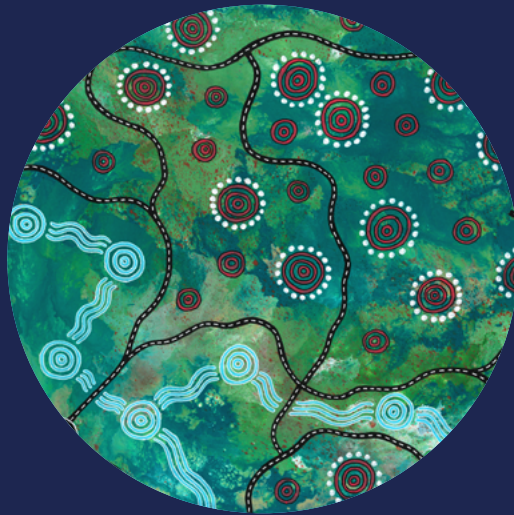


GENDER EQUALITY ACTION PLAN

2022 - 2026





Acknowledgement of Country

The TAC acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we are located.

We pay our respects to ancestors and Elders, past, present and emerging. We also acknowledge all other Aboriginal and Torres Strait Islander People who are part of the Victorian community today.



Contents

Acknowledgement of Country	2
From our CEO	4
Our commitment to gender equality	5
Our listening approach	7
The current state of gender equality at the TAC	8
Gender Equality Action Plan	9
Indicator 1: Gender composition of all levels of the workforce	10
Indicator 2: Gender composition of the governing body	14
Indicator 3: Pay equity – equal pay for comparable work	16
Indicator 4: Workplace sexual harassment	20
Indicator 5: Recruitment and promotion practice in the workplace	23
Indicator 6: Leave and flexibility	29
Indicator 7: Gendered segregation within the workplace	34
Governance and resourcing	36

Accessibility

To receive an accessible version of this document please contact the TAC People and Culture team: email people_culture@tac.vic.gov.au or call (03) 5225 7500.

From the CEO

It is with great pride and commitment that I present the first TAC Gender Equality Action Plan.

This Plan is a key step in creating a more inclusive and diverse TAC workforce.

It is central to achieving our organisational purpose and living our values, which at their heart, are about our enduring commitment to human rights.

Our purpose

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

Our values

We value life.
We make every conversation count.
We will find a better way today.
We make the complicated simple.

This Plan clearly outlines the data and insights to show where we are doing well, and where we need to do better, to advance gender equality and inclusion at our workplace.

Most importantly, it spells out the actions we will take to get there. It is these actions, not words that will truly make an impact and help us achieve our gender equality vision.

Our vision as an employer

To achieve a workplace where women, men, and gender diverse people have equal access to opportunities and are safe and respected in the workplace.

Our vision within the Victorian community

To deliver inclusive services where women, men and gender diverse people receive responsive, respectful and inclusive care throughout their interactions with the TAC.

However, we recognise that our impact goes far beyond our employees, clients and Victoria's roads.

This is why we are committed to being more explicit and accountable, when it comes to gender equality in our community.

Throughout the life of this plan, we have set ourselves some key goals to:

- recruit a diverse workforce that represents the Victorian community
- reduce our organisational gender pay gap
- reduce our pay gap and ensure equitable pay for women and gender diverse people
- improve the representation of women in leadership and underrepresented occupations
- empower our employees to leverage flexibility and leave entitlements, and ensure flexible work does not undermine career progression, pay or development opportunities.


The TAC Board of Management and Executive Leadership Team (ELT) wholeheartedly endorse this Plan, and we will engage and regularly report to the TAC Board throughout our inclusion and diversity journey.

The commitment of our ELT is not just to the Plan itself. We are also committed to providing the leadership and strategic direction for our teams to embrace and implement the actions in this Plan across all levels of the organisation.

We know that gender equality benefits everyone, not just women.

I am excited and determined to see our action plan come to life, and report on our progress to the Gender Equality Commissioner in two years' time.

Together, we will work to create an equal and inclusive TAC where we can all thrive, and achieve our personal and business goals.



Joe Calafiore
Chief Executive Officer

Our commitment to gender equality

At the TAC, we believe that a diverse workforce operating within an inclusive culture is critical to achieving our purpose.

We are committed to advancing a workplace culture that actively seeks to include, respect, and value the unique contributions of all people, because we believe that together, our differences make us stronger.

For us; inclusion, including gender equality, make social and business sense.

A diverse workforce that represents the Victorian community, where people are safe, valued and enabled to contribute their different ways of thinking and lived experience to the work that we do.

This sets us up to deliver responsive and inclusive road safety and health outcomes that meet the needs of the Victorian community in all of its diversity.

We know that a workplace characterised by inclusion is a psychologically safe, respectful place which benefits everyone. It leads to higher employee attraction, retention and engagement which in turn drives performance and better outcomes for the Victorian community.

In pursuit of this goal, we established a new Inclusion and Diversity (I&D) function in 2021, whose purpose is support the TAC in advancing inclusion and gender equality, across our culture and our services.

Our commitment to inclusion is part of the overall workforce transformation journey the TAC has embarked upon since the global pandemic.

We have committed to making flexible work the hallmark of our employee experience, to enable our people at all stages of life to work in ways and places that empower them to thrive and perform.

The TAC is committed to advancing a workplace culture characterised by safety, respect and inclusion, which are key to the prevention of sexual harassment and violence.

We are also committed taking a gendered lens in our service delivery. We are aware of our impact in the community, and the reality that women and gender diverse people often experience barriers in accessing key services.

Throughout the life of this Plan, we will be undertaking gender impact assessments and building our internal capability to bring this way of thinking into the design and delivery of our services.

Our principles

Gender Equality is achieved when a person's gender does not affect their chances to access resources and opportunities to thrive and fully participate in our society.

Unfortunately, gender biases against women, gendered norms and stereotypes that devalue women, and gender-based discrimination result in women and gender diverse people experiencing unequal outcomes over the lifetime of their career. From recruitment, career advancement, and pay, to harassment, violence, and bullying.

These inequalities impact women and gender diverse people throughout their lives. They result in higher experiences of violence, assault and harassment, as well as economic outcomes like retiring with less savings and superannuation.

We are committed to advancing gender equality in our workplace, and believe that equity and intersectionality will help us achieve gender equality.

We aim to advance gender equality by taking an equitable approach to inclusion.

This means our actions will focus on removing the structural barriers women and gender diverse people experience, as well as providing the individual supports needed to succeed.

To achieve gender equality, we must be aware of the disproportionate barriers experienced by women, gender diverse people, and women with multiple marginalised identities, and work to dismantle these. This is known as intersectionality.

Our commitment to The Gender Equality Act 2020 (Vic)

This Plan is part of the TAC's commitment to inclusion and diversity, and is informed by the requirements outlined under the Gender Equality Act 2020 (Vic), which outlines the positive action public sector organisations must undertake towards achieving workplace gender equality.

In addition, the TAC has considered and applied the following gender equality principles as set out in the Gender Equality Act (2020) in the development of this Plan.

Gender equality principles

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness
- Gender equality benefits all Victorians regardless of gender
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits for Victoria
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
- Advancing gender equality is a shared responsibility across the Victorian community
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality

These principles are supported by the seven workplace gender equality indicators:



1. Gender composition at all levels of the workforce



2. Gender composition of governing bodies



3. Gender pay equity



4. Sexual harassment in the workplace



5. Recruitment and promotion



6. Leave and flexibility



7. Gendered segregation

Alignment

To ensure an intersectional approach, and alignment with key enablement functions across the TAC, this Plan aligns with and will be delivered alongside the following:

The TAC Inclusion and Diversity Plans:

- Reconciliation Action Plan (2021-22)
- Disability Action Plan (2016-22)

The TAC 2025 Strategy and key enabling priority areas:

- The RE:WORK program – transforming the workforce and employee experience
- Environment, Sustainability and Governance initiatives
- Brand Strategy

Our listening approach

We took a multi-faceted approach to meaningfully listen and better understand our employees' experiences.

This approach enabled us to assess the state and nature of inclusion, including gender equality at the TAC.

Through each touchpoint, we aimed to educate, build trust and raise awareness of inclusion including gender equality.

The following initiatives were run in addition to the TAC's employee listening approach and measurement framework, which monitors employee engagement regularly throughout the year.

Workforce gender audit

Our Workforce Gender Audit results provided a baseline understanding and insights across the seven workplace gender equality indicators. We will continue to build our capacity and capability to collect, record and draw out more meaningful results and insights.

Inclusion and Gender Equality Survey 2021 results

In August 2021, the TAC ran a dedicated survey on inclusion and gender equality. 62% of our employees completed this survey.

Through analysing and interpreting these results we could see that gender identity, age, sexual orientation, disability and cultural identity does influence the experiences people have with colleagues, leaders and our organisation overall.

The TAC wishes to thank all employees who participated in the surveys and focus groups that informed this plan.

Focus groups

Focus groups were held with TAC employees and facilitated by the People and Culture division, to understand a range of employee experiences, perceptions and attitudes on gender equality across our organisation.

In total, approximately 60 people participated in the focus groups.

To create safe spaces and to understand the unique experiences of employees, we designed specific focus groups for:

- Women
- Gender diverse people
- Women working part-time
- Women with disability
- Women of Colour¹
- LGB+ women²
- Men

Options were also available for a confidential 1:1 discussion.

