

Gender Equality Progress Report

Reporting Period:
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Gender Equality Progress Report

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Section 1: Workplace gender equality indicators and factors



Indicator 1: Gender composition of all levels in the workplace

1. TAC workforce representation

Table 1 shows that the TAC’s workforce comprised of 1236 employees as of 30 June 2023. Overall, the workforce gender composition was 73% women and 27% men (no workforce data was available for non-binary/gender-diverse people). Workforce gender representation remained relatively stable with a 2% increase in the representation of women, and a 2% decrease for men, compared to 30 June 2021.

The gender composition of the workforce at the TAC is aligned to gender representation across the national healthcare and social assistance sector (78.5% women, 21.5% men) which sees men under-represented across the national health care and social assistance sector¹. Whilst this presents a significant challenge in attracting men into our workforce, it remains a key focus for us at the TAC.

Through our Gender Equality Action Plan (GEAP) commitments in Indicator 5 (recruitment and promotion practice), we will continue to focus on key levers such as employee value proposition, targeted recruitment and initiatives focused on retention of talent. We continue to strive to close this gap.

Further, to address the gender imbalance across this sector, we are investing in community-based interventions and sponsorships to encourage and support more men into healthcare and social assistance sector roles.

Table 1: TAC workforce representation¹

2021					2023				
W	%	M	%	Total Employees	W	%	M	%	Total Employees
813	71%	339	29%	1152	898	73%	338	27%	1236

¹ Data as at 30 June 2021 and 30 June 2023

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2. Executive leadership team representation

As shown in **Table 2**, our 2023 Executive Leadership team (CEO and direct reports) is made up of 55% women and 45% men. In 2021, the TAC had more men (55%) represented at this level than women (45%). We celebrate the gender diversity that exists at our executive level and continue to focus on ways we can build intersectional diversity so that we can be truly representative of the Victorian Community.

Table 2: Executive Team representation²

Executive Leadership Team (ELT)	Gender (2021)					Gender (2023)				
	W	%	M	%	Total	W	%	M	%	Total
CEO			1	100%	1			1	100%	1
ELT	5	50%	5	50%	10	6	60%	4	40%	10
Total	5	45%	6	55%	11	6	55%	5	45%	11

Note:

Table 2 shows the make-up of the executive team as at 30 June 2021 and 2023 irrespective of whether the incumbents were substantive or secondments. In 2023, due to significant organisation-wide change, the CEO role and five executive roles were held by individuals in a secondment capacity.

The 2023 Gender Workforce Audit dataset only reports on substantive positions, and as such will show slightly varied data. As the CEO recruitment was active at the time of the reporting period the CEO role and vacant executive roles were held in secondment capacity.

All roles are now filled.

3. Gender representation across entry, middle and top cohorts

Table 3 shows gender representation across three main cohorts. In 2023, women represented the majority at all levels of the organisation. Representation of men was most prominent in the middle and entry levels but proportionally significantly lower than women.

In 2023, women at the TAC in the top cohort were 2% (27) of the total workforce, compared to 2% (20) for men.

² Data as at 30 June 2021 and 30 June 2023



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Women in the middle cohort were 34% (415) of all the workforce, compared to 16% (200) for men. Women in the entry cohort were 37% (457) of all the workforce, compared to 10% (118) for men.

There is a growth in representation of women across top (49% – 57%) and middle (63%-68%) cohorts of the organisation between 2021 and 2023.

This was impacted by our focus on growing representation of women in leadership roles which continues to be one of our key GEAP goals.

Representation at the entry cohort has decreased slightly for women from 40% in 2021 to 37% in 2023, however the proportion of women in the entry cohort has slightly increased by 1% to 80%. The data indicates that women are moving from entry to middle cohorts into high paying roles, some of which are leadership roles. This is a positive trend which sees more women represented in roles with greater responsibility and higher remuneration, further evidenced by our drop in gender pay gap (12.8% in 2021 to 10.9% in 2023).

Representation of men in general is reversed with significantly less men in the entry cohort (10%) and more represented in the middle cohort (16%). There were 2% of men at the top cohort, decreasing slightly from 2021 data with a proportional split of 43% (vs 57% women) in 2023.

Table 3: Gender representation percentage by top, middle and entry cohorts

Cohort	2021		2023	
	W	M	W	M
Top	2.5%	3%	27 (2%)	20 (2%)
Gender proportion (%) within top	49%	51%	57%	43%
Middle	28%	16%	415 (34%)	200 (16%)
Gender proportion (%) within middle	63%	37%	68%	32%
Entry	40%	10%	457 (37%)	118 (10%)
Gender proportion (%) within entry	79%	21%	80%	20%

Data as at 30 June 2021 & 2023 Top= CEO, Executive, Senior LT, Middle = JG6 & JG5, Entry = JG4, JG3, G2



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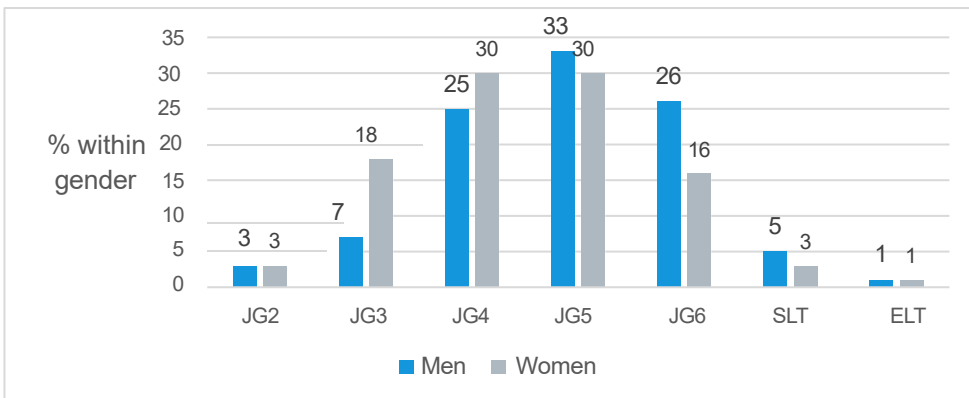
Job group level data shows that women are significantly overrepresented in Job Group 3 with 87.2% women in this cohort, an increase of 1.2% since 2021).

This is largely driven by high levels of recruitment (30%) and low exit rates (8%) for women at Job Group 3. This shows we are retaining and promoting women from this level; however, we continue to struggle to attract higher numbers of men into entry level roles across the organisation.

This is a sector wide trend as noted earlier with only a 14.5% of men representation in clerical and administrative functions in the healthcare and social assistance services sector 1.

Graph 1 shows the reverse trend for men at Job Group 6 and SLT levels where, relative to women, there is a higher proportion of men at the more senior/ higher paying job group levels (JG6 26% M; 16% W and SLT 5% M; 3% W).

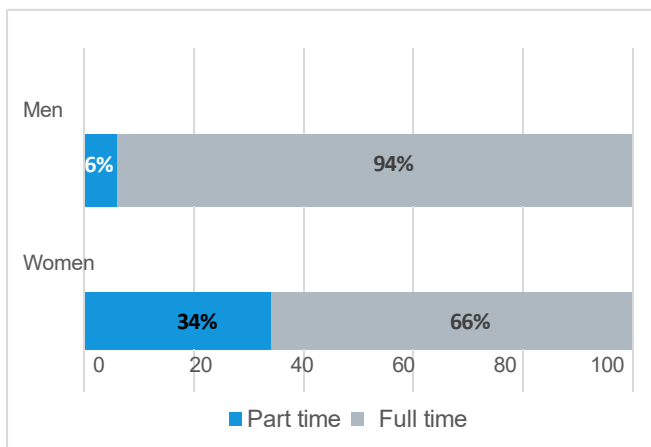
Graph 1: Gender representation by job groups



Data as at 30 June, 2023 JG = Job Group

The majority (74%) of all TAC employees are employed on a full-time basis with 26% working part-time. The data in **Graph 3** shows that in 2023, women were engaged in part-time employment at significantly higher rates than men (34% vs 7%). However, the majority of women (66%) were engaged in full-time employment. For men, this was significantly different, with 93% engaged in full-time employment and only 7% in part-time employment.

Graph 2: Employment type by gender 2023



Data as at 30 June 2023



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The [Commission for Gender Equality Act 2021 baseline report](#) indicates that 45% of women worked in full-time roles, compared to 73% of men.

The imbalance in the proportion of women and men working in full-time roles is similar that to the private sector in Australia (where 41% of women work on a full-time basis, compared to 67% of men)³. Our trends at the TAC are positive relative to this which is supported by our family inclusive and flexible work options.

Since 2021, the percentage of women working part-time remains the same. There was a small decrease of 1% of men taking up part-time employment, however there was an increase in the number of men taking flexible working arrangements and parental leave (refer to Indicator 6).

Whilst not statistically significant, it does indicate a positive shift and general acceptance of men as caregivers. Women are most likely to take up part-time employment compared with men, across the top, middle and entry cohorts of the organisation. The highest up take of part-time employment is in the entry level positions (36% of women, compared to 9% of men).

At the middle cohort, there is a small decrease in part-time employment for women to 33%, with a decrease to 5% for men.

In the top cohort of the organisation, there were fewer employees who took up part-time employment, with 7% (-10% since 2021) of women and 0% (-7% since 2021) of men taking up part-time employment within this cohort.

The enabling aspects of flexible working arrangements and hybrid work may allow women, in particular, to take on demanding leadership roles at full time employment, where previously they may have taken these roles at a part time capacity due to lack of flexibility.

³ Insert from Gender Equality Commission website, Baseline Audit Report 2021 for Workforce Gender Composition Segregation, <https://www.genderequalitycommission.vic.gov.au/baseline-audit-report-2021/workforce-gender-composition-segregation>

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Table 4: Employment type by cohort

Cohort		2021	2021	2023	2023
		W	M	W	M
Top	FT	24	28	25	20
	PT	5	2	2	0
	Total	29	30	27	20
	Total %	2.5%	3%	2.2%	1.6%
	FT %	82.8%	93.3%	92.6%	100%
PT %	17.2%	6.7%	7.4%	0%	
Middle	FT	220	180	277	190
	PT	106	9	138	10
	Total	326	189	415	200
	Total %	28%	16%	33.5%	16.2%
	FT %	67.5%	95.2%	66.7%	95%
PT %	32.5%	4.8%	33.3%	5%	
Entry	Entry FT	287	109	292	107
	Entry PT	171	11	165	11
	Total	458	120	457	118
	Total %	21%	3.2%	36.9%	9.5%
	FT %	62.7%	90.8%	63.9%	90.7%
PT %	37.3%	9.2%	36.1%	9.3%	

Data as at 30 June 2021 & 2023 FT: Full time PT: Part time

Most TAC employees are on permanent/ongoing employment agreements. 17% of women and men were on fixed term contracts (full-time and part-time).

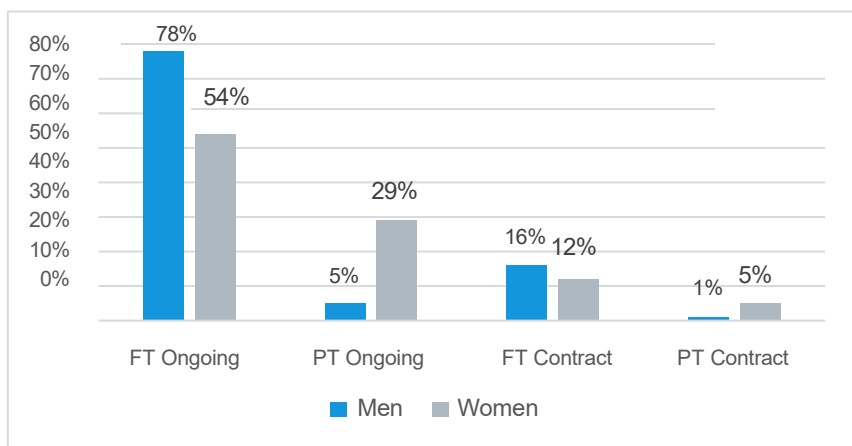
More women are on fixed term part-time contracts (5%) than men (1%).

More men are on full-time fixed-term contracts than women, following a similar trend to those who are in full-time ongoing employment. No employees are employed on a casual basis.



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Graph 3: Employment type by gender 2023



Data as at 30 June 2023 FT: Full time PT: Part time

We are currently enhancing our data collection and ability to analyse intersectional data, which will provide us with greater insight into areas we can focus on growing gender equality.



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Indicator 2: Gender composition of governing bodies

1. Insights and analysis

Table 1. Gender composition of governing body

	2021				2023			
	W		M		W		M	
	#	%	#	%	#	%	#	%
Board of Directors	5	56%	4	44%	4	44%	5	56%
Executive Leadership and CEO	5	45%	6	55%	6	55%	5	45%
Total	10	50%	10	50%	10	50%	10	50%

Data as at 30 June 2021 and 2023

Governing body defined as: Board of Directors + CEO leadership team (CEO and direct reports). The data shows the make-up of the executive leadership team irrespective of whether the incumbents were substantive or secondments.

