enable early intervention. 4. Enhance the collection and analysis of diversity data in bullying, harassment, and discrimination reporting to identify systemic issues affecting marginalised groups. 5. Include sexual harassment as a psychosocial hazard descriptor within the Done Safe system to support accurate reporting, analysis, and preventative action. 	<p>Business Partnering, People Systems & Analytics</p> <p>Business Partnering</p> <p>Business Partnering, People Systems & Analytics</p> <p>Business Partnering, People Systems & Analytics</p> <p>Health Safety and Wellbeing</p>	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p>	

Indicator 5: Recruitment and promotion practices in the workplace

Describing the problem

Analyse audit data	<p>Critical performance measures: Gender composition of recruited employees in 2025: 78% women and 22% men. Gender composition of employees who were promoted in 2025: 37% women and 63% men. Perceptions of recruitment, by gender in 2025: 63% women and 66% men, 36% non-binary/prefer not to say Perceptions of promotion, by gender in 2025: 45% women and 50% men and 23% non-binary/prefer not to say</p> <p>The TAC's 2025 recruitment and promotion data highlights persistent gendered patterns that contribute to inequality in progression outcomes, despite strong representation of women across the workforce.</p> <p>Recruitment outcomes continue to reflect the organisation's female-dominated workforce and sector profile. In 2025, 78% of new recruits were women and 22% were men, an increase in women's representation since 2023. Women were recruited at higher rates across all job groups, particularly at entry and middle levels, reinforcing existing workforce composition. While this reflects success in attracting women, it also indicates limited progress in diversifying gender representation, particularly in technical and specialist roles where men remain concentrated.</p> <p>Promotion outcomes present a contrasting picture. In 2025, men accounted for 63% of promotions despite comprising only 26% of the workforce. This represents a significant reversal from 2023, when women received the majority of promotions. Overall promotion rates were low (0.5% of the workforce), with full-time employees receiving 88% of promotions. As women are overrepresented in part-time roles, this pattern suggests that part-time status continues to constrain advancement opportunities.</p> <p>Women continued to access development opportunities at high rates, including higher duties (70%) and secondments (73%), yet this access is not translating into equitable promotion outcomes. This disconnect indicates potential bias or structural barriers in progression processes, including how readiness, performance and potential are assessed.</p> <p>Leadership growth among women has been driven primarily through external recruitment rather than internal promotion. In 2025, more senior and executive roles were filled through recruitment than promotion, suggesting internal career pathways may not be functioning equitably or transparently.</p> <p>Perceptions data reinforces these findings. While perceptions of fairness in recruitment improved, confidence in promotion fairness remained low, particularly among women and gender-diverse employees. These results highlight the need for clearer criteria, greater transparency and more consistent decision-making in recruitment and promotion practices.</p>
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Setting metrics

Measures	<p>Critical performance measures: Gender composition of recruited employees. Gender composition of employees who were promoted. Perceptions of recruitment, by gender. Perceptions of promotion, by gender.</p> <p>Additional measures (optional):</p>
Target/s	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will ensure equitable recruitment, onboarding and promotion practices for people of all genders, strengthening internal career progression pathways.</p> <p>Outcome: Our policies, practices and communications at every stage of the employee lifecycle, from attraction, recruitment, and onboarding to development and promotion are equitable and inclusive.</p> <p>Actions:</p>			Indicator 1 Indicator 3 Indicator 7
<p>5.1 Ensure attraction, recruitment, selection, and onboarding processes are equitable for candidates of all genders</p> <ol style="list-style-type: none"> Strengthen data collection and reporting across recruitment, promotions, secondments, and higher-duties opportunities, to identify and address barriers to equitable career progression. Review and update recruitment tools and practices using an intersectional lens, including guidance on inclusive language and the use 	Talent Acquisition, People Systems & Analytics	Year 1	