Safety and wellbeing was a priority, and all employees were invited to contact their Business Partner, or I&D following the focus groups if required. In addition to our employee consultation, the TAC Executive Leadership Team, Board and CPSU were engaged throughout the process.

All of these touch points and insights have helped shape the development of the actions and measures to progress and advance inclusion and gender equality at TAC.

¹ In conducting our focus groups, we created a session for Women of Colour to explore the lived experiences of First Nations (Aboriginal and Torres Strait Islander) women and culturally diverse women, to understand how racism and sexism impact experiences of gender equality at work.

The term culturally diverse is short for "culturally and linguistically diverse", and refers to people who were born overseas or have one or both parents born overseas, or whom speak a language other than English at home or in the community – this is the definition used in our survey.

² We use the term LGB+ women to refer to women with diverse sexual orientation. In conducting our focus groups, we created distinct groups to ensure we could understand the lived experiences of our employees. Instead of running a joint session for LGBTIQ+ employees, we created two sessions, one for LGB+ women (women with diverse sexual orientation), and a separate session for gender diverse people.

Where we use insights from our inclusion and gender equality survey, we use the term LGBTIQ+, people as the insights were from employees of all genders who identify as LGBTIQ+.

The current state of gender equality at the TAC

In 2021, the TAC ran a dedicated employee experience survey on inclusion and gender equality.

These findings complemented an independent inclusion review commissioned in 2020, which provided a detailed examination and analysis of how people from marginalised backgrounds experienced the TAC's culture, including their perceptions of inclusion and exclusion.

Collectively, these results have provided us with a strong baseline from which to track our progress to advance a culture of inclusion and gender equality over the next four years.

So, what did we find?

Overall, our employees as a whole including women, believe the TAC is an inclusive place to work across a number of indicators. They believe our leaders support I&D, and that managers work positively with people of different backgrounds.

What we do well

Representative of perceptions overall, the majority of women feel that the TAC is an inclusive place to work.

When it comes to our culture, we found that:

- 87% of women agreed that their manager works effectively with people from diverse backgrounds
- 78% of women believe their teams actively support I&D
- 71% of women believe senior leaders actively support I&D
- The majority of women (86%) believe we use inclusive and respectful images and language

When it comes to our policies that support women at work and enable workforce participation, we found that:

- 95% of women agree that the TAC would support them if they needed to take family violence leave
- 87% of women believe work is allocated fairly regardless of gender
- 88% of women are confident that if they requested flexible work that it would be given due consideration
- 80% of women believe the TAC supports employees with caring responsibilities, regardless of gender

These results show that there is a strong enabling environment for women at the TAC.

These are strengths we want to build on to ensure they're equally experienced by women who face multiple marginalisations on the basis of their combined social identities.

What we would like to improve

When we compared women's experiences as a whole to men, we identified the following inclusion and opportunity gaps for women:

- Perceptions around fair and equitable recruitment and promotion
- Adequate opportunities to develop skills, and the time and prioritisation to do so, in balance of work loads
- Women's overall perceptions of safety to challenge inappropriate behaviours
- General perceptions of attitudes towards gender overall, and the ability to express themselves and dare to be different

As is the case for most organisations, we found that employee experience and perceptions vary depending on social identity, and this became apparent when we examined women's experiences at work from an intersectional lens.

Women with disability, Women of Colour, and LGB+ women rated lower than women overall when asked the same questions.

These insights, combined with our workforce audit, focus group findings, gender equality best practice, and underpinned by the gender equality indicators, have informed a series of actions to advance gender equality at the TAC. These are reported against the even indicators of gender equality.

Intersectional insight



While 83% of TAC women as a whole feel culturally safe at work, this number drops to 69.5 for women with disability, 75.6 for culturally diverse women, and 76.2% for LGB+ women.

This highlights the importance of taking an intersectional approach to advancing a culture of safety and inclusion.

Gender Equality Action Plan

Over the four-year course of this plan, we aim to grow our overall organisational maturity and advance gender equality in our key enablement functions. We will do this by focusing on initiatives to advance structural inclusion across four key areas of action:



Measurement and analytics

Build our ability to collect, analyse and report on meaningful data on gender equality across the employee life cycle.



Policy

Advance an inclusive and responsive policy environment that provides women with the support they need to succeed.



Capability

Build our awareness of how gender biases impact our systems and behaviours, and build our capability to embed inclusive design, equity and a gender lens into our work.



Communications and engagement

Promote gender equality, ensure accessibility to support, information and entitlements, and build a shared understanding of the benefits of gender equality.

Indicator 1: Gender composition of all levels of the workforce

Context

Women are often underrepresented in leadership and management positions, and overrepresented in entry level roles.

This contributes to the gender pay gap and means that organisations may miss out on diversity of thought at senior levels.

By tracking workforce composition alongside workforce gender segregation (Indicator 7), we can start to uncover particular glass ceilings for women, and use these insights to inform our action planning going forward.

TAC insights

Currently, women make up 71% of the TAC's workforce.

At first glance, the TAC's workforce representation of women is strong, and beyond parity (see Figure 1). However, like many organisations, our gender balance varies across various job group levels, and functions (see Indicator 7).

The representation of women drops in comparison to overall workforce representation as we move from lower job groups to higher job groups and into leadership (see Figure 2). Leadership is classified as Job Group 6 and above, including the Senior Leadership Team (SLT) and Executive Leadership Team (ELT).

Specifically, women make up 78% of employees in Job Group 2 compared to 71% of overall workforce, which drops to 57% at Job Group 6 and 49% at the SLT and ELT levels. In other words, women go from being 7% overrepresented at the lowest job levels, to being underrepresented by 22%, at the highest levels.

Another way of framing these results is to talk about the 22% over-representation of men at the highest levels, compared to their overall workforce composition.

These findings suggest a need for targeted recruitment and career development pathways for women, in order to address the gap and ensure equitable pathways and opportunities for women into leadership at TAC.

Gender composition of the workforce: part-time vs full time

The TAC has offered multiple employment options, particularly part-time work, for a number of years. This commitment, alongside efforts to adjust work arrangements for employees who transition to part-time work and an overall commitment to support employment options for people at all stages of life, is one of the key drivers behind the TAC's high retention rates, evidenced by the long tenure of many of our employees.

Women make up the majority of people working part-time at the TAC; 26% of women work part time, compared to 7% men. Women are much more likely than men to be working part-time, and as job group levels increase, men are more likely to work full-time compared to women.

Based on this, the employment experience of women working part-time was recognised as a priority focus area and was examined further via our employee survey data and dedicated focus group discussion.

Data gaps

Due to current HR system limitations, we were not able to analyse the gender composition of our workforce by intersectionality. While our system does allow for people to share disability information with us, the uptake on this was too small to analyse. This is a priority action area for us under this Plan.