The TAC governing body is made up of a Chair, Board of Directors and the CEO Leadership Team. This definition remains consistent with the previous reporting period (2021).

As of 30 June 2023, the TAC's governing body comprised of 10 women (50%) and 10 men (50%). The gender balance remained consistent at 50/50 women and men from 2021 through to 2023.

In 2023, 56% of the Board of Directors (including Chair) were men, an increase from 44% male representation in 2021. This was impacted by end of term contracts and new appointments. Examining the Executive Leadership Team (including the CEO) for the same period, there is a reversed trend where representation of men decreased from 55% in 2021 to 45% in 2023.

These changes were due to executive resignations and end of tenure for the previous CEO.

When compared to the Victorian Public Service (VPS) Boards, the TAC is lower on representation of women on governing bodies (55% VPS vs 44% TAC for board of directors).

When compared to the private sector across Australia, the TAC is leading on women representation on boards (29.9% Australian Private Sector vs 44% at the TAC).



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To truly understand the TAC Boards alignment to representation of the Victorian community, we will need to expand on our diversity data collection.

Currently, we collect gender diversity data (man, woman, non-binary/gender-diverse) only.

One of our goals is to expand this to include cross-sectional diversity data such as: Aboriginal and/or Torres Strait Islander people, people with disability, culturally diverse, and LGBTIQ+ people. This will allow us to focus on building a more diverse and representative governing body across our Board of Directors and Executive Leadership Team through targeted initiatives.

As part of ongoing GEAP commitments, 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.

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

1. Insights and analysis

The gender pay gap measures the difference between the average earnings of women and men in the workforce.

The gender pay gap is caused by a range of structural, relational and attitudinal factors over time that, when combined, reduce a women's earning capacity across their lifetime.

Table 1: The TAC's organisational pay gap by Job Group level and gender representation

TAC Job Group	Gap 30 June 2021	Gap 30 June 2023	TAC Job Group	Women % Representation 2021	Women % Representation 2023
EXEC	+3.0%	+3.1%	EXEC	49%	57%
JG6	+2.4%	+4.8%	JG6	57%	61%
JG5	+2.4%	+4.0%	JG5	67%	71%
JG4	+0.8%	+2.1%	JG4	76%	76%
JG3	-1.9%	-2.4%	JG3	86%	87%
JG2	-3.1%	+3.4%	JG2	78%	72%
Overall	+12.8%	+10.9%	Overall	71%	73%

Data as at 30 June 2021 30 June 2023

The TAC has been voluntarily tracking pay gap data since 2019. The overall gender pay gap is reported annually to our workforce as part of our commitment to gender equality.

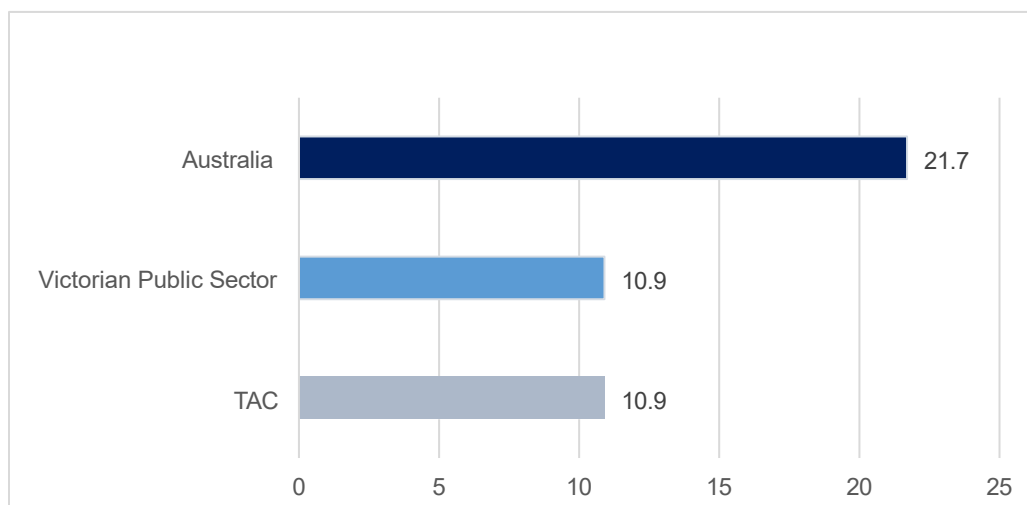
2. Organisational pay gap

Encouragingly, we have seen an improvement in closing the overall gender pay gap at the TAC, which has decreased from 12.8% in 2021 to 10.9% in 2023, with the median salary difference of \$16,700 per annum.



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Graph 2: Gender Pay Gap by %



Data: TAC: As at 30th June 2023
Victorian Public Sector: June 2018 to June 2022
Australian (Workplace Gender Equality Agency): November 2023

Graph 2: The TAC pay gap is significantly lower when compared to the Australian norm (21.7%) as reported by Workplace Gender Equality Agency (November 2023)¹. This is on par with the median pay gap for the Victorian Public Sector workforce, which is 10.9%, as at the time of this submission². Our pay gap remains higher than the median base salary pay gap (6.1%) and median total remuneration pay gap (8.1%) in organisations covered under the Gender Equality Act (as at FY21)³.

The overall organisational gender pay gap for the TAC has declined by 1.9% since 2021, although is more pronounced when examined by job group level. This suggests that the primary driver for the overall pay gap is caused more by gender representation, than pay parity, where we see an over representation of women in the entry cohort - job group levels JG2-JG4 (79%) - and under representation in senior leadership roles. There is also a larger proportion of men in the middle and top cohorts of the organisation (Job Group 5 and above) which traditionally has higher paying roles that further impacts the pay gap.

Pay gap at job group level

From 2021 and 2023, the pay gap at each job group level has increased except at the Job Group 3 level, where it favours women. The overall pay gap decrease is due to an increased representation of women in higher paid jobs in 2023 compared to 2021. In particular Job Group 5 and Job Group 6 both saw an increase in women representation equal to 4% while Executive women representation increased by 8% compared to 2021.

¹ Workplace Gender Equality Agency, <https://www.wgea.gov.au/newsroom/news/employer-gender-pay-gap-publication-date>

² Victorian Public Sector Commission, Pay by Gender, <https://vpssc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/pay-by-gender/> ³ Gender Equality Commission Victoria, Baseline Audit Report 2021 Equal Pay Report, <https://www.genderequalitycommission.vic.gov.au/baseline-audit-report-2021/equal-pay>



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In 2023, pay gaps at job group levels are generally small between 2% and 5% and are in favour of men at all levels, except for Job Group 3 which is 2.4% in favour of women.

The highest average gender pay gap is at the Job Group 6 level where men on average are paid 4.8% (\$7,710) more than women per year.

This is primarily driven by gendered industries and occupations which are characterised by traditional norms about what work is appropriate for different genders. For example, there are more men working in highly specialist and technical roles which pay more. TAC year 3 and year 4 GEAP will focus on exploring these drivers more deeply, looking at ways we can address the inequities that are influencing the pay gap.

Pay gap and gender segregation

Gender segregation in the workplace also contributes to widening of the gender pay gap (see Indicator 7). If there are more women in entry level positions, and more men in top level positions, then there will be a gender pay gap favouring men. Gender segregation persists across industries and roles which are driven by traditional gendered norms about what work has historically been deemed as appropriate for different genders, as well as structural factors, including access to flexible work arrangements.

When referring to the ANZCO codes, at the TAC, 12% women are in manager (people leader) positions and this remains steady with 2021, whilst 20% of men are in manager positions (down by 3% since 2021).

In 2023, there was a significant decrease in men in clerical and administrative positions (27%, with a decrease of 10% since 2021) whilst at the same time, a steady upward trajectory of women (increase by 2% since 2021) in clerical and administrative positions to 39%. This over-representation of women in entry-level clerical and administrative positions contributes to the overall gender pay gap. Refer to Indicator 7 (Gender Segregation).

Pay gap and age

Table 3a. 2023 Gender representation by age

Representation	Headcount		
	Male	Female	% Female
65+ years	11	14	56%
55-64 years	37	97	72%
45-54 years	94	209	69%
35-44 years	107	330	76%
25-34 years	87	232	73%
15-24 years	1	13	93%
Total	337	895	73%

Data as at 30 June 2023



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Table 3b: 2023 Gender representation by age

Age group	Base pay		
	Male \$	Female \$	% Gap
65+ years	149,457	121,047	+19.0%
55-64 years	149,512	124,811	+16.5%
45-54 years	144,396	125,324	+13.2%
35-44 years	135,926	124,517	+8.4%
25-34 years	116,755	110,889	+5.0%
15-24 years	109,669	90,077	+17.9%
Total	\$135,228	\$120,544	+10.9%

Data as at 30 June 2023

The data in **Graph 3a and 3b** shows that in 2023 the majority of women and men employed at the TAC are aged between 25 and 55. In all age groups, on average, men are paid higher than women.

The gap was smallest for people aged between 25-34 years (5%) and began to widen progressively across the age groups, 35-44 years (8.4%), 45-54 years (13%), 55-64 years (16.5%) with the largest gap for people aged 65+ years (19% favouring men). The 2023 data confirms the same trend as 2021, however the gap for 65+ age group has decreased slightly. This is aligned with national and global trends which indicate that gender pay gap increases with age⁴.

Larger pay gaps in older age groups can be attributed to a number of compounding inequalities for women, such as reduced workforce participation due to caring responsibilities, women’s delayed or reduced promotion opportunities as a result of career interruptions due to caring responsibilities, and compounding discrimination against women in general and older women in particular.

The pay gap for women and men working part-time has not changed since 2021, across this cohort of individuals, men continue to be paid 12% more than women.

⁴ Gender Equality Commission Victoria, Baseline Audit Report 2021 on Equal Pay <https://www.genderequalitycommission.vic.gov.au/baseline-audit-report-2021/equal-pay>



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The gap was smallest for people aged between 25-34 years (5%) and began to widen progressively across the age groups, 35-44 years (8.4%), 45-54 years (13%), 55-64 years (16.5%) with the largest gap for people aged 65+ years (19% favouring men). The 2023 data confirms the same trend as 2021, however the gap for 65+ age group has decreased slightly. This is aligned with national and global trends which indicate that gender pay gap increases with age⁴.

Larger pay gaps in older age groups can be attributed to a number of compounding inequalities for women, such as reduced workforce participation due to caring responsibilities, women's delayed or reduced promotion opportunities as a result of career interruptions due to caring responsibilities, and compounding discrimination against women in general and older women in particular.

The pay gap for women and men working part-time has not changed since 2021, across this cohort of individuals, men continue to be paid 12% more than women.

Further analysis will be completed as part of the TAC's annual pay gap review to identify the drivers of the organisational pay gap, and to develop short-term, medium term and long-term actions to close the gap, where appropriate.

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Indicator 4: Sexual harassment in the workplace

1. Data and analysis

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

We recognise 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. We also recognise that formal reporting of negative behaviours, including sexual harassment, are under-reported.

We remain committed to take positive steps to eliminate sexual harassment from our workplace.

In the 2023 reporting period, there was one formally reported instance of sexual harassment, which was on par with the last reporting period. This complaint was related to inappropriate jokes of a sexual nature. A formal investigation occurred, and appropriate action was taken. Applying a person-centred and trauma-informed care approach, we were able to meet the needs of the complainant whilst ensuring appropriate action was taken.

Our Employee Opinion Survey (EOS) is the main employee voice tool for the TAC. Currently, we do not have questions on sexual harassment in this survey to allow us to gather informal data on the prevalence of sexual harassment behaviours. Instead, we have used the People Matter Survey (PMS) to gather insights. Unfortunately, our PMS survey results in 2023 did not have sufficient number of respondents to be able to draw statistically significant insights, however there is an observable trend that we have reported on below and will continue to monitor.

The 2023 PMS had 60 respondents (5% of the TAC workforce) and showed that 6% (4) reported that they had experienced an instance of sexual harassment in the past year. All 6% (4) were men. Of all respondents, 100% of women and 94% of men reported that they did not experience an instance of sexual harassment.

Whilst the trend is similar to the last reporting period (5.1%), we note that the participation rate was low and therefore not representative of the TAC workforce. We are taking action to build a subset of questions into our core employee opinion survey to ensure we can collect statistically significant data to drive further action.

Our annual EOS data which had an 84% response rate (1089 employees) in 2023, showed that:

- 70% of employees felt safe to speak up at the TAC which is 2% lower than the 2021 reporting period.
- 69% of women and 63% of men felt it was safe to speak up at the TAC, showing an 8% decline for men. This trend is in line with our PMS data which indicates men are experiencing higher instances of sexual harassment behaviours.
- 5% (55) of respondents reported that they did not agree that the TAC provides a workplace free of discrimination and harassment.



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Although our 2023 EOS did not specifically collect data on sexual harassment, this data provides contextual insight into cultural safety and suggests there may be barriers to reporting instances of sexual harassment.

These results support the need for ongoing efforts to advance a truly safe and inclusive workplace. As we work to remove barriers to reporting, we will continue to monitor related indicators of safety via employee experience data and develop a holistic approach to prevention and response efforts on sexual harassment and gender-based discrimination.