<p>of emerging AI tools.</p> <p>3. Apply inclusive recruitment practices, such as:</p> <ul style="list-style-type: none"> • 50/50 shortlist principles • De-identified hiring techniques • Gender-diverse interview panels • Consistent shortlisting rubrics and interview feedback templates to support fairness. <p>4. Develop candidate journey maps to identify barriers, concerns, and key decision points where candidates may disengage or opt out. Use these insights to redesign recruitment processes to improve the experience of all candidates.</p>	<p>Talent Acquisition</p> <p>Talent Acquisition</p> <p>Talent Acquisition</p>	<p>Year 1</p> <p>Year 3</p> <p>Year 4</p>	
<p>5.2 Build organisational capability and pipelines to attract diverse talent.</p> <p>1. Deliver targeted capability-building and unconscious bias training for hiring managers.</p> <p>2. Deliver leadership programs and career development resources to support employees under-represented in leadership roles, leveraging talent management insights from succession planning.</p> <p>3. Partner with community organisations, TAFEs, and universities to expand early-career and alternative entry pathways for underrepresented groups.</p> <p>4. Implement internal and external awareness campaigns to challenge occupational stereotypes and encourage women, men and gender-diverse people to apply for roles where they are under-represented.</p>	<p>Talent Acquisition, Learning & Capability.</p> <p>Learning & Capability and Culture & Leadership</p> <p>Talent Acquisition</p> <p>Talent Acquisition and Inclusion and Diversity</p>	<p>Year 2</p> <p>Year 3</p> <p>Year 3</p> <p>Year 2</p>	
<p>5.3 Ensure transparent, equitable, and inclusive progression and promotion processes.</p> <p>1. Create and implement clear guidelines and supporting materials to ensure internal recruitment, promotion and higher duties processes are inclusive and consistent.</p> <p>2. Understand the fears, attitudes, behaviours, and barriers experienced by women in the workplace, with a focus on those seeking to move into leadership roles and implement changes to address opportunities.</p> <p>3. Identify and implement ways to prioritise internal candidates for mid-level and senior roles to strengthen internal pathways and support equitable career progression.</p> <p>4. Review progression outcomes for part-time and flexible workers to ensure fair access to development opportunities, performance ratings, and promotions</p>	<p>People Operations and Talent Acquisition</p> <p>Talent Acquisition and Inclusion & Diversity</p> <p>Talent Acquisition and Culture and Leadership</p> <p>Talent Acquisition and Culture and Leadership</p>	<p>Year 1</p> <p>Year 3</p> <p>Year 3</p> <p>Year 4</p>	
<p>5.4 Support diverse career pathways and leadership readiness.</p> <p>1. Showcase the achievements of diverse women leaders and employees to create visible role models and strengthen representation across the TAC.</p> <p>2. Leverage the Employee Value Proposition (EVP) to highlight flexible career pathways and progression opportunities available through varied working arrangements.</p> <p>3. Create mentoring and sponsorship opportunities for women and gender-diverse employees working in areas where they are under-represented.</p>	<p>Talent Acquisition, Culture and Leadership</p> <p>Talent Acquisition, Culture and Leadership</p> <p>Talent Acquisition, Learning and Capability</p>	<p>Year 2</p> <p>Year 1</p> <p>Year 4</p>	

Indicator 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

Describing the problem

<p>Analyse audit data</p>	<p>Critical performance measures: Average weeks of parental leave, by gender in 2025: women 18.2 and 5.6 men. Uptake of flexible work, by gender in 2025: 47% women and 24% men. Perceptions of flexible work culture, by gender in 2025: women 86% and 83% men and 68% non-binary/prefer not to say/self-described</p> <p>Supplementary measures: Gender composition of parental leave takers in 2025: 72% women and 28% men. Gender gap in carer's leave in 2025: 48% women and 47% men.</p> <p>The TAC's data shows continued gendered patterns in the utilisation of flexible work and caring supports, alongside encouraging shifts toward more equitable uptake by men.</p> <p>Parental leave utilisation increased significantly between 2023 and 2025. Average leave duration rose for women (from 9.7 to 18.2 weeks) and men (from 3.3 to 5.6 weeks), and men's participation increased to 27.7% of leave-takers. These trends indicate growing acceptance of shared caregiving. Importantly, no employees exited the organisation during or following parental leave in 2025, demonstrating strong retention outcomes.</p> <p>Despite this progress, women continue to take longer leave and remain the primary users of parental leave, reflecting broader societal norms around caregiving and reinforcing career interruptions that can affect progression and pay outcomes.</p> <p>Flexible work remains unevenly utilised. In 2025, 47% of women accessed flexible arrangements compared with 24% of men. While men's uptake increased since 2023, flexibility remains strongly gendered. Flexible work is most common at entry and middle levels and remains rare at senior levels, where only 2.5% of leaders use formal arrangements. Insights from consultation showed that there is a perception that senior roles have no flexibility and are therefore not considered by employees with caring responsibilities. Whilst people in senior roles do have the same access to flexibility, they are less likely to formalise their flexible working arrangements.</p> <p>Perceptions of flexible work culture remain broadly positive, though women reported slightly higher confidence than men. Lower positive perceptions among gender-diverse employees highlight the need for more inclusive implementation.</p> <p>Carer's leave uptake increased across all genders, with near parity achieved in 2025. This suggests a positive cultural shift toward shared caregiving. Uptake was lowest among senior leaders, reinforcing the perception that caring responsibilities are less compatible with leadership roles.</p> <p>Family violence leave utilisation increased substantially, with all users identifying as women. Combined with strong perceptions of organisational support, this suggests increased awareness and trust, while reinforcing the gendered impact of family violence.</p>
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Setting metrics