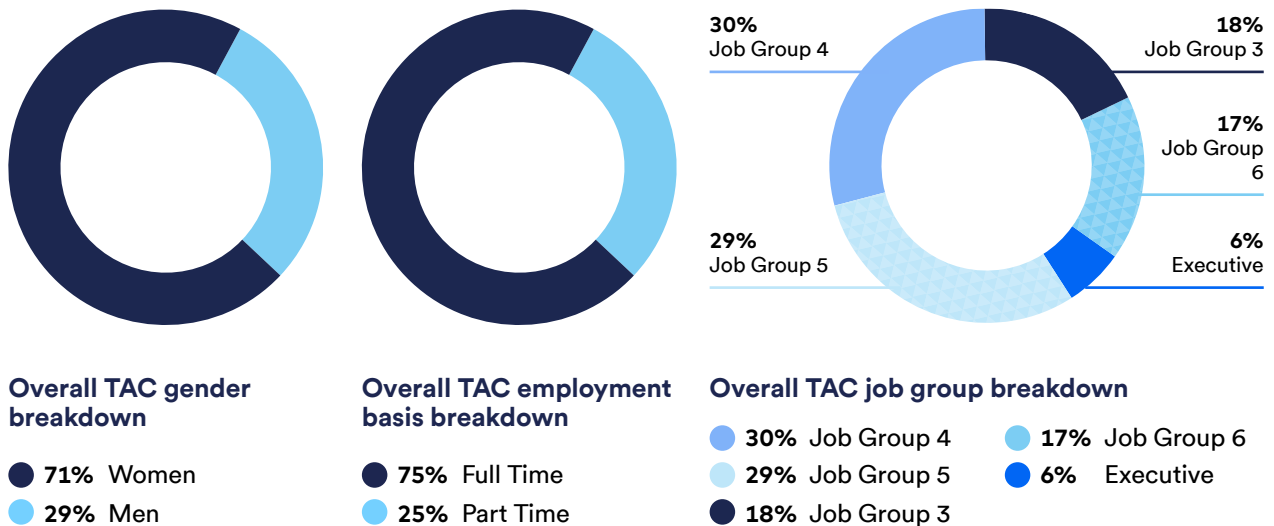
Insight: Women in leadership at the TAC



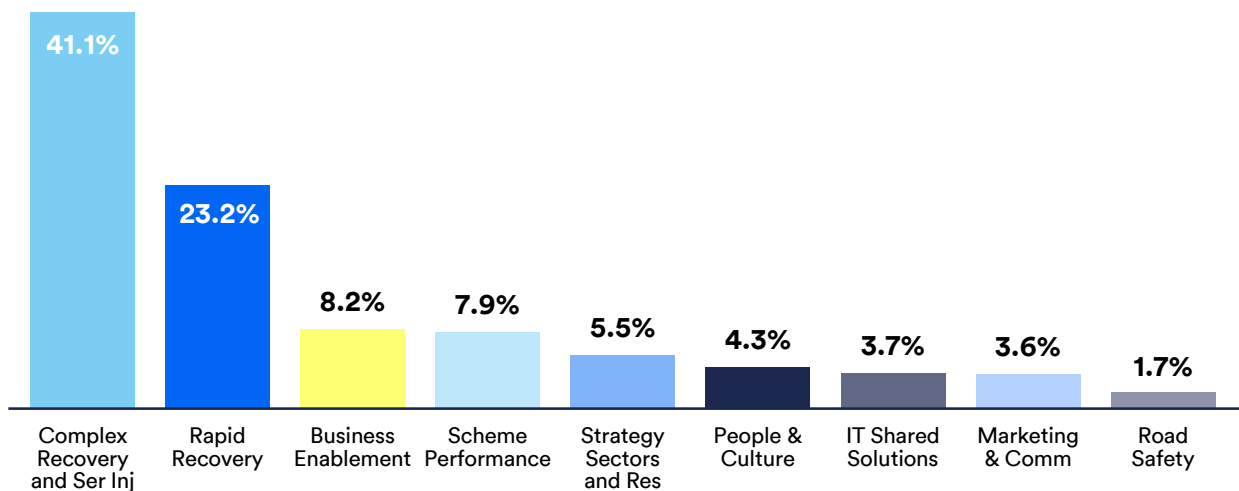
As outlined above, there is a leadership gap for women at the TAC. The two pathways into leadership positions at the TAC are via promotions and recruitment. Taking the gender gap at Job Group 6 as an example; pleasingly, women made up 70% of promotions into this level. This indicates that internally, the TAC's promotion practices are giving women good opportunities for career progression.

However, women only made up 29% of candidates recruited into the position. This shows that the TAC can focus on recruitment as a way to address the gap, however further information is needed to develop suitable actions to address this gap – see Indicator 5.

Figure 1: Gender representation overall

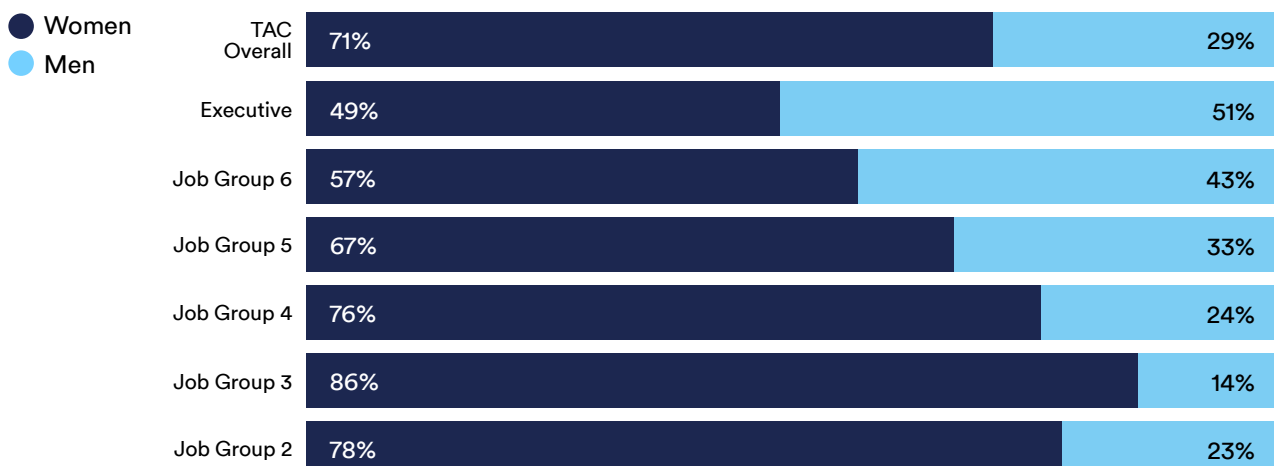


Overall TAC division breakdown



Note, the Office of the CEO, and Enterprise Risk have been removed, as they are below 1% of staff (both at 0.4%)

Figure 2: Gender composition across all levels overall





Indicator 1: Gender composition at all levels of the workforce

Our goal is to recruit a diverse workforce that represents the Victorian community, where women of all identities have equitable access to varied job opportunities and employment types, at all levels.

Our success measures for Indicator 1 include:

- > Increasing the representation of women in leadership at the TAC (Job Group 6, SLT and ELT)
- > HR system uplift to enable reporting on intersectional gender representation across our workforce

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
1.1. Scope HR system (Aurion) capability to capture additional diversity data on a range of social identities, including broader categories of gender identity.	1	People & Culture Operations
1.2. Future analysis of workforce composition to understand distribution by employment status (ongoing, temporary, fixed term or casual).	1	People & Culture Operations
POLICY		
1.3. Review and map key people processes, policies and practices to understand the experience of diverse employees and draw intersectional insights.	1, 2	Workforce Transformation & Experience
1.4. Develop employee 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.	1, 2	Workforce Transformation & Experience

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
CAPABILITY		
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.	1, 2	Workforce Transformation & Experience
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.	1, 2	Workforce Transformation & Experience
1.7. Incorporate an 'Inclusive Leadership' capability assessment and development plan into the TAC's Leadership Strategy. This will leverage the TAC's refreshed Capability Framework, to define the skills, behaviours and mindsets required to build inclusive leadership across all levels of the organisation.	1, 2	Workforce Transformation & Experience
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.	2, 3	Learning & Capability
COMMUNICATIONS AND ENGAGEMENT		
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: <ul style="list-style-type: none"> • 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 our employee's understanding of the experience of different cohorts of women such as mid-life women, women working part time, and women returning from parental leave. 	All	Workforce Transformation & Experience
1.10. Develop a communication plan to promote improved HR system functionality (1.1) and intent.	All	Workforce Transformation & Experience

Indicator 2: Gender composition of the governing body

Context

Our Board of management is the governing body of the TAC and plays a key role in overseeing the strategic agenda for inclusion.

This includes gender equality and building an inclusive culture at our workplace.

Equal access to participation and decision-making at the highest level can reduce 'groupthink', and promote diverse perspectives and better decision-making.

TAC insights

Women make up 62.5% of the TAC Board.

This representation closely matches the TAC's overall workforce representation of women at 70%, which is a pleasing result. Across the Victorian Public Service, women make up 55% of members on major boards.

At the TAC, the majority of past Chairpersons of the Board have been men, including the current Chair, with two women having held the role in previous terms.

In order to be truly representative of the Victorian community, we recognise that understanding the representation of gender, Aboriginal and Torres Strait Islander people, people with disability, culturally diverse, and LGBTIQ+ people on our Board is important.

The TAC will benefit from the diversity of thought and lived experiences that these different experiences will bring to our governance and accountability, performance and credibility as an organisation.

We do not collect diversity data on Board members beyond the man-woman binary, which is an identified action item for this Plan.

Did you know?

- Board with diverse gender representation and access to relevant expertise is correlated with stronger governance and oversight of matters regarding sexual harassment?³
- A key benefit of diversity and inclusion in governing bodies includes a greater likelihood of identifying and meeting community needs⁴
- Organisations with diverse cultural and gender representation at the Board level outperform others

³ Australian Human Rights Commission: Equality across the board: Investing in workplaces that work for everyone, June 2021

⁴ Workplace Gender Equality Agency, Gender Equity Insights 2015: Inside Australia's Gender Pay Gap)



Indicator 2: Gender composition of the governing body

Our goal is to engage and regularly report to the TAC Board throughout our inclusion and diversity journey, including gender equality.