As a direct response to the 2023 EOS data, the TAC undertook a desktop review and data collection exercise using internal data and insights and followed external best practice to determine how we can improve safety and encourage respectful and inclusive behaviours across our workplace. This piece of work confirmed that the starting point was building leader capabilities and greater awareness.

To build a foundational level of awareness, the TAC developed and delivered a bespoke Respect and Equal Opportunities at Work eLearn in 2022. This was promoted with an organisational wide campaign and 94% of the TAC's employees completed this eLearn.

Additionally, we invested in leader capability through the Respect and Equal Opportunity at Work for Leaders, which had an 88% completion rate. Leaders have access to tools and supports to ensure they are well equipped to respond effectively with a priority on early intervention.

The Advisory Team deliver case-management support to leaders and employees on gendered violence and sexual harassment. This team has been trained in taking a person-centred and trauma informed approach when a report is made to minimise unnecessary harm to a respondent, remove potential barriers, and build confidence in the process.

Our broader strategic and programmatic Culture Program of work, along with our commitments under the Gender Equality Action Plan will enable us to continue to evolve the TAC's culture.

Improved data collection in the future will help shape any prevention focused actions and apply any equitable safety measures for people who are more vulnerable to acts of sexual harassment, discrimination or bullying due to their role, gender and intersectional identity.

We will continue to build capability across our organisation to challenge gender-based sexual harassment, discrimination and bullying and create a culture of proactive upstander behaviour.



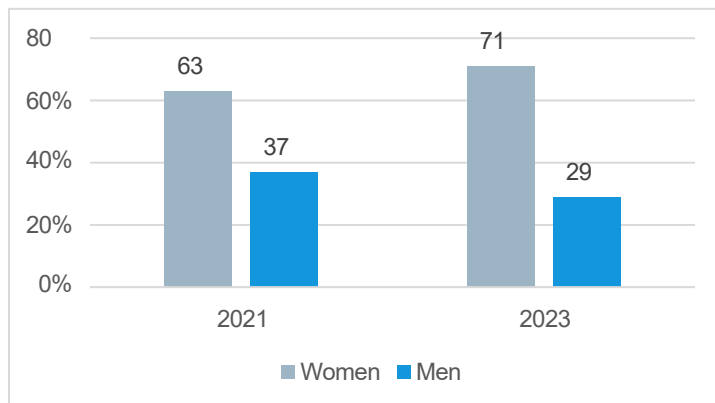
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Indicator 5: Recruitment and promotion

1. Recruitment

Graph 1: Recruitment by gender in 2021 and 2023



Data as at: 30 June 2021/ 2023

Overall recruitment

In 2021, 94 (8%) new staff were recruited to the TAC, of these 59 (63%) were women and 35 (37%) were men. In 2023, there were 143 new hires (11%), of which 71% (101) were women and 29% (42) were men, demonstrating a decrease in men and increase in women being recruited into new roles. The percentage breakdown of new hires is proportional to the total overall gender representation within the TAC.

In 2021, 71% of women were recruited into frontline areas of the organisation (in Rapid Recovery and Complex Recovery and Serious Injury divisions) this had decreased to 56% in 2023.

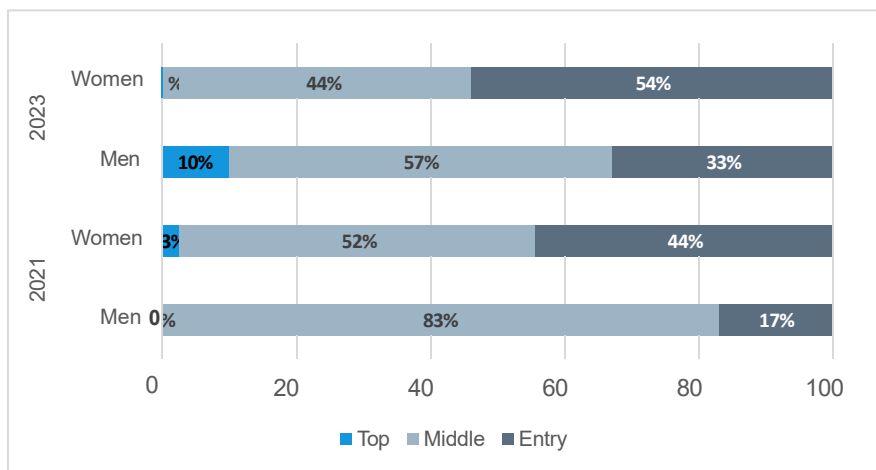
In 2023, men were recruited into specialist technical divisions such as Scheme Performance (23.54%), Complex Recovery and Serious Injury (20.59%) and ITSS (11.76%). In 2021, no men were recruited into Scheme Performance and 4.35% of women were recruited into Scheme Performance in that same period.

As part of our commitments under the Gender Equality Action Plan for Indicator 5, we will review and remove any gender stereotypes, biases and barriers in our recruitment and selection process to create a more equitable recruitment experience. This action is in progress via sourcing a technology application to apply a gender-coding analysis for advertising, gender balanced interview panels and the review and update of our job advertising templates and other recruitment assets.



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Graph 2: Recruitment by gender at top, middle and entry level cohorts



Data as at: 30 June 2021/ 2023 Top= CEO, Executive, Senior LT Middle = JG6 & JG5
Entry = JG4, JG3, JG2

Recruitment by top, middle and entry cohorts

2023 recruitment data by top, middle and entry level cohorts, shows that women are overrepresented at all levels of the organisation except the top cohort (senior and executive levels). We saw a significant increase (10%) of men represented at this level in 2023, and representation of men in the entry cohort almost double from 17% to 33%. In the middle cohort, the representation of men dropped significantly from 83% to 57%. These trends are positive driven by a greater focus on gender representation.

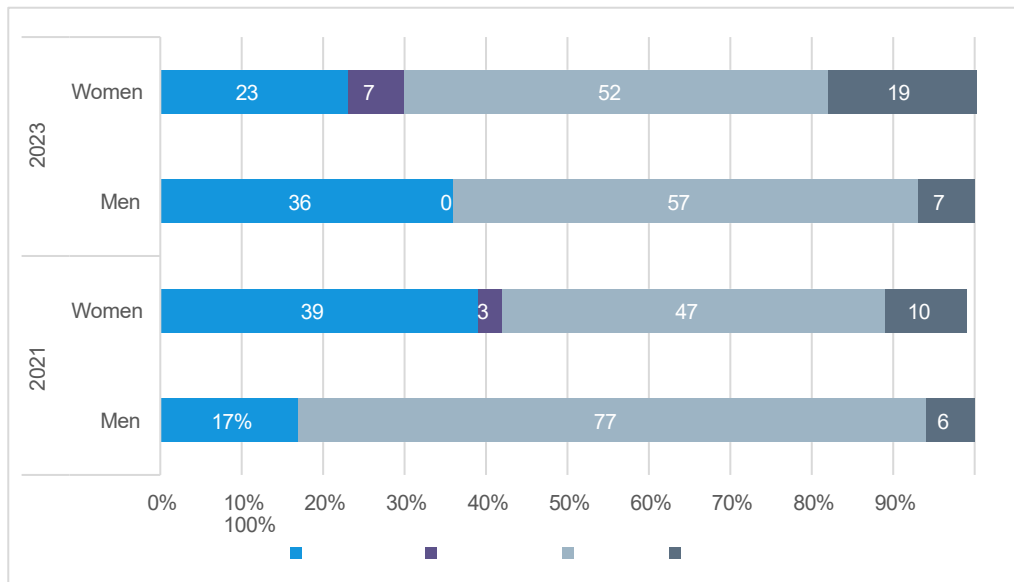
Representation of women also grew in the entry cohort by 10% and fell by 8% in the middle and 1% in the top cohorts. Our recruitment data shows that we receive a higher number of women applications in the entry and middle job group cohorts, with stronger relevant experience, except for in ITSS, Scheme Performance divisions where more men applied for entry and middle level positions, these divisions are highly technical areas such as data analytics and finance that are traditionally held by men. We also receive a high number of women employee referrals across these cohorts.

These trends are in line with sector trends.



Gender Equality Progress Report

Graph 3: Recruitment by employment type



Data as at: 30 June 2021/ 2023

Recruitment by employment type

Recruitment across genders between 2021 and 2023 was similar with some notable data differences.

The proportion of women in full-time ongoing roles decreased in 2023 by 16% (23% in 2023 vs 39% in 2021). However, representation of women increased almost proportionally in part-time roles with women taking up part-time ongoing (7%) and part-time fixed term (19%) employment in 2023 (increase of 4% and 9% respectively). This reflects women's experiences of work at the TAC and the need to seek more flexible working options.

In stark contrast, no men were hired into part-time ongoing positions in 2021 and 2023, and there was just a small (1%) increase to 7% of men hired into fixed term part-time employment which highlights the traditional societal norms where women take on the majority of the care giver responsibilities to enable men to work full-time.

2. Promotion

We have used the Commissioner for Gender Equality's definition of promotion in the data analysis:

Employees were promoted during the 12-month audit reporting period. A promotion refers to an existing employee being permanently appointed to a role at a classification higher than their previous role. This includes promotions awarded through competitive recruitment processes, as well as promotions awarded after a fixed period. This does not include temporary higher duties assignments or new roles at the same classification as the employee's previous role.

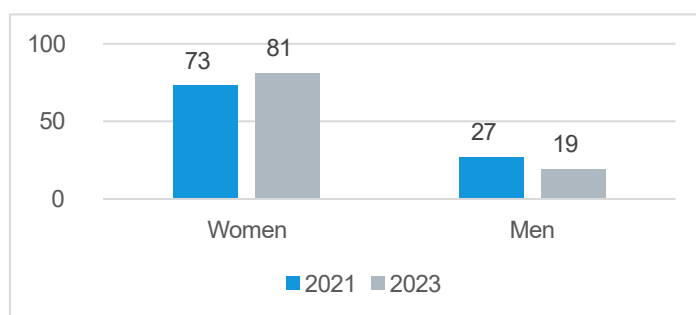


Gender Equality Progress Report

In 2023, 16 people (1% of total workforce) received a promotion. Of that, 19% (3) were men and 81% (16) women. This is a reduction from 2021 data which shows that overall, 41 people (4%) received a promotion of which 27% (11) were men and 73% (30) women. However, in 2021 we used a different definition of promotion.¹ Proportionally we saw more women promoted than men in 2023, which was also the case in 2021. The main reason for the decrease in promotions in 2023 was a recruitment focus on temporary secondments and backfill of vacant positions due to employees departing from the TAC. However, there was a greater focus on employees growing their skills within their role and being awarded with a pay increase by moving from competency two to competency three (see **Table 5**).

The proportion of women represented in promotions increased from 73% in 2021 to 81% in 2023. The reverse was true for men showing a decline in men represented in promotions in 2023 (27% in 2021 vs 19% in 2023).

Graph 4: Proportion of promotions by gender



Data as at: 30 June 2021/ 2023

Table 5: Competency level (movements from competency 2 to competency 3) data by gender

	2021			2023		
	Men	Women	Total	Men	Women	Total
JG2		1	1	2	3	5
JG3		11	11	3	16	19
JG4	5	18	23	13	19	32
JG5	7	11	18	12	46	58
Total	12	41	53	30	84	114

Data as at 30 June 2021/2023

The competency level framework applies to all job group 1 to 5 positions and supports career progression and development at the TAC. When compared to 2021, our 2023 data shows that employees who were awarded with pay increases by moving from competency two to competency three (see **Table 5**) more than doubled.

This is a direct impact of the implementation of a new performance and development review process.



Gender Equality Progress Report

With the implementation of this process coupled with the launch of our Capability Framework, we have seen a significant shift in the focus and activity around growing skills and capability across the organisation. In 2023, 114 employees moved to competency three, 74% of women and 26% of men, and over 40% were women in JG5, which is reflective of the overall workforce representation.

As part of TAC’s GEAP commitments we have also made improvements to the Performance Development Review process, and calibrations to improve transparency, equity in practices and processes. This ensures we have the right supports and practices to ensure equitable access to development and pay increase within role.

3. Career development

Higher duties

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

In 2023, 168 staff (12% of workforce) were awarded higher duties, of those, 26% (43) were men and 74% (125) were women. This is the same trend when compared to 2021 (26% /60 men; and 74%/167 women).

More women overall continue to be awarded higher duties when compared to men, which is reflective of the overall gender representation within the TAC. In 2021 60 men and 167 women were given higher duties at TAC. In 2023 this number fell slightly to 43 men and 125 women.

Table 1: Higher duties by Top, Middle and Entry cohorts x year

Higher duties				
	2021		2023	
Cohorts	Men	Women	Men	Women
Top	9 (15%)	10 (6%)	6 (14%)	7 (6%)
Middle	39 (65%)	96 (57%)	25 (58%)	66 (53%)
Entry	12 (20%)	61 (36%)	12 (28%)	52 (42%)
Total	60	167	43	125

Data as at 30 June 2021/2023 Top= CEO, Executive, Senior LT Middle = JG6 & JG5
Entry = JG4, JG3, JG2

¹ Note: In 2021 a different definition on promotion was used, we used 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.