<p>Measures</p>	<p>Critical performance measures: Average weeks of parental leave, by gender. Uptake of flexible work, by gender. Perceptions of flexible work culture, by gender.</p> <p>Supplementary measures: Gender composition of parental leave takers. Gender gap in carer's leave.</p> <p>Additional measures (optional):</p>
<p>Target/s</p>	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will ensure that employees of all genders have equitable access to support and flexibility, are valued and able to participate fully in work. Flexible work and leave arrangements are accessible, well understood, and consistently applied.</p> <p>Outcome: Our inclusive, flexible and accessible practices are embedded in our work. We share stories and case studies to raise awareness of flexible work options and available leave types for people of all genders.</p> <p>Actions:</p>			Indicator 1 Indicator 5
<p>6.1. Employees with caring responsibilities of all genders are valued, supported, and able to participate fully in work.</p> <ol style="list-style-type: none"> 1. Review the experiences of parents and carers across the TAC and co-design practical improvements to policies, practices, and supports. 2. Promote consistent team rituals that support connection and collaboration across varied schedules to strengthen inclusion of employees on flexible work arrangements. 	<p>Inclusion & Diversity Business Partnering</p> <p>Health Safety and Wellbeing, Inclusion & Diversity</p>	<p>Year 4</p> <p>Year 2</p>	
<p>6.2 Flexible work and leave arrangements are accessible, well understood, and consistently applied.</p> <ol style="list-style-type: none"> 1. Update and share the TAC's Flexible Working Arrangements Policy with clearer guidance, improved usability, and consolidated resources to support people leaders and teams. 2. Regularly review and communicate all leave types, including Parental Leave, Carer's Leave, and Family Violence Leave, and reinforce their gender-inclusive application at all levels, including leadership. 3. Conduct a targeted review of flexible work supports, tools and systems using a gendered lens to identify where access, uptake and outcomes differ across the workforce and address barriers to equitable use including: <ul style="list-style-type: none"> • Use HSW and workforce data to identify gendered or role based gaps in flexible work access, uptake, and career impacts. • Develop tools to support leaders in managing flexible work supports. 4. Review organisational policies as part of the Policy Hub refresh to identify opportunities to further embed equity, accessibility, and inclusion principles. 	<p>People Operations</p> <p>People Operations</p> <p>People Operations, Health Safety and Wellbeing, Business Partnering</p> <p>People Operations</p>	<p>Year 1</p> <p>Year 1-4</p> <p>Year 2</p> <p>Year 1-4</p>	
<p>6.3 Leave arrangements support gender equity, safety, and shared caring responsibilities.</p> <ol style="list-style-type: none"> 1. Promote parental leave for secondary carers through targeted communications, storytelling, visible leadership endorsement, and cultural reinforcement that supports shared caring responsibilities. 2. Integrate family violence leave, HSW supports, and prevention education into the TAC's broader workplace initiatives that address harmful and negative behaviours, ensuring policy and safety mechanisms are continually improved. 3. Strengthen communication and reintegration planning for employees taking and returning from parental leave by: <ol style="list-style-type: none"> a. Developing a practical handbook for people leaders outlining responsibilities, use of Keeping in Touch days, and structured reintegration conversations b. Providing education and tools to support inclusive planning, flexibility discussions, and psychological safety before, during, and after leave. 	<p>People Operations</p> <p>Health Safety and Wellbeing, & Business Partnering</p> <p>People Operations</p>	<p>Year 2</p> <p>Year 2</p> <p>Year 3</p>	