Our success measures include:

- > Reporting to the Board on progress against inclusion and diversity (including gender equality) objectives biannually
- > Development of Board-level inclusion and diversity guiding principles
- > Sponsorship of an equity pathway to build governance and Board-ready capability for intersectional women and gender diverse people

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
2.1. Enhance I&D reporting to the Board.	1	Head of People & Culture / People and Culture Leadership Team
POLICY		
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.	1, 2	Head of People & Culture
CAPABILITY		
2.3. Development of a public Inclusion and Diversity Statement of Commitment (including gender diversity), and guiding principles for the Board.	2	CEO Head of People & Culture
2.4. Incorporate inclusion and diversity principles (including gender equality) into our Board member induction to build shared understanding and commitment.	3	CEO Head of People & Culture
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.	2, 3, 4	Workforce Transformation & Experience

Indicator 3: Pay equity – equal pay for comparable work

Context

Recent national analyses have identified a persistent gender pay gap, favoring men, for full-time workers in all industries and occupational categories.⁵

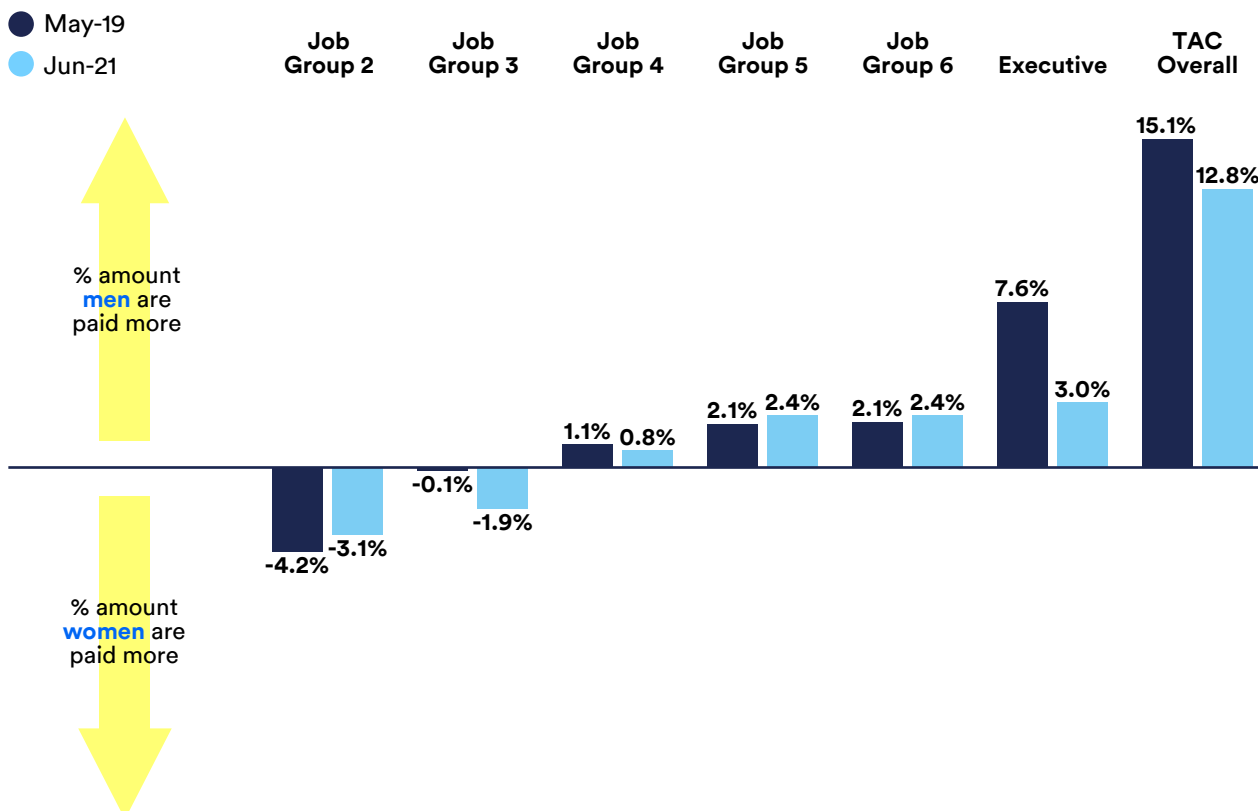
Across the Victorian public sector, there is currently a 9.6% gender pay gap for the non-casual and non-executive workforce. The gender pay gap is driven by several factors, including gender discrimination, unequal distribution of unpaid care work and higher rates of pay in male-dominated industries.

TAC insights

The TAC has been voluntarily tracking its pay gap since 2019.

In 2020-21, the TAC had an overall gender pay gap of 12.8% (trending down since May 2019). There were differences in pay the pay gap at different job group levels.

Average Gender Pay Gap - May 19 v June 21



⁵ Workplace Gender Equality Agency, 2021, Gender Pay Gap Fact Sheet

Measure 1: Pay gap at job group levels

The pay gap within individual job groups is smaller than the TAC's overall pay gap.

At the lowest job group levels, there is a pay gap in favour of women, with women earning 3.1% more than men in Job Group 2 and 1.9% more than men in Job Group 3.

However, from Job Group 4 onwards, men earn more than women across all job group levels. Men earn 0.8% more than women at Job Group 4, 2.4% more at Job Group 5 and 6, and 3.0% more than women at the SLT and ELT level.

Factors contributing to pay gap at level

In accordance with the Commission's guidance notes⁶, the TAC's inaugural Gender Equality Action Plan (GEAP) is focused on uncovering the state of various pay gaps, and to identify any patterns. We will aim to deepen our understanding of the causes of this throughout the life of this Plan.

However, our preliminary analysis shows that the TAC's pay gap at job group levels is impacted by the TAC's classification structure for Job Group 1-5 positions. This provides set salaries across competency levels 1, 2 and 3 and includes a small number of employees with banded salaries (grandfathered). Banded salaries have been set based on historical business decisions.

However, at Job Group 6 and above, these salaries are not banded and there is flexibility in determining remuneration for Job Group 6 and above. This may mean greater potential to close the pay gap at these levels.

For the vast majority of TAC employees, pay does not vary greatly.

90% of employees earn between \$70,900 and \$157,000 (a difference of \$86,100), while the average salary of the top 10% of earners earn between \$157,000 and \$373,000 (a difference of \$216,000).

However, of note is that women are much more likely to make up the 90% of earners rather than the top 10% of earners.

Measure 2: Organisational pay gap

In 2020-21, the pay gap at the TAC was 12.8% Overall in favour of men.

This figure remains high, and is higher than the Victorian Public Service (VPS) average of 9.6%.

However since May 2019, the overall pay gap between men and women at the TAC has decreased since the TAC started voluntarily measuring the pay gap. This has decreased from men earning 15.1% more on average than women, to earning 12.8% (June 2021) more on average than women.

This improvement is due to a slight increase in the number of men appointed in Job Groups 1 - 4 (24.2% to 25.2% men) and the addition of more women in the SLT and ELT team (45.8% to 50.0% women).

Overall, the proportion of men at the TAC has only increased slightly from 28.9% to 29.4% men.

Overall analysis

Given the pay gap is more pronounced at the total TAC level (12.8%) and less pronounced at individual job group levels, this suggests that the higher pay gap is due mostly to the fact that women make up a higher proportion of lower Job Groups 1 - 5 (74.8% women in total) and are underrepresented in leadership job groups.

The drivers of gender pay gap are complex, driven by multiple factors, explored across the seven indicators.

At the TAC we are committed to taking a holistic, systems approach to address this issue.

This includes focusing our efforts on structural reform to advance inclusion, such as:

- Updates to our Enterprise Agreement and entitlements
- The normalising of flexible working through our hybrid workforce model
- Paid parental leave (Indicators 5 and 6)
- Efforts to increase participation across functions and levels where women are currently under represented (Indicators 1, 2 and 7).

⁶ Guidance Note: *Analysing your workplace gender audit results*, published by the Commission on Gender Equality in the Public Sector, Page 14 (Indicator 3).

Data gaps and areas for future analysis.

As mentioned previously, due to system limitations the TAC does not have data that enables calculation of any aspect of the pay gap on the basis of intersectionality.

This has been highlighted as a priority action for us in terms of system upgrades, with a view to undertaking this analysis during the later stages of the lifecycle of this Plan.

In their own words



Barriers experienced by women on parental leave

“When returning from maternity leave, any work towards competency 3 or moving towards a more leadership role is not possible... I was told I had to start all over again, the work from pre maternity leave was no longer relevant or valued.”

“Parental leave is a double edged sword. You miss out on opportunities and then when you return to work, it’s like you’re starting all over again, often shafted into roles that no one else wants to do and have to start career progression all over again.”

“...I had to complete two years of mandatory training when I returned having been on maternity leave for 13 months.”

Insight: Connecting the dots



Unequal pay, unbalanced gender composition (Indicator 1), and gendered segregation of the workforce (Indicator 7), are organisation-wide drivers that contribute to the pay gap at the TAC.

However, the pay gap is also influenced by a number of social norms around gender, the devaluing of work (roles and professions) considered as traditionally women dominated, and the division of labour in the household. In other words, social norms and gendered expectations about the roles women and men ‘should’ perform at home and at the workplace.

As the overwhelming majority of primary caregivers for children, women are far more likely than men to work part-time or flexibly in order to fulfil parenting responsibilities. These in turn present barriers for women to participate in development opportunities and access senior positions, unless these offerings and roles are inclusively designed to take into consideration women with a variety of work and care responsibilities.

Research shows that while flexible work is common, generally in the form of part-time work, specific kinds of arrangements such as job sharing are widely under-utilised across organisations. Job sharing has been identified as a key enabler of women in leadership, and is an important area of future focus at the TAC.

While many women work part-time at the TAC, workload is identified as a key concern and a factor impacting women’s ability to take up valuable career development opportunities to grow their skills and access new roles. These findings indicate a need to review role design to ensure workloads are suitable to be performed part-time, or whether business needs may require further resourcing.

⁶Guidance Note: Analysing your workplace gender audit results, published by the Commission on Gender Equality in the Public Sector, Page 14 (Indicator 3).



Indicator 3: Pay equity – equal pay for comparable work

Our goal is to reduce structural inequalities, promote financial literacy and reduce the organisational gender pay gap.