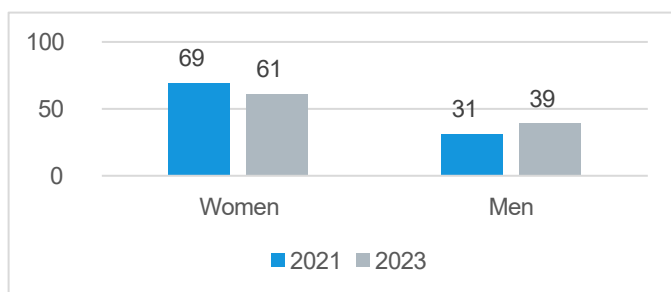
Gender Equality Progress Report

When we look at the top, middle and entry cohorts in **Table 1**, we can see that majority of higher duties were given to those in the middle cohort.

For women the proportions were relatively similar (57% in the middle cohort in 2021 vs 53% in 2023). Comparatively for men, we saw a decline from 2021 (65%) to 2023 (58%). This was reflected in more men being given higher duties in the entry cohort in 2023 (28%) which was 8% higher than in 2021 (20%)

4. Internal secondments

Graph 5: Internal secondments by gender

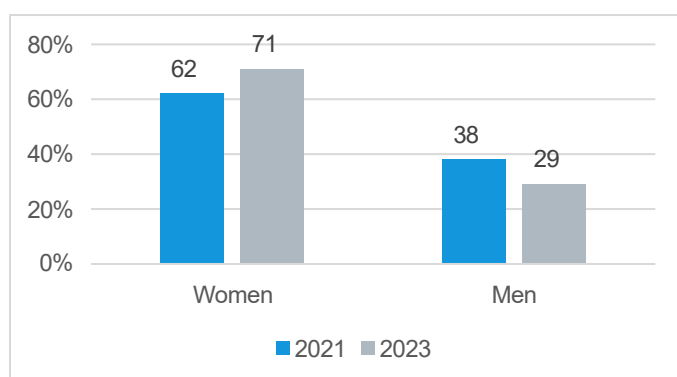


Data as at: 30 June 2021/ 2023

In 2023, 4% (59) of our workforce were awarded internal secondment opportunities which are critical for career and skills development. This consisted of 39% (23) men and 61% (36) women, compared to 31% (20) men and 69% (44) women in 2021, trending in a small decline across men and women. Men experienced an increase in secondment opportunities for internal secondments (up 8% since 2021 to 39% in 2023) translating into a shift in representation of men in the top cohort roles (see **Graph 2**). This is positive trend for gender balance and has not negatively impacted proportion of women promoted to leadership roles.

5. Learning and development (L&D)

Graph 6: Gender composition of career development opportunities in L&D



Data as at: 30 June 2021/ 2023



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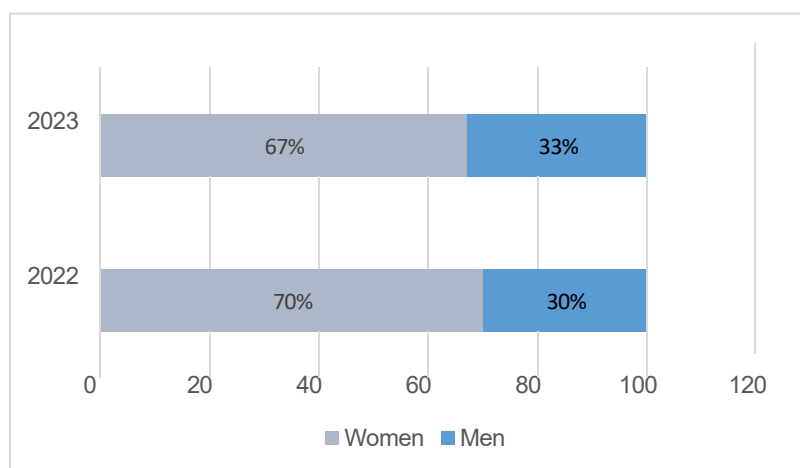
A number of equitable learning and development (L&D) opportunities currently exist at the TAC with access to on-demand resources and platforms available to everyone, any time. The TAC also designs and delivers a range of internal functional training offerings to enable people to perform their role, develop to the next level and into new roles across the organisation. We also have a number of talent development programs aimed at growing leaders at all levels.

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 2023 127 people (71% woman & 29% men) participated in career development opportunities. This is a decrease when compared to 2021 (208 vs 127), with an increase in women taking up career development opportunities (62% in 2021 vs 71% in 2023).

The core areas we invested in for career development include our in-house Leadership Development program (TLDP) with similar participation levels by gender when compared to the overall workforce representation, with a slight increase in men's participation in 2023 (see **Graph 7**). We were unable to report on FY21 as we had an inconsistent data set due to the data collection processes before the implementation of the new learning management system and process updates.

Graph 7: Leadership Development Program – participation by gender



Data: 1 July to 30 June 2023

When surveyed about overall satisfaction with L&D needs, the gap between women and men was small. The TAC's Employee Opinion Survey (EOS) data in 2023 showed that 77% of the workforce agreed that they have been given the opportunity for career development at the TAC. Of those, 79% were women showing a positive trend from previous year in line with data in **Graph 6**. We also saw 79% of women living with disability who agreed that they had been given opportunities to advance their careers.



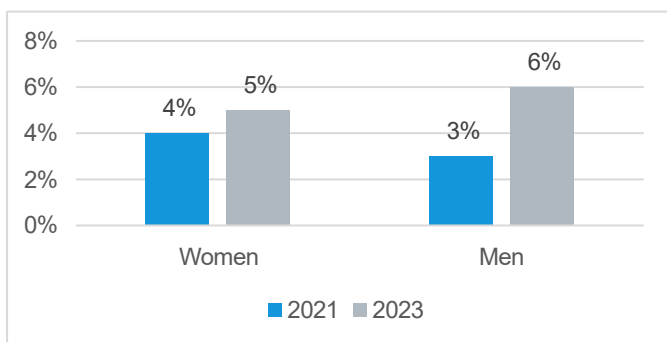
Gender Equality Progress Report

EOS data for men, saw 80% of men agree that they have been given the opportunity for career development at the TAC. However, LGBTIQ+ men (60%) and men with disability (64%) feel there is less opportunity for their development and growth. This was comparable to a previous report and is valuable insight that will ensure we drive targeted interventions for this cohort.

As part of our ongoing commitment to advancing gender equality, we are actively working to enhance the talent management (including succession planning) approaches at the TAC now that we have a more contemporary performance framework and rating scale.

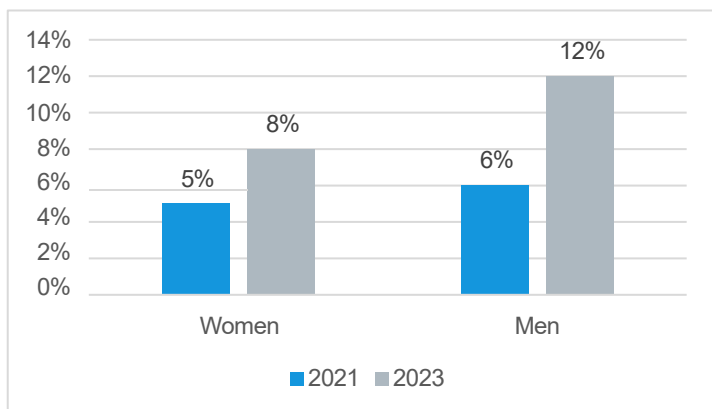
6. Exits

Graph 1: Exits by gender proportionate to total workforce



Data as at: 1 July – 30 June 2021/2023

Graph 2: Exits by gender proportionate to total gender representation

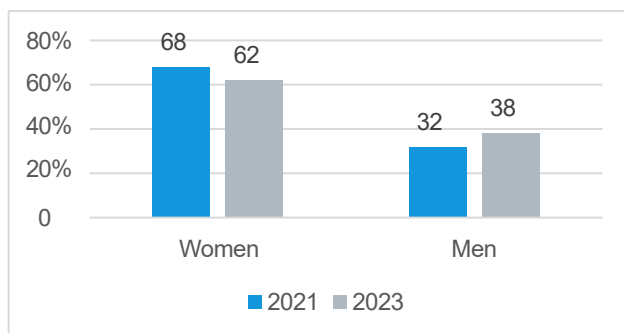


Data as at: 1 July – 30 June 2021/2023



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Graph 3: Total Exits by gender and year



Data as at: 1 July – 30 June 2021/2023

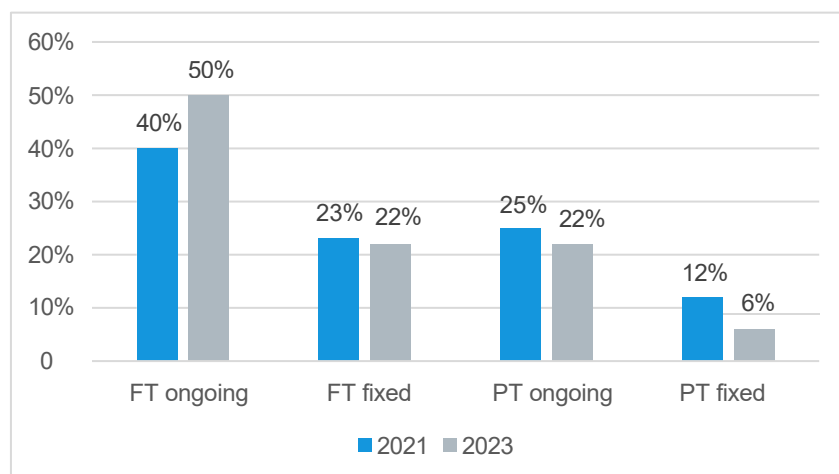
In 2023, we had 123 (9%) exit the organisation up 4% from 2021 where we had 60 people (5%) exit. Of those who left in 2023, 62% were women which is 6% less than 2021 showing that we are retaining more women. For men, we saw the opposite with 38% exiting the organisation, a 6% increase from 2021. See **Graph 3**.

Overall, our data shows that relative to the total number of men in the workforce, a higher proportion of men left the organisation in 2023 (12% /47) compared to women (8% /76) and double the number of exits we saw of men 2021 (6% vs 12%). See **Graph 2**.

When compared proportionally to the overall TAC workforce (**Graph 1**), the trend is similar for men (3% in 2021 vs 6% in 2023) and consistent for women with 4% in 2021 and 5% in 2023.

When we compared exits to our 2021 data, we also see that the majority of departures continue to be from the middle cohort of the organisation (68% in 2021 vs 51% in 2023). In 2023 we saw more men exit the organisation in top and entry cohorts than in 2021 – see **Graph 5**.

Graph 4: Exits by employment type



Data as at: 1 July – 30 June 2021/2023

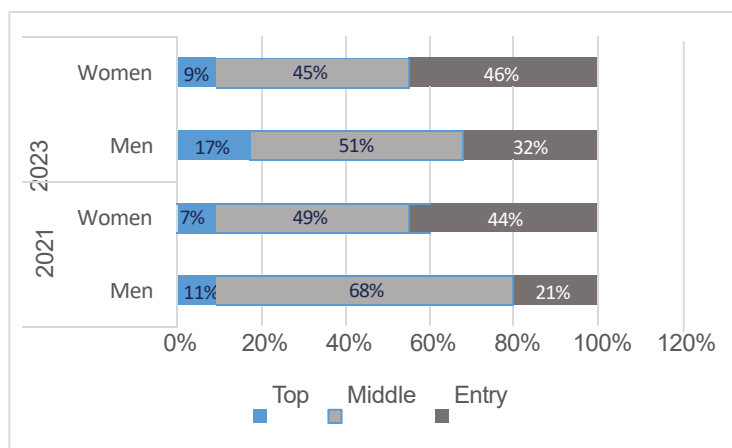


Gender Equality Progress Report

Graph 4 reports the majority of employees leaving the TAC were full-time ongoing staff (50%/ 62), followed by full-time fixed term (22% /27) and part-time ongoing (22%/ 27). We have seen a notable increase (double) in the proportion of men in the workforce departing the TAC since 2021. At the same time, there's been a decrease in women leaving the TAC in particular at the Job Group 2 level, which had the lowest exit rate for women (5%). Majority of exits were in the middle cohorts (JG4 and JG5) for both men and women (see Graph 6 & 7).

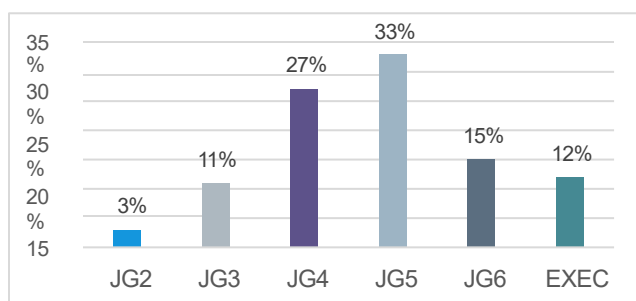
When we look at top, middle and entry cohorts, we can see that the data for women remains relatively consistent between 2021 and 2023. When we look at the data for men across 2021 & 2023, we see a shift with slightly more exits at the top (11% vs 17% and entry levels (21% vs 32%) – see **Graph 5**. The top-level exits were largely driven by CEO and executive leader exits.