Indicator 7: Gendered segregation within the workplace

Describing the problem

Analyse audit data	<p>Critical performance measures: Occupational gender segregation in 2025: 74% women and 26% men.</p> <p>Gender segregation remains a persistent and structural feature of the TAC's workforce. In 2025, women represented 74% of employees and men 26%, a pattern consistent with the health and social assistance sector and largely unchanged since 2021.</p> <p>Between 2023 and 2025, overall occupational segregation increased slightly, with women's representation rising and men's declining. This indicates that gender concentration within roles has become more pronounced rather than moving toward balance.</p> <p>Segregation is evident across occupational groups. Women's representation increased among managers and professionals and remained high among clerical and administrative roles. Job families already dominated by women have become more gender-concentrated over time.</p> <p>Segregation is most pronounced in specific occupations. In 2025, technicians and trades roles were entirely male, while community and personal service roles were entirely female. These patterns reflect entrenched gender norms influencing role distribution and access to different types of work.</p> <p>All TAC divisions remain women-majority, with significant imbalances in client-facing and corporate support functions. Even the most gender-balanced divisions continue to have more women than men.</p> <p>This level of segregation reinforces other gender equality issues, including pay inequity, uneven progression, and the gendered distribution of flexible work and caring responsibilities. Without deliberate intervention, these patterns are likely to persist.</p>
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Setting metrics

Measures	<p>Critical performance measures: Occupational gender segregation.</p> <p>Additional measures (optional):</p>
Target/s	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
<p>Objective: We will reduce occupational gender segregation by improving equitable access, participation, and representation across TAC roles and job groups.</p> <p>Outcome: Our communications across the employment lifecycle challenge traditional gender stereotypes</p> <p>Actions:</p>			Indicator 1 Indicator 3
<p>7.1 Reduce occupational gender segregation across TAC roles and job groups.</p> <ol style="list-style-type: none"> Identify and address gender bias in recruitment processes, including job design, position descriptions, selection criteria, and advertising language, with a focus on technical and traditionally gender-segregated roles. Partner with education and employment institutions (such as TAFEs, universities, and sector networks) to encourage women and gender diverse candidates into technical and specialist roles, while also attracting more men into health, administrative, and customer-focused roles. Leverage partnerships and networks to deliver targeted, inclusive recruitment campaigns and initiatives that attract more women into higher level and technical roles, and more men into entry-level, health, and administrative roles. 	<p>Talent Acquisition, Business Partnering</p> <p>Talent Acquisition</p> <p>Talent Acquisition</p>	<p>Year 1</p> <p>Year 3</p> <p>Year 4</p>	
<p>7.2 Build inclusive cultures within gender-segregated roles and teams.</p> <ol style="list-style-type: none"> Raise awareness of exclusionary behaviours and cultural norms that negatively impact inclusion. Equip leaders and teams with practical tools to foster psychological safety, inclusive decision-making, and respectful communication. 	<p>Inclusion & Diversity</p> <p>Learning and Capability, Culture & Leadership, Inclusion & Diversity</p>	<p>Year 2</p> <p>Year 2</p>	

7.3 Expand flexible and alternative work models to disrupt segregation and support participation. 1. Increase awareness among people leaders and employees about the benefits, feasibility and applicability of job sharing. Address common myths about role suitability, productivity and leadership potential, and promote job sharing as a legitimate career pathway. 2. Run targeted job sharing pilots in appropriate roles and teams, to test feasibility and capture insights. Develop tools and templates to enable job sharing and showcase examples to the broader organisation.	People Operations & Business Partnering	Year 3	
	People Operations & Business Partnering	Year 4	

Additional areas of focus: Our Equity Commitment

Describing the problem

Analyse audit data	
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Setting metrics