Our success measures include:

- > Reduction in overall organisational gender pay gap over the lifetime of this Plan, and across all job group levels
- > Report on intersectional pay gaps
- > Inclusion of a commitment to the reduction and elimination of like-for-like gender pay gaps in the TAC's remuneration policy

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
3.1. Continue to conduct a transparent annual gender pay equity audit to track the pay gap and ensure pay equity. This will include: <ul style="list-style-type: none"> • 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 the TAC. • Allocation of specific budget to resolve any identified pay discrepancies. 	All	People & Culture Operations
POLICY		
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: <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. 	2	People & Culture Operations
CAPABILITY		
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.	2	Workforce Transformation & Experience
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.	2, 3, 4	Learning & Capability
COMMUNICATIONS AND ENGAGEMENT		
3.5. Internally publish the TAC's pay gap data annually on Equal Pay Day	All	Marketing & Communications

Indicator 4: Workplace sexual harassment

Context

Workplace sexual harassment causes financial, psychological and physical harm to those who experience it, and it also has a significant cost to organisations, and the Victorian community.

In 2021, the TAC initiated a series of reforms to embed the recommendations of the Respect@Work report into its prevention and response mechanisms. This had the aim of taking a person-centric, trauma-informed approach to ensure appropriate support for employees.

TAC insights

The TAC recognises the harm caused by sexual harassment and negative behaviours, and that sexual harassment and gendered violence are part of a spectrum of behaviour that begins with everyday sexism and attitudes towards women and gender diverse people.

Fostering an environment that encourages upstander behaviour against these everyday attitudes are important steps to promote gender equality.

The TAC recognises that formal reporting of negative behaviours, including sexual harassment, are under-reported and reiterates its ongoing commitment to take positive steps to eliminate sexual harassment from its workplace.

There was one formally reported instance of sexual harassment lodged in 2020-21 and two have been lodged so far in 2021-22. In addition to this, our employee experience survey found that 5.1% of respondents shared they had experienced an incident of harassment in the past year.

Of those who had experienced an incident of sexual harassment, the most common was in the form of sexually suggestive comments or jokes that they found offensive (3.5%) or intrusive questions about their private life or comments about their physical appearance (2.6%).

Based on the survey's response rate, this indicates that 35 employees experienced an incident of sexual harassment, compared to the one instance of formal reporting.

These results support the need for ongoing efforts to advance a truly safe workplace for women and gender diverse people.

As we work to reduce barriers to reporting, it is anticipated that formal reports of negative behaviour may increase from previous years. Rates will continue to be monitored alongside related indicators of safety via employee experience data, to develop a holistic approach to prevention and response efforts on sexual harassment and gender-based discrimination.

Intersectional insight



LGBTIQ+ employees and employees with disability were significantly more likely to have experienced sexually suggestive comments or jokes they found offensive (9.5 and 7.0% respectively).

Key insight: the importance of a culture of safety

The feeling of safety to challenge inappropriate behaviours is widely recognised as a key attribute in a psychologically safe and accountable environment.

From our employee experience survey, it was revealed that only 68% of women reported feeling safe to challenge inappropriate behaviours at work, compared to 83% of men.

When examined intersectionality, the lack of safety in particular for women with disability, is jarring.

Agree: I feel safe to challenge inappropriate behaviours

Men	83%
Women overall	68%
Culturally diverse women	66%
LGB+ women	62%
Women with a disability	46% (-22% perception of safety)

Focus group findings highlight women with disability, LGB+ women, Women of Colour, women who work part-time and gender-diverse people felt safe to speak to a colleague and reach out to their people leader when they witnessed or experienced inappropriate behaviours.

In stark contrast, men's first preference was to call out the person's behaviour in the moment and speak to the person, before speaking to a colleague or people leader.

Men's comfort in taking these actions could be linked to their overall high perceptions of safety to challenge inappropriate behaviours.

The key barriers to action included the feeling that nothing would be done (34%), and concern that taking action would impact their career at TAC (28%).

From an intersectional lens, Women of Colour (31%) and LGB+ women (27%) both rated their biggest concern was that if they took action they might be ostracised or excluded. These perceptions would appear to correlate with these women's overall lower levels of cultural safety.

Universally, people of all genders who participated in the focus groups rated their people leader as playing a key role in fostering a safer environment to challenge negative behaviours:

- By role modelling appropriate behaviour and respect towards women at all times
- By setting a clearer direction on expected behaviour and that calling out is encouraged
- By actually holding, and being held, to account for non-inclusive and inappropriate behaviours
- Individual capability lifting was also favoured such as taking up bystander/up stander training and generally more awareness of the different response options.

In their own words



How we can take action against sexual harassment in the workplace

"Probably more confidential channels... but in saying that, the EOS is confidential and nothing is ever done!"

"Managers being held more responsible for acting accordingly. They need to be the positive example."



Indicator 4: Workplace sexual harassment

Our goal is to eliminate sexual harassment and enhance the safety and wellbeing of women and gender diverse people, by taking a holistic approach to advance gendered safety in our workplace, systems, capability and practices.

Our success measures include:

- > Development of a holistic framework for understanding women's safety at work, including formal reporting data on negative behaviours and key related indicators from employee experience data
- > Overall increase in women's perception of safety to call out inappropriate behaviours, and increase in cultural safety in employee experience surveys
- > 90% completion rate of Equal Opportunity Obligations e-learn, 100% completion of rate of all people leaders
- > Integration of up stander training into new people leader induction and training

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
4.1. Incorporate the findings from Respect@Work into the TAC's Equal Employment Opportunity (EEO) reporting and prevention regime review.	1	People & Culture Operations
4.2. Develop a holistic framework for collecting data and reporting on factors impacting women's safety at work, including: <ul style="list-style-type: none"> 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 in to the people dashboard and reported to the TAC Board on a quarterly/bi-annual basis.	1	People & Culture Business Partnering
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.	1	People & Culture Business Partnering
POLICY		
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.	1	People & Culture Business Partnering
CAPABILITY		
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.	All	Learning & Capability
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.	All	Workforce Transformation & Experience
4.7. Identify and define the critical leadership capabilities that create psychological safety and design and deliver a learning solution to develop our leaders.	2, 3	Workforce Transformation & Experience
COMMUNICATIONS AND ENGAGEMENT		
4.8. Review the TAC Intranet to ensure accessibility and transparency of access to EEO reporting and support information.	2, 3	Marketing & Communications
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.	2, 3	Marketing & Communications

Indicator 5: Recruitment and promotion practice in the workplace

Context

Gender bias and gender-based discrimination can influence the recruitment, promotion and career development practices in the workplace.

Collecting and reporting on data can show us where women's careers are stalling, and help identify strategies to create more equitable opportunities.

As discussed in Indicator 1, recruitment and promotion are two key talent pipelines to improve women's workforce representation and employment outcomes.

In addition to this, career development opportunities via higher duties, secondments and uptake of learning opportunities, together provide insight into the key drivers of career development at the TAC.

TAC insights

The TAC's gender audit revealed that women at the TAC are overrepresented in lower job groups, and men are overrepresented in leadership roles.

Understanding gender-based breakdown of rates of recruitment, promotion and exits can help us understand potential gaps in our pipelines to leadership. The rates of higher duties, secondments, and learning can help us identify where the TAC can focus its career development offerings.

Part 1: talent pipeline (recruitment, promotion, and exit rates of women at the TAC)

Promotions

4% of TAC employees received a promotion in the 2020/21 financial year.

We analysed the rates of promotion against representation at various job group levels by comparing the percentage of women who received a promotion into a level, against their representation at the lower level. From this, we uncovered promotion rates in favour of women at Job Groups 2 and 6, promotion rates in favour of men at Job Groups 4 and 5, and no gap at the Executive Level.

The results indicate that women are receiving promotions into leadership roles, commensurate to their representation at job group levels or slightly above at Job Group 6, which is a good sign.

This means that overall, there are equitable opportunities for women to receive promotions into higher levels.

However, in order for the TAC to advance its overall representation of women at Job Group 6 and Executive levels, promotion rates may need to be higher than what is current.

Of note, is that TAC employees' perceptions on promotions based on merit do not match the audit findings. The audit showed that while the TAC has some minor gaps in promotion, promotion rates are close to proportionate, relative to workforce representation.

In spite of this, only 50% of women agreed that the TAC makes fair recruitment and promotion decisions based on merit, compared to 63% men. Furthermore, 60% women believed they have equal chance at promotion, compared to 67% men.

Overall, these findings indicate a need for the TAC to improve its transparency and communication with employees around its recruitment and promotion practices, and the advances on gender equality.

Intersectional insight



Women with disability were far less likely to agree they have an equal chance at promotion or that the TAC makes fair recruitment and promotion decisions, based on merit. This was also the case for Women of Colour.

This highlights the need for all inclusion and equity initiatives (structural and cultural) to take an intersectional approach. It also highlights the need for actions on accessibility and inclusion to closely align with gender equality initiatives, to ensure inclusive outcomes for women with disability.

Recruitment

9% of the TAC's workforce was recruited in 2020-21. Overall, women made up 66.3% of new recruits, and men 33.7%.

When analysed alongside promotion and exit rates, it is apparent that recruitment and promotion rates of women at Job Group 5, 6 and at the SLT and ELT levels, would need to be increased to close the gap in representation for women in leadership roles.

In their own words



The power of gender inclusive leadership role design

"I just want everyone to have opportunities to strive towards leadership and job growth regardless of whether you work full time, part time, or have caring responsibilities."

"I would like the organisation to rethink the traditional leadership roles and how these can be shared and flexible..."