Graph 5: Exit by top, middle and entry cohorts



Data as at: 1 July – 30 June 2021/2023 Top= CEO, Executive, Senior LT Middle = JG6 & JG5 Entry = JG4, JG3, JG2

Graph 6: Exit by work level in 2023

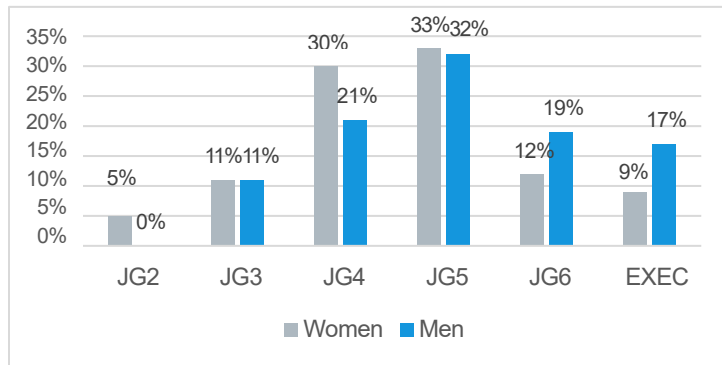


Data as at: 1 July – 30 June 2023



Gender Equality Progress Report

Graph 7: Exit by work level (M vs W)



Data as at: 1 July – 30 June 2023

Those who responded to our exit survey (31 women and 16 men), indicated that the core drivers for leaving included career change or opportunities; promotion opportunity; job security and location. This was consistent between men and women.

Gender Equality Progress Report



Indicator 6: Leave and flexibility

Insights and analysis

1. Overall Summary

Comparative to men, women are more likely to utilise part-time, formal flexible working arrangements, parental leave, and carer's leave. However, since the last report, the TAC has seen an increase in men taking up formal flexible working arrangements and parental leave. Caring responsibilities remain almost the same (1% decrease of men taking up carer's leave, still reflective of the overall workforce representation).

2. Flexible working arrangements

The TAC acknowledges the family and caring responsibilities that our employees hold. Recognising this as a key to advance gender equality, we offer flexible work arrangements and a range of leave provisions. Despite much progress in this space, as a society we continue to see women take on the disproportionately high family and caring responsibilities, being more likely to reduce work hours or leave the workforce in order to perform these roles. Flexible work is a key enabler of workforce participation, career opportunities and diversity. Our aim is to make flexible work the norm at the TAC.

Our Flexible Working Guidelines ensure all employees have access to flexible work options including hybrid working arrangements that enable them to work remotely and flexible start and finish times, ensuring they are able to balance work and personal commitments and prioritise their wellbeing. These two examples of flexible working arrangements were excluded from the reported data as employee access to these does not require a formal flexible work arrangement.

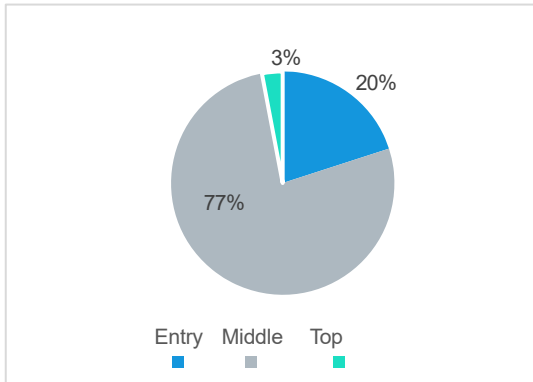
Since the transition to hybrid working in 2021 and the ongoing work to support leaders to manage flexible and hybrid ways of working, we have seen a significant increase in the uptake of formal flexible working arrangements across the board. The Commission defines a formal flexible working arrangement as working compressed hours, working part time, shift swapping, job sharing, study leave, purchased leave and using leave to work flexible hours. We saw an increase in uptake of formal flexible working arrangements of 40% for women (11% in 2021 vs 51% in 223) and 8% for men (2.9% in 2021 and 19% in 2023).

Based on our gender workforce audit, **Graph 1** shows that in 2023, the majority of formal flexible working arrangements were utilised by our middle cohort (JG5 & JG6) at 77% followed by entry cohort at 20% and only 3% for our top cohort. 2021 data in **Graph 2** and **Graph 3**, shows that majority of formal flexible working arrangements were utilised by our entry cohort (JG4, JG3, JG2) and by women.



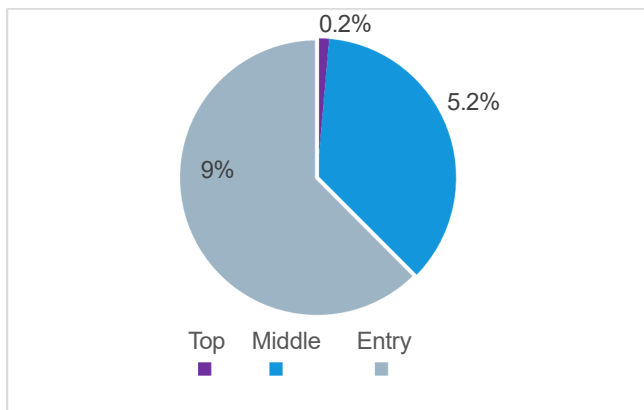
Gender Equality Progress Report

Graph 1: 2023 flexible work arrangements by cohort



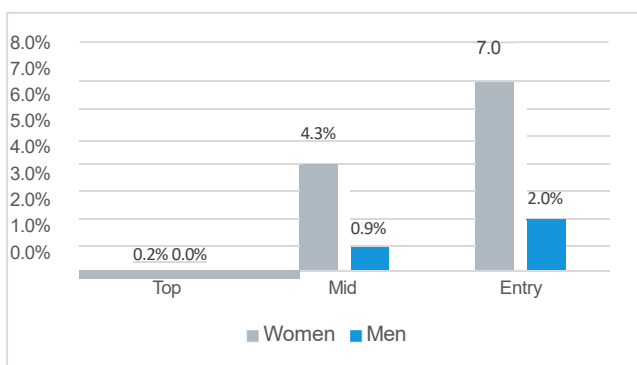
Data set: 1 June – 30 July 2023 Top= CEO, Executive, Senior LT Middle = JG6 & JG5
Entry = JG4, JG3, JG2

Graph 2: 2021 Formal flexible work arrangements by cohort



Data set: 1 June – 30 July 2021. Top= CEO, Executive, Senior LT Middle = JG6 & JG5
Entry = JG4, JG3, JG2

Graph 3: 2021 Formal flexible work arrangements by cohort and gender



Data set: 1 June – 30 July 2021. Top= CEO, Executive, Senior LT Middle = JG6 & JG5
Entry = JG4, JG3, JG2

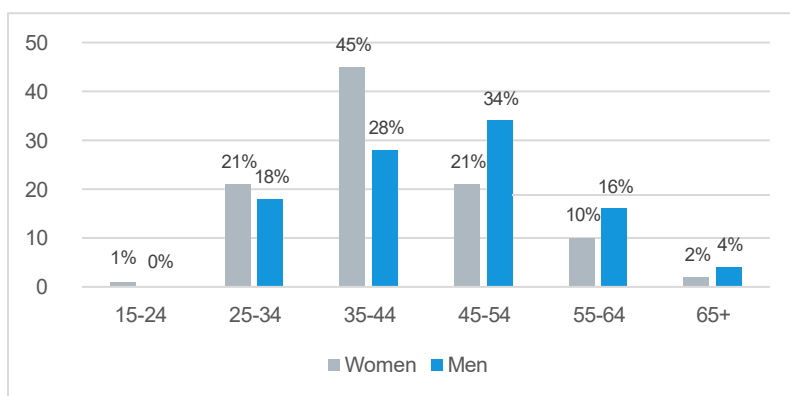


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Our 2023 Employee Opinion Survey showed that 91% of women and 90% of men agreed that they have the flexibility to manage work and non work-related activities and responsibilities. When the results were examined through an intersectional lens, we see that results were slightly lower (3%) for both women and men living with disability (88%).

Our 2023 data in **Graph 4** shows that women from the ages of 15-44 are accessing flexible working arrangements more than men of the same age bracket. For 45-65+ age groups we see a notable shift where more men take up flexible working arrangements compared to women.

Graph 4: 2023 Formal flexible work arrangements by gender and age



Data set: 1 June – 30 July 2023

Among those who requested formal flexible working arrangements in 2023, the core reasons noted are reflected in **Table 1**.

For women, the majority of requests were for part-time work (335 or 34%) as opposed to 25 (6.5%) men. The second most requested core reason was purchased leave 178 women or 18.3%. For men, purchased leave was the number one reason with 47 men or 12.21% requesting this option. We saw more women (58 or 6%) request to work compressed work weeks, versus 11 or 2.8% of men.



Gender Equality Progress Report

Table 1: Reasons for requesting formal flexible working arrangements 2023

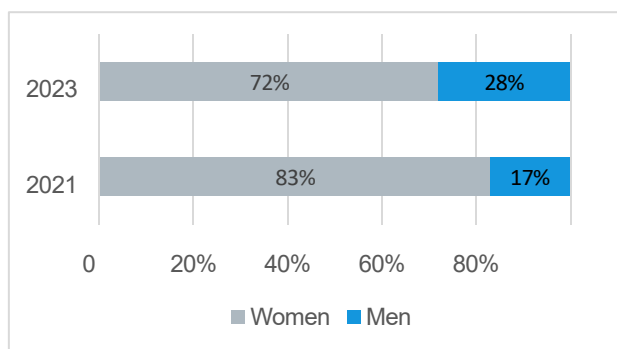
Top Reasons	Women			Men		
		% total workforce	% within Women		% total workforce	% within Men
Purchased leave	178	13%	18.28%	47	3%	12.21%
Study leave	8	1%	0.82%	1	0%	0.26%
Working compressed hours	58	4%	5.95%	11	1%	2.86%
Part-time work	335	25%	34.39%	25	2%	6.49%

Data set: 1 June – 30 July 2023.

Our flexible working approach has been a key employee value proposition, critical for attracting and retaining diverse talent. We are focused on building a deeper awareness around the biases that may play out with flexibility such as ‘flexibility bias’ and ‘proximity bias’ to ensure that employees who take up flexible work arrangements are not excluded or overlooked for stretch projects, promotions or career advancement opportunities.

3. Parental leave

Graph 4: Parental leave by gender 2021 vs 2023



Data set: 1 June – 30 July 2023



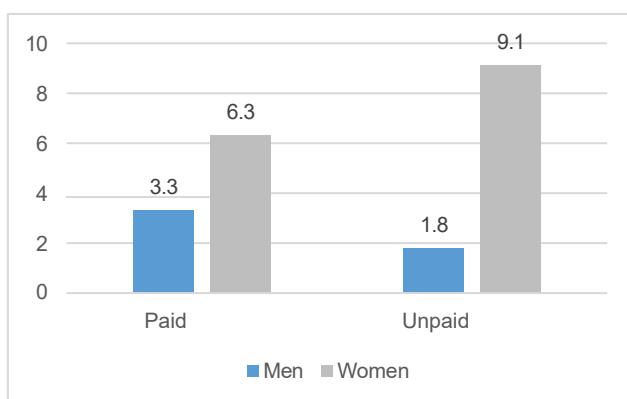
Gender Equality Progress Report

In 2023, 146 employees (11%) took parental leave, women (105, 72%) took more (paid & unpaid) parental leave compared to men (41, 28%). In 2021, we had 116 (10%) of employees take up parental leave, of those 83% (96) were women and 17% (20) were men. Whilst women represent the majority of people taking up parental leave, in 2023, we saw a two-fold increase in the number of men taking parental leave (20 vs 41)

In an important reform for structural equality, the TAC Enterprise Agreement 2021 - 2025 has increased primary carers leave from 14 weeks of pay to 16 weeks, and importantly, with superannuation contributions to be paid through this period. This, combined with greater number of men across the community taking parental leave to care for their family, has encouraged more men to take parental leave (17% in 2021 vs 28% in 2023).

On average, women took 6.3 weeks paid parental leave and 9.1 weeks unpaid parental leave in 2023. When compared to 2021 data paid parental leave remained steady, however unpaid leave dropped from average 18.9 weeks to 9.1 weeks showing that flexible working practices have had an impact. On the other hand, men took significantly less unpaid leave (average 1.8 weeks) and on average took 3.3 weeks of paid parental leave. Overall, we saw more men taking parental leave compared to 2021.