Measures	Measures: <ul style="list-style-type: none"> Governance process established and resourced Biannual progress report Network established by Q4 FY25/26
Target/s	

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Objective: We will deliver the objectives in this plan and be accountable for our progress. Outcome: Our commitment to reporting and accountability will provide transparent and regular communication of gender and pay equity outcomes and opportunities. Actions:			1,2,3,4,5,6,7
Deliver the objectives in this plan to create positive and measurable progress on gender equality for people of all genders at the TAC. 1. Use established governance frameworks to monitor, review, and report on the outcomes of this plan, ensuring accountability. 2. Regularly report and communicate progress on the plan so that all stakeholders remain informed, engaged and confident in TAC's commitment to gender equality.	Inclusion & Diversity and Enterprise Transformation (PM)	Year 1 Year 1	
Create a platform to amplify the voices of people of all genders. 1. Establish a Gender Equity Employee Network to ensure the voices of people of all genders are at the forefront of decision-making through consultation and co-design.	Inclusion & Diversity	Year 1	

F) Resourcing your GEAP

Section 13: Identifying current and required resources

Through implementation planning of the upcoming GEAP, TAC assessed resourcing requirements against the scale, maturity and complexity of the actions required to achieve reasonable and material progress under the Gender Equality Act 2020 (Vic) and applied learnings from implementation of similar organisation wide action plan. This assessment identified the following needs:

- **Dedicated project management support** to coordinate cross-functional contributions, track progress, manage dependencies, and maintain implementation schedules.
- **Enhanced subject matter expert engagement** to ensure vested accountability for actions across: People, Culture & Engagement (including Talent Acquisition, Culture and Leadership, Health, Safety & Wellbeing, Business Partnering, People Operations, Learning and Capability, People systems and Analytics); Finance and Governance and Community (Office of the CEO, Communications team).
- **Capability and advisory capacity** within I&D to provide guidance, deliver training, and support cultural change initiatives.

This approach ensures GEAP actions are assigned to accountable SMEs, while the I&D team provides strategic oversight subject matter expertise and coordination. A clear governance framework makes progress measurable, sustainable, and responsive to risks, supporting effective resourcing, accountability, and timely adjustments to maintain momentum across all gender equality indicators.

Section 14: Developing a resourcing plan

The TAC has adequately resourced both the development and implementation of this GEAP through a distributed, accountable and supported delivery model. Development was resourced through dedicated I&D leadership and structured engagement with internal SMEs, union representatives, employees and governance bodies. SMEs contributed to data analysis, problem definition and strategy design, ensuring actions are practical, evidence-based and aligned to operational realities.

Implementation will be resourced through a shared accountability model. While the Inclusion and Diversity team retains responsibility for strategic oversight, coordination and reporting, delivery accountability sits with nominated SME owners across People, Culture and Engagement, Finance and Governance and Community Divisions. This ensures gender equality actions are embedded into core workforce systems rather than treated as standalone initiatives.

To strengthen implementation capability, the TAC plans to introduce dedicated project management support. This role will maintain the GEAP implementation plan, monitor progress against milestones, manage risks through a GEAP-specific risk register, and support escalation where resourcing pressures or delivery risks arise. This enables early intervention and sustained momentum.

Resourcing effectiveness will be monitored through regular progress reviews, governance reporting to the Executive Leadership Team and Board, and biannual reporting to the Gender Equality Commission. Where monitoring indicates that actions are at risk or progress is insufficient, resourcing allocations will be reviewed and adjusted. This may include reprioritisation, additional SME support or escalation through established governance pathways.

This approach ensures the GEAP is adequately resourced, actively managed and capable of delivering reasonable and material progress across all gender equality indicators over the life of the plan.

Since our first GEAP in 2022, TAC has evolved how we embed gender equality. We now partner closely with subject matter experts across the organisation, giving clear ownership and accountability for each action. Consultation has been broader and deeper, including union representatives and employees with intersecting identities, so actions are shaped by lived experience. Dedicated project management ensures progress is tracked, risks are managed, and outcomes are delivered. These improvements mean gender equality is no longer a standalone initiative, it is woven into everyday practice, decision-making, and governance, creating a more inclusive, equitable, and high-performing workplace for all.

Any other additions or comments