Learning and development

Equitable learning and development (L&D) opportunities currently exist at the TAC with access to on-demand resources and platforms available to everyone, any time. The TAC also designs and delivers a range of internal functional training offerings to enable people to perform their role.

For the purposes of the audit, a learning opportunity was defined as a being a 'paid experience, either online or in person, in which an employee could gain knowledge or experience to progress their learning or career'.

Employees who received multiple paid learning opportunities were only counted once in the audit.

In accordance with the above definition, 18% of TAC employees undertook additional, funded career learning and training opportunities in the 2021 financial year.

The audit findings indicate that apart from the executive level, there are no glaring gaps regarding uptake of learning and training opportunities.

The definition of a learning opportunity will be reviewed in subsequent years to refine and ensure all learning opportunities relevant to career development, are appropriately captured.

Part 2: Career and skill development opportunities (higher duties, secondments, L&D)

Higher duties and secondments

In addition to promotion and recruitment, higher duties and secondments present key career development opportunities for women.

In particular, focus group discussions revealed that women with disability, LGB+ women, Women of Colour and women working part-time highlighted secondments and higher duties as their preferred way of developing their skills at the TAC, closely followed by access to participate in mentoring programs.

When analysing higher duties data, we see there is a significant gap in women's opportunities to undertake secondments into the Job Group 3 level. Pleasingly, women offered higher duties from Job Group 5 into 6 was at parity and close to parity at the Executive level.

When it comes to secondments, there is a significant gap in secondment opportunities for women looking for development opportunities from Job Group 4 into 5. Pleasingly once again, opportunities for secondments at Job Group 6 and Executive level were close to parity.

Focus group insights

When surveyed about overall satisfaction with I&D needs, the gap between women and men was small.

The majority of both genders expressed satisfaction (78% women compared to 80% men). Levels of satisfaction over the past year dropped for both genders, but was lower for women, likely due to impacts of the global pandemic and working from home.

When women overall were further asked about L&D needs, learning and development was the most sought after (35.5%), followed by on-the-job learning (29.9%).

When asked about barriers to accessing opportunities, women with disability, LGB+ women, Women of Colour, women working part-time and gender diverse people all indicated that the biggest issue was workload pressure and lack of time. This was closely followed by budgetary constraints and issues with quality, relevance or frequency of TAC offerings.

Women on parental leave highlighted they often missed out on L&D opportunities and the opportunity to apply for other roles.

Women noted that a simple TAC process – to return devices before commencing leave - resulted in them not receiving these notifications.

In their own words



Designing inclusion for women working part-time

More work needs to be done to understand the experience of women working part-time, and to support development needs.

“... often after maternity leave, people come back part-time. But that can mean you lose your substantive full time position, and then will struggle to get back to a full time role when you are ready to assume it...”

“More support around career progression with mothers in that season of life that also still want a career, whether that be part time or otherwise”

“...wondering if male managers need a little bit of training around the realities some women face working part-time, with caring duties or returning from mat leave”

TAC data: Recruitment and promotion

PROMOTIONS	JG 3	JG 4	JG 5	JG 6	SLT/ ELT
Women who received promotions ⁷	+22%	-3%	-3%	+3%	Parity

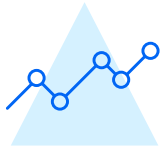
RECRUITMENT	JG2	JG 3	JG 4	JG 5	JG 6	SLT/ ELT
Representation gap of women at various job group levels, compared to 71% overall workforce representation	+7%	+15%	+5%	-4%	-14%	-22%
Analysis: Recruitment of women compared to their workforce representation at various job group levels	+2%	-5%	-20%	-1%	-28%	+51%
Promotions of women compared to their workforce representation at various job group levels ⁸	N/A	+22%	-3%	-1	+3%	Parity
Analysis: Exits of women compared to their workforce representation at various job group levels	-28%	+6%	-5%	-3%	-2%	+11%

HIGHER DUTIES AND SECONDMENTS	JG2	JG 3	JG 4	JG 5	JG 6	SLT/ ELT
Representation gap of women at various job group levels, compared to 71% overall workforce representation	+7%	+15%	+5%	-4%	-14%	-22%
Women who undertook higher duties	N/A	-11	+1%	Parity	Parity	-4%
Women who undertook a secondment	N/A	Parity	+13	-9%	-1%	-1%

LEARNING AND DEVELOPMENT	JG2	JG 3	JG 4	JG 5	JG 6	SLT/ ELT
Women who undertook additional learning and development opportunities	+22%	+14%	-2%	-2%	+1%	-24%

^{7, 8} Promotions: = (Women's % promotion rates at specific JG) minus (Women's %representation at 1 JG below the promotion level)

E.g. For job group 6 promotions: % of women promoted into JG 6 minus women's % representation at JG 5. Result: 70% of promotions into JG 6 were women, minus 67% women at JG 5. This equals a +3% promotion rate in favour of women.



Indicator 5: Recruitment and promotion practice in the workplace

Our goal is to improve the representation of women in leadership (Job Group 6, SLT and ELT), and to provide a variety of employment modes and roles for all women.

Our success measures include:

- > Increasing women's representation in leadership, including employment mode and intersectionality
- > Inclusion of diversity data and taking an intersectional approach to selection and nomination processes for flagship learning and development opportunities
- > Tracking and reporting on gender and diversity breakdown of advancement and career development opportunities (promotions, secondments, higher duties)

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
5.1. Scope and enable Recruitment Management System (PageUp) capability to collect and report on candidate diversity data.	1	People & Culture Operations
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.	3	People & Culture Business Partnering
POLICY		
5.3. Ensure the TAC's Employer Brand and Employee Value Proposition (EVP) 2022 refresh captures and promotes the organisations commitment to inclusion, diversity and equity.	2, 3	Workforce Transformation & Experience
5.4. Scope and define the TAC's policy on diversity recruitment and selection to support the selection of a diverse range of candidates.	2	People & Culture Operations
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: <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. 	3	People & Culture Operations

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
CAPABILITY		
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. 	3	Workforce Transformation & Experience
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.	3	Learning & Capability
COMMUNICATIONS AND ENGAGEMENT		
5.8. Introduce diversity data questions into all selection criteria for leadership and key identified learning and development opportunities, in order to ensure equitable uptake and identify gaps in access. Report on diversity and L&D breakdown via GEAP and other internal reporting processes.	1	Workforce Transformation & Experience
5.9. As part of the TAC Leadership Strategy, define the key flagship career development programs that drive the organisation's commitment to developing women and gender diverse people in leadership positions.	1, 2	Workforce Transformation & Experience
5.10. Explore the implementation of targets or quotas for key flagship career development opportunities for our priority diversity groups, including women and gender diverse people.	1, 2	Workforce Transformation & Experience
5.11. Build capability across the P&C Operations team 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.	2, 3	Workforce Transformation & Experience
5.12. Review L&D offerings to identify and develop offerings that suit parents working part-time, and further build the learning in flow of work and on-demand learner experience existing at TAC.	1, 2	Learning & Capability

Indicator 6: Leave and flexibility

Context

Flexible work arrangements and various leave provisions that recognise the family and caring responsibilities employees bear, are key to advancing gender equality.

Today, while people of all genders take on family and caring responsibilities, women by far bear the overwhelming majority of caring and family responsibilities.

As a result of these responsibilities, women also undertake much more unpaid work than men and are more likely to reduce work hours or leave the workforce in order to perform these roles.

Sometimes, this means they pass up opportunities for advancement or personal development. Options to work more flexibly can make all the difference.

Flexible work is a key enabler of workforce participation and career opportunities, and a key enabler of diversity. Our aim is to make flexible work the norm at the TAC, to remove barriers to uptake.

TAC insights

Part 1: (a) Parental leave

10% of employees at the TAC took parental leave in the past financial year.

97% of those who took primary carers leave at the TAC in 2020-21 were women, compared to 93% at the federal average reported by WGEA.

On average, women took 6.7 weeks paid parental leave and 18.9 weeks unpaid parental leave. Men mostly only took paid leave, however on average took much less leave.

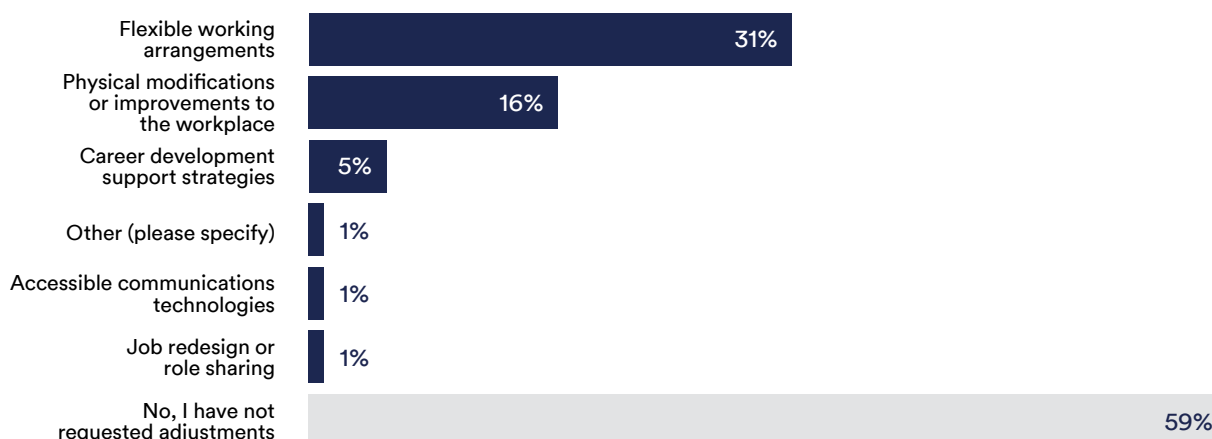
Historically, the failure of employers to pay superannuation contributions to people on parental leave, has contributed to the pay gap women experience during retirement, as women represent the overwhelming majority of primary leave takers.