Graph 5: Parental leave- number of weeks by gender in 2023



Data set: 1 June – 30 July 2023



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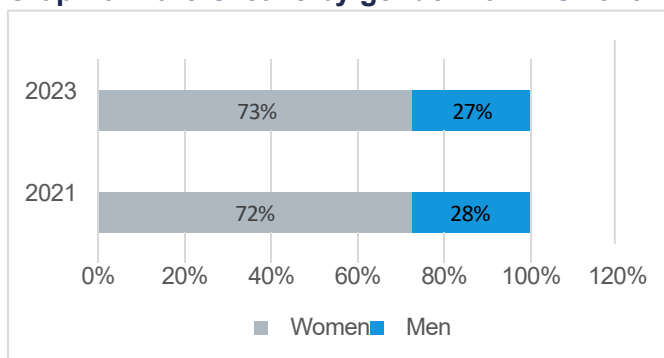
In 2023, the majority of women who took extended parental leave were employed on a part-time ongoing basis (61%), or a full-time ongoing basis (36%) proportionally similar to 2021.

Australian data shows that women who experience intersecting forms of inequality are more likely to leave the workforce after having children. The 2021 VPS Gender Equality Commissioners findings showed that 19 out of 20 people who exited a defined entity during parental leave were women. At the TAC, we are pleased to report that there were no departures during and post parental leave for men or women in 2021 and 2023.

4. Caring and family responsibilities

Our employees have a range of caring and family responsibilities at the TAC. Overall, 44% (594) of the workforce accessed carers leave in 2023 compared to 57% (654) in 2021. Of those who accessed carers leave in 2023, 73% were women and 27% were men, remaining consistent with 2021 data (see **Graph 6**). 45% (435) of women and 41% (159) of men reported accessing paid carers leave in 2023.

Graph 6: Carers leave by gender 2021 vs 2023



Data as at 30 June 2021/2023

Overall, our review shows that carers leave is mostly taken up by women and is reflective of the workforce representation with no notable change since 2021.

In 2021, the majority of employees agree that the TAC supports them 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 is not a barrier to success – this was especially highlighted by people with disability.

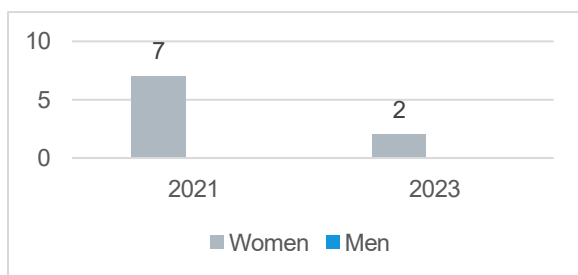
People Matters 2023 Survey (PMS) data indicated that 88% of men and 83% of women were confident that if they requested a flexible work arrangement it would be given due consideration, and that the organisation supports them with family and other caring responsibilities regardless of gender (80% which is on par with 2021).



Gender Equality Progress Report

5. Family violence

Graph 7. Family Violence leave uptake by gender



Data as at 30 June 2021/2023

In 2023, two employees took family violence leave at the TAC. This is a decrease from 2021, where seven people reported taking family violence leave. In all instances they were women. No men or non-binary and gender-diverse people took up family violence leave in 2021 or 2023.

At the TAC, employees can access 20 days per calendar year of paid family violence leave. Research indicates that family violence leave is an important element among a range of workplace responses that can enable victim-survivors of family violence to maintain employment and especially when paid leave, affords financial security.

In 2021, when asked about this leave option in the gender equality survey, 95% of women agreed that the TAC would support them if they needed to take family violence leave. In the 2023 PMS, we see a similar high trend of 92% women and 88% of men agreeing that the TAC would support them to take family violence leave (noting this is not statistically significant due to low response rates in the 2023 PMS).

The TAC continues to increase awareness of family violence and in 2022, launched an evidence-based eLearn on family violence. This eLearn ensures leaders and employees can understand the drivers of family violence, address any barriers to accessing supports and ensure a safe and inclusive workplace.

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

Gender Equality Progress Report



Indicator 7: Gendered segregation of the workforce

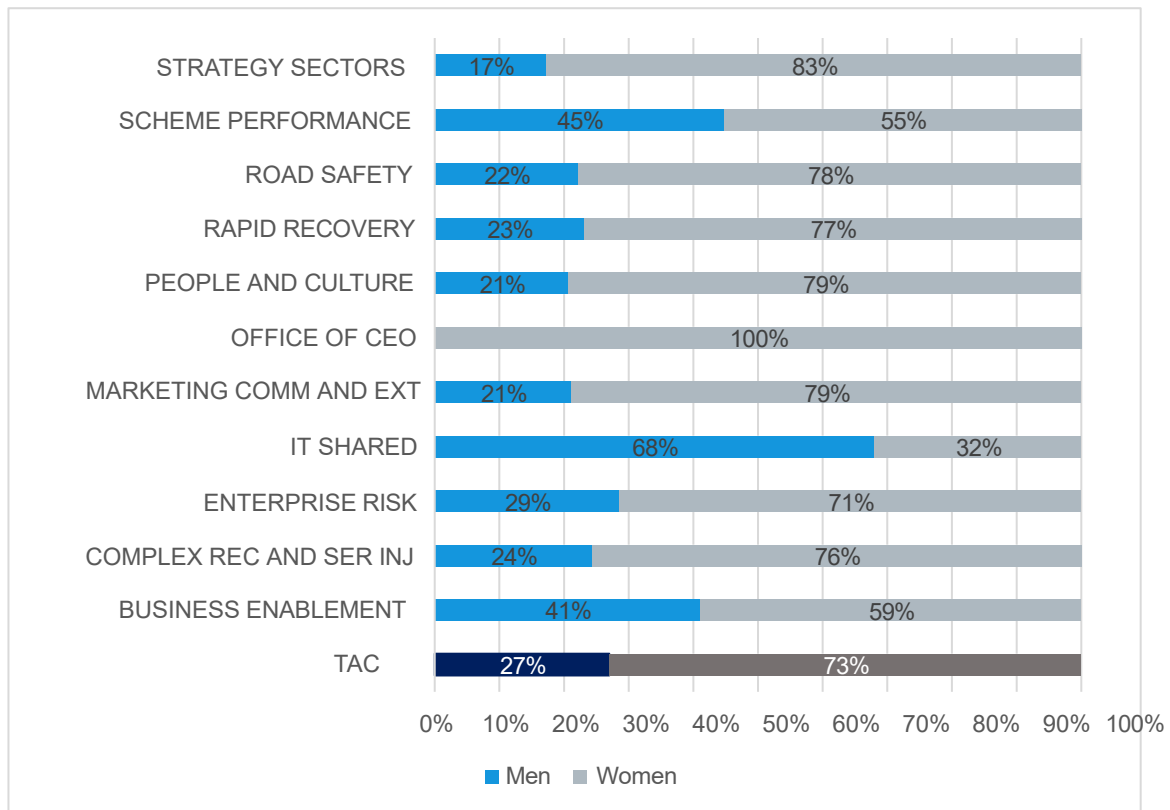
1. Insight and analysis

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

As a social insurance organisation who work with people injured on Victorian roads, the TAC is an organisation that is closely aligned with the healthcare, social assistance, and disability sectors, all women dominated industries throughout Australia.

As a result, the TAC's overall workforce representation of 73% women and 27% men is not surprising and remains consistent with 2021 results and sector average.

Graph 1: Gender Representation by TAC divisions



Data set: as at 30 June 2023

As shown in **Graph 1**, women continue to be over-represented in all divisions at the TAC except for Information & Technology Shared Services (ITSS). Strategy Sectors and Research had the largest representation of women in 2023 (83%) remaining consistent with 2021 data.



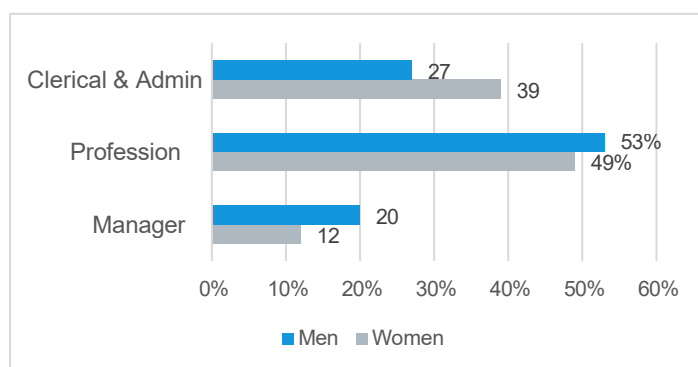
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Compared to 2021, there has been a shift in gender segregation in Scheme Performance (66% women to 55% in 2023), primarily due to a number of departures in the organisation with vacant roles to be filled and team transitions. The Client Voice branch within Scheme Performance with a larger percentage of women making up the roles in those teams transitioned into other divisions in 2022, and the Business Intelligence team transitioned in. Enterprise Risk was another area with notable shift showing a decrease in men (50% in 2021 to 29% in 2023).

Despite the over-representation of women across the TAC, men are still more likely to occupy roles in areas that have traditionally been male dominated such as ITSS.

When looking at representation across roles grouped by ANZSCO categorisation (used by organisations to enable reporting and comparisons across industries), we see that women are proportionality under-represented in manager positions and are over-represented in clerical and administrative roles compared to men, with trends remaining relatively consistent.

Graph 2. 2023 ANZCO codes by gender



Data set: as at 30 June 2023

The percentage of men in professional roles grew from 47% in 2021 to 53% in 2023 with women representation falling by 3% to 49%. Overall, gender across each group remained relatively consistent.

Table 1: ANZCO codes by gender 2021 vs 2023

	2021		2023	
	Women	Men	Women	Men
Managers	12%	23%	12%	20%
Professionals	51%	47%	49%	53%
Technicians & trade	0	<1%	0	<1%
Clerical & admin	37%	30%	39%	27%

Data set: 2021 (as at 30 June 2021) and 2023 (as at 30 June 2023).



Gender Equality Progress Report

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

As part of our GEAP commitments, we are focused on improving the overall representation of men in our sector through targeted recruitment, retention and talent management initiatives. We will also be exploring ways we can impact the sector through investment in community-based interventions and sponsorships to encourage more men into healthcare, social assistance and disability sector roles.



Gender Equality Progress Report

Discussion of factors affecting progress across the workplace gender equality indicators

Indicator 1: Gender representation across the organisation

Factors:	Factor discussion (commentary)
<p>B. The nature and circumstances of the defined entity, including any barriers to making progress.</p> <p>G. Genuine attempts made by the defined entity to make progress.</p>	<p>We have built organisational awareness of gender equity, and what that means for the TAC internally. We are significantly challenged by sector wide gender imbalance, as the sector we operate in is largely women-dominated (78.5% women and 21.5% men as reported by Workplace Gender Equality Agency). This is reflective in our workforce demographics with 73% women and 27% men. This presents a significant challenge in attracting men into our workforce and remains a key focus for us at the TAC.</p> <p>We are two years into our four-year Gender Equality Action Plan, and pleasingly as the Indicator 1 reports, we have improved in our gender representation at the senior levels of the organisation with a 50% women and 50% men in our executive leadership team in 2023. Growth in representation of women across Top (49% – 55%) and Middle (63%-67%) cohorts of the organisation across 2021 and 2023 is also observable. This was largely driven by our focus on growing the representation of women in leadership roles which continues to be one of our key GEAP goals. The majority of our strategies against this indicator remain in the early implementation stage, building foundational organisational awareness across all levels, and improving processes and practices on data collection and analytics to derive more meaningful insights and actions. Genuine effort and focus have been made to implement strategies against this indicator and achieve measurable progress arising from Indicator 1. Moving forward we will mature our approach around gender diversity, including action taking at a community/ sector level to shift gendered norms that exist in our sector.</p>

Indicator 2: Gender representation at the governing body

Factors:	Factor discussion (Commentary)
<p>G. Genuine attempts made by the defined entity to make progress.</p>	<p>Our efforts to build organisational awareness on gender equality, equity and inclusion across the TAC's governing bodies has enabled us to drive the outcomes we see in our data (50/50 representation).</p> <p>As part of our ongoing commitments for Indicator 2 in the GEAP we continue to regularly report to the Board and sub/committees against our progress and continue to build sponsorship of an equitable pathway to build board-ready capability for our Executive Leadership team and Senior leadership cohorts. Our focus is to continue to maintain 50/50 representation.</p>

Gender Equality Progress Report

Indicator 3: Gender Pay Gap

Factors:	Factor discussion (Commentary)
<p>B. The nature and circumstances of the defined entity, including any barriers to making progress.</p> <p>F. The practicability and cost to the defined entity of making progress.</p> <p>G. Genuine attempts made by the defined entity to make progress.</p>	<p>Gender pay gap data has been collected since before the GE Act. We have commenced building organisational awareness and capability to understand the key drivers to reduce the gender pay gap.</p> <p>We recognise that a number of external factors such as, the sector being largely women dominant and societal norms around care giving, present significant barriers to progress. With this in mind we acknowledge that our progress will be incremental over a longer-term.</p> <p>Indicator 3 analytics highlights the key drivers of the gender pay gap at the organisational level and job group level, which form the focus of our efforts to close the pay gap. We will continue to work with specialists to further understand these insights and develop short term, medium term and long-term roadmap on how to effectively and sustainably reduce the gender pay gap.</p> <p>Through these actions we will continue to engagement across senior levels of the organisation and across various enablement teams to educate and drive sustainable change on reducing the gender pay gap.</p> <p>As a Victorian Public Service Agency, the TAC is limited in its allocation of large-scale financial investments to immediately reduce the gender pay gap. The TAC will continue to focus on addressing the systemic challenges that cause the gender pay gap, whilst also looking at ways to remedy the inequity through financial investment in a phased and appropriate way that fits our authorising and operating environment and continue to work within the VPS Remuneration Framework. We note that we are only two years into our four-year GEAP implementation plan and as such have not fully implemented all the GEAP strategies for Indicator 3. We will deliver against our implementation plan for indicator 3 in the future years to reduce the organisational gender pay gap across all levels and enhance our reporting to include intersectional data.</p>

Indicator 4: Sexual Harassment in the workplace

Factors:	Factor discussion (Commentary)
<p>G. Genuine attempts made by the defined entity to make progress.</p>	<p>Our efforts to transform how we manage instances of sexual harassment coupled with education and awareness have supported us to achieve meaningful progress in this space. Our data shows a decline in number of cases and formal and informal complaints.</p> <p>We recognise that we are part way through executing our four-year GEAP and as such have not fully implemented all our strategies. Our future efforts are aligned to our broader strategic and programmatic Culture Program of work and deliverables under the GEAP for indicator 4. This includes improving our data collection to focus prevention led actions.</p>

Gender Equality Progress Report

Indicator 5: Recruitment and Promotion

Factors:	Factor discussion (Commentary)
<p>B. The nature and circumstances of the defined entity, including any barriers to making progress.</p> <p>G. Genuine attempts made by the defined entity to make progress.</p>	<p>As a largely female dominated industry we recognise that we have a number of external and internal barriers to contend with in terms of identification, access and retention of talent. We recognise that it will take a long-term approach to address the multi-layered external factors and internal systemic barriers to make significant progress in this space.</p> <p>Despite this, and through our focus to date to attract and recruit a more gender diverse workforce, we have demonstrated progress - for example we have enhanced our recruitment data collection along with our recruitment processes as per our GEAP commitments, which means that in the immediate future we will be able to take more data driven actions with our future interventions to build gender equality across the organisation as well as increase diversity. Shifts in male representation across entry and top levels of the organisation and a flattening of our mid-levels has occurred. More men participate in talent programs and are well on the way to building gender diversity across our workforce and showing progress against our plan.</p>

Indicator 6: Access and Utilisation of flexible working arrangements, family and carers leave, and family violence leave

Factors:	Factor discussion (Commentary)
<p>B. The nature and circumstances of the defined entity, including any barriers to making progress.</p> <p>G. Genuine attempts made by the defined entity to make progress.</p>	<p>As a largely female dominated industry, we have a scenario where we have more women utilising part-time, formal flexible working arrangements, parental leave, carers leave than men. Thus, we have significantly more work to do to shift gendered norms and progress.</p> <p>We believe, through genuine effort, that we have demonstrated progress in this space – for example we have seen an increase in men taking up formal flexible working arrangements and parental leave, showing signs that attitudes around gendered based care are shifting and that we are making progress on normalising the sharing of ‘care’ between genders. Informal flexible work arrangements such as hybrid location flexible have been wholly adopted at the TAC across both men and women. It can be assumed that from this uptake, the enabling environment of location and daily flexible working schedules is allowing men to be able to participate more fully in the caregiver requirements in the home. We will continue to build further awareness and education to shift traditional gender stereotypes.</p> <p>External factors such as the sector in which we operate in is largely women dominated (78.5% women and 21.5% men) is also reflective of TAC's workforce and this means that it will take a systematic long-term approach to shift the dial.</p>



Gender Equality Progress Report

Indicator 7: Gender segregation in the workforce	
Factors:	Factor discussion (Commentary)
B. The nature and circumstances of the defined entity, including any barriers to making progress.	We continue to make genuine efforts as outlined to better understand gender segregation as our sector is largely women dominated and this is also reflective of the overall workforce representation at the TAC.
D. The defined entity's resources.	Whilst we have demonstrated some progress in this space, as outlined across Indicator 7, we will be investing in community-based interventions and sponsorships which encourage and support more investment into the health care, social assistance and disability sectors, similar to STEM sectors.
G. Genuine attempts made by the defined entity to make progress.	We have not prioritised resourcing in this space up until now due to other competing priorities and in line with our GEAP action plan maturity, however we will look to do so as we continue to execute to our GEAP implementation plan.



Gender Equality Progress Report

Section 2: GEAP strategies and measures

Strategies and measures

Table 2.1 - Strategies and measures progress

Required Strategies and measures	Required Status	Required Status description	Recommended Evaluation of success	Recommended Timeline	Recommended Responsible	Recommended Relevant Indicator(s)								
						1	2	3	4	5	6	7		
<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • Complete indicates that all planned activities related to this strategy or measure have been finalised. • In progress indicates that the activities under this strategy or measure are progressing but not yet complete. • Ongoing indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • Not started indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • Void indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change. 	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity. 	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>								
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7		
1.1. Scope HR system (Aurion) capability to capture additional diversity data on a range of social identities, including broader categories of gender identity (sequence with 5.1)	In progress	We collect basic diversity data on gender, and have now expanded the collection of diversity data to align to the GEAP gender workforce audit requirement. These changes are in the build phase and will be completed by Q3 2023/2024.	New intersectional data as part of our 2023 progress audit and future GEAPs will enable us to better understand intersectional gender equality in our organisation and areas for improvement.	2023/2024	People Experience	x								
1.2. Future analysis of workforce composition to understand distribution by employment status (ongoing, temporary, fixed term or casual).	Ongoing	Analysis of our workforce composition by gender, is embedded in our operational reporting, and forms part of the GEAP reporting requirements. This action is grouped with the actions outlined in Indicator 3 on the organisational gender pay gap.	Collection of this data will enable the TAC to better understand its workforce composition, along with audits on promotion, secondments, development opportunity, particularly in better understanding if there are any barriers for any genders working part-time.	Ongoing	People Experience	x								
1.3. Review and map key people processes, policies and practices to understand the experience of diverse employees and draw intersectional insights	Ongoing	We continue to build our maturity in how we listen to the experience of employees from TAC's Priority Group. In the first year we expanded the collection of diversity data, and included a new Inclusion and Diversity Index in our organisational-wide Employee Opinion Survey to understand women and gender-diverse people and other Priority Groups experience working at the TAC. In the next financial year we will mature our approach by building and collecting a customised report to draw out employee experiences by priority groups and intersectionality insights.	Implementation of the I&D Index and Diversity Data that includes Aboriginal and/or Torres Strait Islander, gender identity, people living with disability, LGBTQIA+, and cultural and linguistically diverse people to build a baseline awareness of the differences that are experienced in the workplace, and communication of that across teams in People, Culture and Engagement and other supporting teams to ensure future internal policy, program and service design considers all needs, and applies equity into practice.	Ongoing	Culture and Inclusion	x								
1.4. Develop journey maps to understand the fears, attitudes, behaviours, and barriers experienced by women in the workplace, with a particular focus on women seeking to move into leadership.	Not started	This action is scheduled to commence in 2023/24 Q4.	This action is scheduled to commence in 2023/2024 Q4	2023/2024	Culture and Inclusion	x								
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	Complete	This action is paired with action 1.8 which was the delivery of a behaviour change culture program. The GIA training delivered to key senior leaders included a module on how to deal with resistance and backlash around advancing gender equality in the workplace, and community and is now an embedded learning program.	The delivery of new learning program to build baseline awareness on Gender Impact Assessments launched in 2021/22 with over 80% completion from senior internal stakeholders which incorporated a section on understand the importance everyone has in advancing gender equality. This is a starting point to build baseline awareness on all genders playing a role to build gender equality in the community, and the workplace.	2021/2022	Culture and Inclusion	x								
1.7 Incorporate an 'Inclusive Leadership' capability assessment and development plan into the TAC's Leadership Strategy, leveraging the TAC's refreshed Capability Framework, to define the skills, behaviours and mindsets required to build inclusive leadership across all levels of the organisation.	In progress	The TAC have designed and implemented a new Capability Framework that includes inclusive leadership capabilities for which there is a program of work to embed the new capabilities across the organisation along with a new Performance Development Framework. Leadership Development continues to be a focus at the TAC, and any further initiatives in this space will align to inclusive leadership.		2023/2024	Culture and Inclusion	x								
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.	Complete	As part of building capability inclusive leadership and inclusive design, key senior leaders and stakeholders identified (policy, program and service designers/owners), and key enablement functions and teams have participated in a bespoke four hour Gender Impact Assessment training delivered by external trainers, that also included a topic on Inclusive Leadership and how to manage resistance to advance gender equality more broadly. Program evaluation tells us the training to build baseline awareness, knowledge and skills in understanding the why and how to conduct GIA.	Success impact is linked to Action 1.5.	2021/2022	Culture and Inclusion	x								
1.9. Design the TAC's annual "Days of Significance" calendar, planning and communications to promote gender equality as a key priority. This will include: Hosting events or promoting opportunities to attend events including International Women's Day, Women's Health Week, and Men's Health Week. Targeted communications and engagement to further understanding of the experience of different cohorts of women such as mid-life women, women working part time, and women returning from parental leave.	Complete	We have been building foundational awareness on Inclusion and Diversity as a starting point, whilst also zooming into our key priority groups including advancing the experience for women and gender-diverse people as part of our broader commitments listed in GEAP. Our days of significance include a learning experience with an intersectional lens, and we have had growing levels of participation since activation of this action.	Launch of a Days of Significance calendar to build awareness, followed by promotion of DoS across internal channels to drive active awareness and participation throughout 2021/22 and is ongoing. Throughout the year we have grown in number of participation for example for International Women's Day we partnered with Aware Super to deliver SuperWomen Series to build financial literacy (Indicator 3) with over 80 employees register to participate in the virtual sessions, and in August 2022 delivered further financial literacy sessions to continue to build awareness, knowledge and skilset in financial literacy.	2021/2022	Culture and Inclusion	x								
1.10 Develop communication plan to promote HR system functionality (1.1) and intent	Not started	This action is scheduled to commence in 2023/2024 Q4.	This action is scheduled to commence in 2023/2024 Q4.	2023/2024	Culture and Inclusion	x								
2.1. Enhance I&D reporting to the Board	Complete	We have embedded I&D lens and reporting by diversity data at the governing board levels.	Once we finalise the Diversity data collection in our HRIS, we will be able to advance our reporting to include intersectionality.	2022/2023	Culture and Inclusion		x							

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

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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.	In progress	This action is scheduled to commence in 2024/2025. A review was undertaken in 2022 recruitment process for Board members, and I&D inclusive leadership capabilities were embedded in the recruitment of the new CEO, and Executives in 2023. Inclusive leadership capabilities have been embedded in the recruitment processes for all internal and external candidates including recruitment at the Board level. The recruitment of the Board is managed by the Ministers Office.	This action is scheduled to commence in 2024/2025.	2024/2025	Culture and Inclusion		x							
2.3. Development of a public Inclusion and Diversity Statement of Commitment (including gender diversity), and guiding principles for the Board.	Not started	This action is scheduled to commence in 2022/2023 Q3 and Q4.	This action is scheduled to commence in 2022/2023 Q3 and Q4.	2023/2024	Culture and Inclusion		x							
2.4. Incorporate inclusion and diversity principles (including gender equality) into our Board member induction to build shared understanding and commitment.	Not started	This action is scheduled to commence in 2024/2025.	This action is scheduled to commence in 2024/2025.	2024/2025	Culture and Inclusion		x							
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.	Complete	We have a variety of Board ready programs built into our leadership development programs available for the top level leadership groups. In addition to this, all our Executives attend TAC board meetings as part of their ongoing development to be board-ready.	The previous CEO (man) and two women Executives have participated in the Australian Institute of Directors training in the past 18 months, the CEO and one of the Executives currently sit on an external community boards in Victoria. We also have invested in two Senior Leaders (one woman and one man) to participate in the same board ready program with Australian Institute of Company Directors course.	2022/2023	Culture and Inclusion		x							
3.1. Continue to conduct a transparent annual gender pay equity audit to track the pay gap and ensure pay equity. This will include: - Deeper analysis into pay equity for roles to ensure equal pay for work of equal or comparable value - Expansion of pay gap review with intersectional lens, including tenure, and type of employment contracts at TAC. - Allocation of specific budget to resolve any identified pay discrepancies "	Ongoing	Engaged with an external specialist to understand TAC's organisational gender pay gap, with a deep understanding of the key drivers, and considerations for how to address the key drivers of the pay gap.	This action has enabled the TAC to build foundational awareness organisational awareness across all levels of the organisation on the drivers of the organisational gender pay gap, with a roadmap on how we will reduce the gap. The organisational wide communication and engagement plan is scheduled to commence from 2024 to continue to build organisational awareness to be more transparent into the drivers of the pay gap and the actions we will take to reduce the gap.	Ongoing	People Experience			x						
3.2 Conduct a review of the TAC's Remuneration and Benefits policies and practices against the TAC's Enterprise 3.2. 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: • 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.	Complete	The refined Remuneration and Benefits policy was endorsed by the governing body in 2023. This updated policy is now available and live on TAC's intranet page. This policy will be included in future communications in how the TAC will close the organisational gender pay gap (linked to Action 3.1).	This action demonstrates transparency and accountability in the TAC's governance frameworks, and in how the TAC applies the remuneration and benefits policy and practices against the TAC Enterprise.	2022/2023	People Experience			x						
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.	Complete	A new Performance Development Framework was developed and implemented along with the new Capability Framework, which includes inclusive leadership capabilities in 2022/23. Through the development of this framework, included best-practice external research, leader and employee input, and specialist input to ensure a simpler and fairer system to drive a culture of accountability, and high performance. As part of the roll-out of the new PDR framework, the TAC are designing bespoke capability learning programs that supports leaders to understand how biases play out in performance discussions, and the strategies and techniques to apply to mitigate biases across the development stage.		2022/2023	Culture and Inclusion			x						
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.	Ongoing	The TAC engaged with Aware Super during International Women's Day to deliver short-tactical information sessions on how to build financial literacy, called SuperWomen Series with a high participation rate of frontline employees. The TAC organised in person Better Money Habits in August 2023 with approx 60 people participate, with over 80% of participation being women. This was followed by a virtual webinar on Planning for Retirement delivered in October with approx 30 people participate in the session. In each of the offering we also promoted the opportunity for 1:1 meeting with Aware Super for confidential financial wellbeing discussions. Ongoing work is taking place to scope and implement future Financial Wellbeing sessions for 2024/25.	We are building foundational awareness on gender equality and building financial literacy and awareness through the delivery of financial wellbeing sessions.	Ongoing	People Experience			x						
3.5. Internally publish TAC's pay gap data annually on Equal Pay Day	Ongoing	The TAC published a TeamTalk Kit in September 2023 that outlines TAC's organisational gender pay gap, the key drivers for the pay gap and what actions and commitments the TAC are working towards under the GEAP to close this gap. This action is linked to 3.1..	Launching of artefacts and resources to help build awareness around the drivers of the gender pay gap across the organisation.	Ongoing	Culture and Inclusion			x						
4.1. Incorporate the findings from Respect@Work into TAC's Equal Employment Opportunity (EEO) reporting and prevention regime review.	Ongoing	The findings from the Respect@Work report has been incorporated into TAC's revised Equal Opportunity and Respect at Work policy.		Ongoing	Strategic Partnering and Advisory				x					