In an important reform for structural equality, the new **TAC Enterprise Agreement 2021 - 2025** has increased primary carers leave from 14 weeks of pay to 16 weeks, and importantly, superannuation contributions will be made.

Part 1(b): Family violence leave

In the past year, 0.6% of employees took family violence leave at the TAC, all of whom identified as women. When asked about this leave option in the employee experience survey, 95% of women agreed that the TAC would support them if they needed to take family violence leave.

Reason for requesting flexible work arrangements



Part 2: Flexibility

Our audit shows that women are more likely to be using flexible work arrangements, especially flexible start and finish times, working part-time, and working more hours over fewer days.

Our employee experience survey found that 88% of women and men agreed that they have the flexibility to manage work and non-work activities and responsibilities.

A slightly lower number of women (68%) felt there is a positive culture at the TAC towards using flexible work compared to 77% men, and that utilising flexible work was not a barrier to success. Women working part-time expressed similar feelings.

This is an important finding and one that will continue to be monitored through regular reporting via the TAC's RE:WORK Program.

When these results were examined through an intersectional lens however, we once again uncovered that women with disability were more likely to strongly disagree that there is a positive culture towards flexible work, and to think that taking up flexible work is a barrier to success.

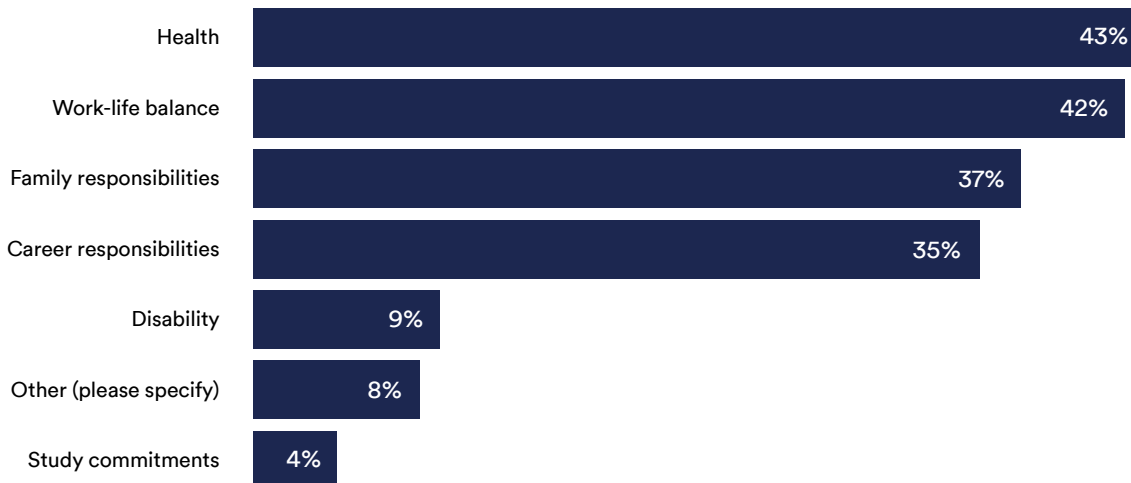
As a result of these findings, the TAC will incorporate an intersectional lens into its RE:WORK listening and reporting framework. We will undertake further review to better understand and design for inclusion to meet the experiences of women with disability.

The power of flexible work and the benefit of an organisation wide approach to it, was highlighted in our focus group.

Women consistently highlighted how much more widespread and normalised conversations on flexible work had become.

They noted that the recently developed Flexible Working Guidelines have resulted in positive conversations and changes for many women. These Guidelines have equity at their heart and emphasises the need to balance employees' needs with organisational requirements.

Reason for requesting flexible work arrangements



Caring and family responsibilities

Our employees have a range of caring and family responsibilities at the TAC.

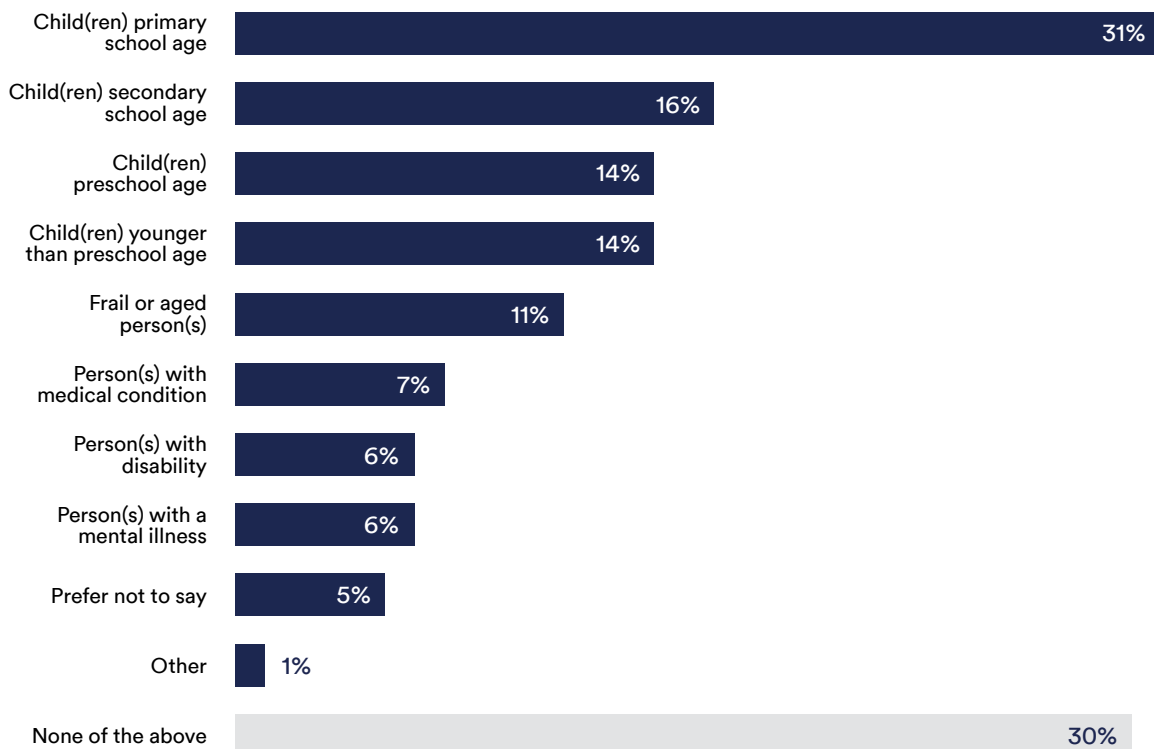
Women and men report similar caring responsibilities, but women are much more likely to be caring for frail or aged people.

Pleasingly, the majority of women agree that the TAC supports employees with family or other caring responsibilities, regardless of gender (80%), and that we have a positive culture about caring responsibilities (73%) Only 60% agree that caring isn't a barrier to success – this was especially highlighted by people with disability.

Many more culturally diverse women were ambivalent as to whether family responsibilities are a barrier to success.

Caring and family responsibilities were highlighted as two main reasons why people requested flexible work arrangements. This once again underscores how flexible work can benefit people from a range of social identities and with various responsibilities.

Caring responsibilities



Spotlight on RE:WORK

The global health pandemic has changed the world of work, and the TAC is changing with it.

The TAC has committed to a multi-year transformation of our workforce to move from a traditional office-based workforce, to a contemporary hybrid workforce.

Through this enterprise change initiative, we will enable people to work anywhere and enhance the experience of working at the TAC.

Our people will be enabled, capable and empowered to deliver the best outcomes for our clients.

Equity is a key principle underpinning RE:WORK.

The Program, by its employee-centric focus and focus on flexibility as a key enabler of a diverse workforce, will help advance an enabling environment for women at the TAC.

Three pillars of RE:WORK

Workplace

The office will continue to play a critical role where we build team cohesion, enable collaboration and facilitate learning. Becoming a hybrid workforce means we'll work from various locations. We will facilitate the reopening of our offices in a COVID-safe way and use this time to understand what our future workplace needs will be.

Technology

We will deliver the technology and tools to allow us to work, connect and collaborate wherever we are.

People

We will design and deliver the optimal employee experience for our people, and enhance our skills and capabilities to excel as a flexible workforce. The type of work we do, how our teams collaborate and the services we provide, will guide our flexibility. Together, we'll create an environment where our people can own and drive their experience and growth.

Guiding principles of flexible work

Start from a position of flexibility

All roles can have some type of flexibility but not all types of flexibility will work for every role.

If there's a good reason a role can't have a type of flexibility, employees and leaders must consider a flexibility option that will work.

We will find balance

Flexible work needs to balance individual, team, organisation and client needs.

It should never reduce productivity, service to clients and/or client outcomes, or result in additional work for any person who does or doesn't work flexibly.

Align expectations

Regular and effective communication is key.

This is a continuous process to ensure all parties remain 'on the same page' when it comes to expectations and outcomes.

Health, safety and wellbeing is paramount

This sits at the core of flexible work.

If risks are identified within flexible working arrangements, we must apply appropriate supports.

We champion equity

We each have individual circumstances that require different levels and types of flexibility.

Flexible work must not undermine career progression, pay or development opportunities.



Indicator 6: Leave and flexibility

Our goal is to empower employees to leverage flexibility and leave entitlements to drive their wellbeing and experience, and to use data and feedback mechanisms to address barriers to access, and to ensure flexible work does not undermine career progression, pay or development opportunities.

Our success measures include:

- > Shift gender stereotypes and norms by improving the gender balance take up of flexible work arrangements
- > Development of parental leave support guides for employees and managers to improve engagement for employees going on or returning to work

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
6.1. Embed diversity dimensions into the reporting framework of RE:WORK to enable ongoing insight into employee experience of diverse cohorts. Continue to build capability within the RE:WORK program team on gender, equity and intersectionality to embed these approaches.	1	Workforce Transformation & Experience
POLICY		
6.2. Establish a cross-functional team to undertake a 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).	1	Workforce Transformation & Experience
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. This includes effective monitoring and evaluation methods to ensure flexible work does not undermine career progression, pay or development opportunities.	1, 2	Workforce Transformation & Experience
CAPABILITY		
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.	1, 2	Manager, Business Partnering
COMMUNICATIONS AND ENGAGEMENT		
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 2021-2025 Implementation Plan	1, 2	People & Culture Leadership Team
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	1	Workforce Transformation & Experience

Indicator 7: Gendered segregation within the workplace

Context

Certain industries and occupations in Australia are dominated by certain genders, reflecting structural gender bias, and resulting in ongoing gender inequality in employment outcomes.

Gendered segregation is estimated to account for 17% of the overall pay gap⁹. A key example of this is the ICT profession or the mining industry. Both attract some of the highest salaries on offer in Australia, both of which are dominated by men.

As a result of this dominance, women are less likely to be working in industries or occupations that would result in greater economic opportunities.

TAC insights

The TAC, as a social insurance organisation and given its work with people injured on Victorian roads, is an organisation that is closely aligned with the disability sector. This is a workforce in which women are the majority across Australia.

As a result, the TAC's overall workforce representation of women at 71% is not surprising. WGEA classifies an organisation as 'female dominant' where women make up 60% or more of the workforce.

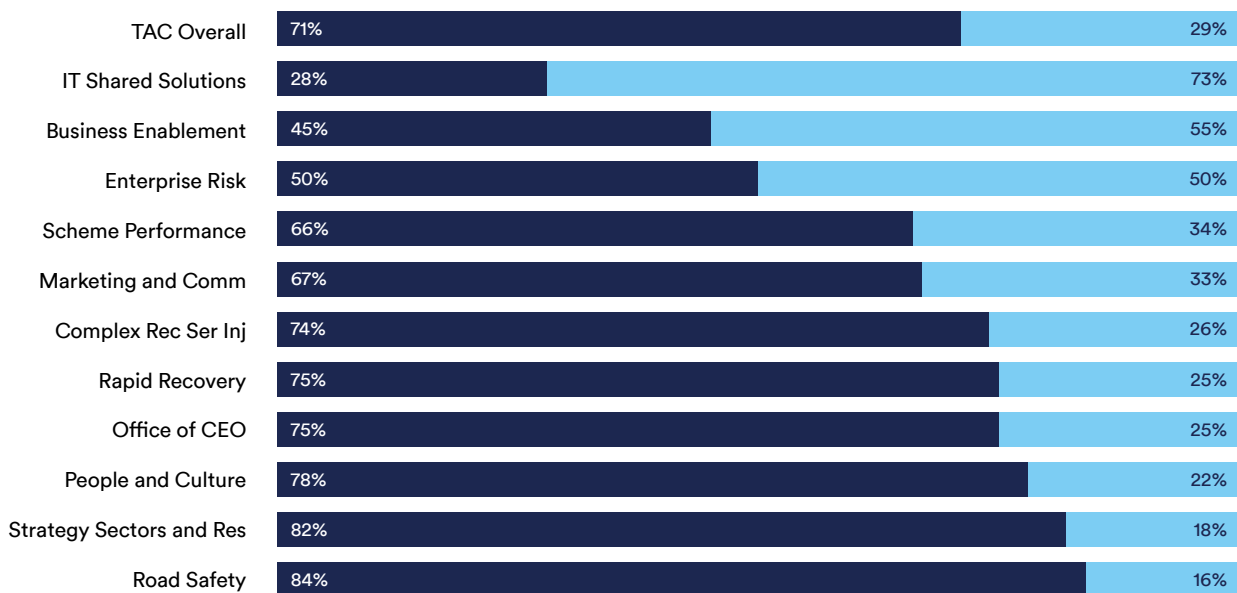
As shown in the graphic below, women are underrepresented in the IT Shared Services, Business Enablement, Enterprise Risk, Scheme Performance and Marketing and Communications divisions.

This gendered segregation across specific functions and roles contributes to the TAC's pay gap, because the roles in these divisions attract the highest remuneration in the organisation.

Further understanding the cause of this underrepresentation is an identified action in this Plan.

Average gender pay gap - May 19 v June 21

● Women ● Men



⁹ KPMG Report, She's Price(d)Less, 2018 <https://assets.kpmg/content/dam/kpmg/au/pdf/2019/gender-pay-gap-economics-summary-report-2019.pdf>



Indicator 7: Gendered segregation within the workplace

Our goal is to raise awareness of gendered segregation of occupations within the TAC, and the impact gender stereotypes have on career pathways.

Our success measures include:

- > Development of current state understanding of gender segregation of roles and functions and baseline data, from which to track progress
- > Defining an approach to increasing women's representation in underrepresented occupations within IT Shared Services, Business Enablement and Finance.

Year 1 = 2022/2023 Year 2 = 2022/2023 Year 3 = 2022/2023 Year 4 = 2022/2023

Actions	Year	Responsibility
MEASUREMENTS AND ANALYTICS		
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.	2	Workforce Transformation & Experience
POLICY		
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: <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 over-representation 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). 	3	People & Culture Operations
CAPABILITY		
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.	3	Workforce Transformation & Experience
COMMUNICATIONS AND ENGAGEMENT		
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.	2	Workforce Transformation & Experience

Governance and resourcing

An Inclusion and Diversity Council has been established at the TAC.

This will oversee and accelerate meaningful change to progress and advance inclusion and diversity (including gender equality) across our organisation, and our Victorian community.

It consists of the TAC's Executive Leadership Team, who will meet quarterly to discuss the outcomes and ensure continuous alignment towards the TAC's broader strategic context and operational environment.

The TAC's I&D team will also maintain oversight, track and monitor progress, and will continue to partner with the responsible key action owners, who will embed actions into their operational business plans.

The actions from this Plan will be incorporated into and monitored via the Employee Experience Working Group. This group make decisions to drive a positive employee experience by influencing the planning, sequencing and delivery of enterprise-wide change, communications and engagement activity.

The work of this group is informed by employee voice and data, and incorporates key principles of inclusive and accessible people-centric design.

Reporting

Regular reporting on this Plan (and the Gender Impact Assessment) will also be provided to the TAC Board via people reporting processes.

We will also provide a report to the Gender Equality Commissioner every two years on the progress made to advance gender equality at the TAC.

Biannual reviews will be conducted with engagement and feedback from employees. Any reviews and adjustments to the Action Plan will be assessed by the People and Culture Leadership Team and the I&D Council.

How you can continue to have your say

If you have any feedback or suggestions about continuous improvements to progress and advance gender equality at the TAC, please email us at I&D@tac.vic.gov.au

Resourcing the Plan

The TAC has considered factors outlined in the Guidance Note to ensure suitable resourcing is secured to enable it to make material progress on advancing gender equality over the lifetime of this Plan.

The TAC has costed out the delivery of this plan in terms of resourcing and budgeting, and has made the following commitments to ensure the resourcing and delivery of the actions under this plan:

1. Dedicated resourcing

The TAC has committed to the funding of two I&D specialists to lead the development and delivery of the Plan over the next four years.

In addition to this, operational budget will be allocated specifically for the delivery of the Plan over the next four years.

2. Embedding the Plan's actions into existing budget and resource allocations

In addition to dedicated resourcing and budget specifically to advance inclusion and gender equality, the TAC has undertaken an analysis of all action by roles and have committed to embed the Plan's actions into the TAC's workforce and budget planning for the duration of this Plan.

3. Scope of work and resourcing

All roles listed under the Responsibility column in this Plan participated in preliminary scoping of the work involved to meet the actions listed for each year, with percentage of FTE estimated to ensure current resourcing and future workforce planning takes into account the Plan's actions.

For the first year, further FTE was not identified as being required in addition to the new I&D function, but this will be monitored to ensure ongoing sustainable delivery.

4. Organisational planning to factor in the Plan's actions in the delivery of key corporate commitments.

The actions listed within the Plan are being incorporated into organisational wide planning, in conjunction with the TAC 2025 Corporate Strategy implementation plan, to ensure ongoing visibility and prioritisation