Indicators key	
1.	Gender composition of all levels of the workforce.
2.	Gender composition of governing bodies.
3.	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
4.	Sexual harassment in the workplace
5.	Recruitment and promotion practices in the workplace.
6.	Availability and utilisation of terms, conditions and practices relating to: - family violence leave - flexible working arrangements - working arrangements supporting employees with family or caring responsibilities
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4.2. Develop a holistic framework for collecting data and reporting on factors impacting women's safety at work, including formal reports of sexual harassment and other negative behaviours, employee experience data on related measures such as safety to challenge behaviours, cultural safety data, by gender and intersectionality. Data to be incorporated in to People dashboard and reported to the TAC Board on a quarterly/bi-annual basis	Complete	A People Dashboard has been developed that reports on the current state of sexual harassment, family violence and negative behaviours that is embedded and reported on in a regular cadance to the governing bodies.		2021/2022	Strategic Partnering and Advisory				x					
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.	Complete	An extensive analysis was completed which included desktop research, external expertise input from VSGO, VEOHRC, and other leading organisations to understand best practice approaches. An approach was formed to build organisational capability which is aligned to TAC's context, and as an approach to have greater sustainable impact.	Based on an extensive analysis, consultation with other organisations, and external experts we have decided to focus on building internal organisational capability amongst our leadership team to build a safe, respectful culture that includes upstander action.	2021/2022	Strategic Partnering and Advisory				x					
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	In progress	Supports are in place to support people who report sexual harassment and short-term and medium term car for employees who have been impacted by sexual harassment. Continious education to recognise best practice approaches will be delivered to the Strategic Partnering and Advisory team in Q3 and Q4 2024.		2023/2024	Strategic Partnering and Advisory				x					
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.	Complete	The Strategic Advisory team in People, Culture and Engagement have completed 'Trauma Informed Training' with VEOHRC on supporting EEO cases in February 2022. This has enabled the supporting teams to understand and apply a trauma approach for any future investigations. The team have included their completion of this training on the Intranet, and use this in their practice.	Completion of training on Trauma Informed approaches for the internal frontline teams in February 2022.	2021/2022	Strategic Partnering and Advisory				x					
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.	Complete	TAC designed and launched a bespoke mandatory eLearn on Equal Opportunity and Respect at Work. We have approximately 94% employees having completing this eLearn, and 88% of People Leaders have completed the additional leader module related to this topic. This eLearn is embedded as part of the Onboarding program for all new Leaders to complete. Further leadership work will take place to build capability in upstander action.	Foundational awareness has been built in understand how employees and leaders have a role to play in building and maintaining a safe and respectful workplace. Ongoing internal inclusive leadership capability programs will focus on building upstander behaviours in leaders and employees.	2021/2022	Strategic Partnering and Advisory				x					
4.7. Identify and define the critical leadership capabilities that create psychological safety and design and deliver a learning solution to develop our leaders.	Not started	This action is scheduled to commence 2023/2024 Q4.	This action is scheduled to commence 2023/2024 Q4.	2023/2024	Culture and Inclusion				x					
4.8. Review the TAC Intranet to ensure accessibility and transparency of access to EEO reporting and support information.	Complete	Aligned to 4.9. We have the new Respect and Equal Opportunity at Work Policy available on the Intranet for all staff to access. In the PC&E Strategic Partnering and Advisory Page iNTAC, as part of the AWEI reporting we updated the intranet page to include a statement of inclusion, and how the team members are trained in EEO, cultural awareness and safety and LGBTIQ+ awareness. Along with calling out that employees can speak to an Emergency Responder for any complaints about EEO bullying and discrimination.	This action has contributed to employee awareness by articulation of who they can approach for support, and how their enquiry will be heard to better enable for safe and respectful supports.	2022/2023	Strategic Partnering and Advisory				x					
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.	Ongoing	With the launch of the new eLearn on EEO & Respect at Work eLearn an enterprise wide comms and engagement was launched in 2022/2023. Ongoing reiteration of key messages will be included in the leadership development and enterprise-wide messages for the 2024 calendar year.	This action contributes to building overall organisational awareness and safety in creating safe and respectful workplaces and reinforces various avenues for employees to seek for support.	Ongoing	Strategic Partnering and Advisory				x					
5.1. Scope and enable Recruitment Management System (Pageup) capability to collect and report on candidate diversity data	Complete	This action was completed in Q3 2023. Sequenced with action 1.1.	In the next time we conduct analytics we will be able to monitor and report on gender and intersectional insights.	2022/2023	People Experience					x				
5.4. Scope and define the TAC's policy on diversity recruitment and selection to support the selection of a diverse range of candidates.	Complete	A GIA was undertaken on TAC's Recruitment and Selection policy with an equitable approach to recruitment and selection practices. This was completed in the 2021/22, we anticipate a lag in success measures.	Continious improvements to processes made in the attraction and recruitment process to enable for equity and drive inclusive actions. Refer to Indicator 5 for the success impact.	2021/2022	People Experience					x				
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: • 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.	In progress	Commenced review on different gender de-coder applications to pilot. Implementation of new Recruitment and Selection policy which includes ensuring a diverse representation at the first stage of interview panels has been set up. We will be working next on setting up the reporting requirements (as per 5.1) to understand the effectiveness of this action.	Evaluation will take place once this action has been embedded into practice.	2023/2024	People Experience					x				
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.	Not started	This action is marked to commence in 2024. Linked to action 5.1.	This action is marked to commence in 2024. Linked to action 5.1.	2023/2024	People Experience					x				

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

Table 2.1 - Strategies and measures progress

Required Strategies and measures	Required Status	Required Status description	Recommended Evaluation of success	Recommended Timeline	Recommended Responsible	Recommended Relevant indicator(s)									
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<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change. 	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity. 	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>									
<p>5.6. Undertake a review of job opportunities and barriers to career progression for women working part-time. This includes:</p> <ul style="list-style-type: none"> • A review to identify flexible working arrangement trends among people leaders, identifying enabling factors and barriers to arrangements such as job share. • Undertake a review of role design for selected part-time roles to ensure suitability of workload. 	Not started	This action is marked to commence in 2024/2025.	This action is marked to commence in 2024/2025.	2024/2025	Culture and Inclusion										
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.	Not started	This action is to commence in 2024/2025.	This action is to commence in 2024/2025.	2024/2025	Culture and Inclusion										
5.11. Explore the implementation of targets or quotas for key flagship career development opportunities for our priority groups including women and gender diverse people.	Not started	This action is to commence in 2023/2024 Q4.	This action is to commence in 2023/2024 Q4.	2023/2024	Culture and Inclusion										
5.12. 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.	In progress	This action is to commence in 2023/2024 Q4. Some learning, development and refinements to recruitment practices have been made on a project initiative basis, i.e. such as the recruitment of the First Nations Special Measures role in December 2022.	This action is to commence in 2023/2024 Q4.	2023/2024	People Experience										
5.3. Ensure the TAC's Employer Brand and Employee Value Proposition 2022 refresh captures and promotes the organisations commitment to inclusion, diversity and equity	Ongoing	In Year 1: EVP project was undertaken with an equity and inclusion lens, and as such we have made updates to TAC's LinkedIn, Careers Page, New PD's, New collateral, new interview questions, job advert I&D statements, integration of capability frameworks into the psy assessment tools, interview tools. In Year 2: we have scheduled to revisit the EVP post the implementation of the Pay Gap Actions (indicator 3) to build on our EVP, and commitment to advancing gender equality in the workplace, and the community.	This is an ongoing action. Year 2 actions are planned for 2023/2024 Q4.	Ongoing	People Experience										
5.9 Review L&D offerings to identify and develop offerings that suit people working part time, further building the learning in flow of work and on demand learner experience existing at TAC.	In progress	This action is planned for completion in 2022/2024 Q4. In the past 18 months the TAC have offered learning and development opportunities via various platforms such as LinkedIn Learning, on demand, virtual, recorded, short micro-learning to enable for accessible learning opportunities. TAC are also designing learning and development programs with accessibility in mind such as training sessions to start and close in core hours to allow for caring needs and other accommodations.	This action is planned for completion in 2023/2024 Q4.	2023/2024	Learning & Capability										
5.10 Define flagship talent career development programs that will drive TAC's goal to increase diversity in leadership.	Ongoing	This action is marked as ongoing to recognise and align to improvements as it relates to I&D's maturity framework. We have a Succession Planning approach in development and a committed project in development for a full Talent Management Strategy for TAC in 2024/25. This will be a vehicle to enhance diversity in leadership and how we identify/invest in people. The overall commitment to invest in specific career development programs for Priority Groups to grow in their leadership has been endorsed, we have sponsored x19 employees including leaders in participating in LGBTIQ+ leadership programs and conferences in 2021/22 and continue to review these programs, and have invested in an external LGBTIQ+ Leadership Program (Pride Victoria) and Pride in Diversity LGBTIQ+ conference for LGBTIQ+ employees including leaders. Ongoing work will continue as the ecosystem continues to advance in how we identify high performance, emerging talent and leadership development across the TAC.	18 TAC employees participate in LGBTIQ+ Leadership and Allyship program in 2021/2023. In 2022/23, we have 1 x Leader participating in a LGBTIQ+ Leadership Program delivered by Pride Victoria, and 8 employees participating in LGBTIQ+ Conference for continuous learning and development.	Ongoing	Culture and Inclusion										
6.1. Embed diversity dimensions into reporting framework of RE:WORK to enable ongoing insight into employee experience of diverse cohorts, and continue to build capability within the RE:WORK program team on gender, equity and intersectionality to embed these approaches.	Complete	We have embedded the collection of diversity data in our key P&C strategic projects including RE:Work to seek to understand the needs of TAC's I&D Priority Groups including women and gender-diverse employees. Out of this action, we have also embedded the collection to diversity data into our Employee Opinion Survey to understand the experiences of inclusion across the employee life-cycle for our I&D Priority Groups, including women and gender-diverse.	Key benefits include building organisational awareness and at the team level an awareness and desire and interest to learn how to apply inclusive practices in teams and in the community.	2021/2022	Culture and Inclusion										
6.5. Promote and embed all new or amended policies relating to leave, flexible working leave, family or caring responsibilities, family violence leave and cultural leave as part of the new TAC Enterprise Agreement Implementation Plan for 2022.	In progress	This action is scheduled to be completed in 2023/2024 Q4. These policies have been updated and align to the 2022 EA. The I&D team are referencing and linking specific policies for our Priority Groups for each relevant days of significance, and as part of the build out for any new resources and guidance materials.	This action is scheduled to be completed in 2023/2024 Q4.	2023/2024	Culture and Inclusion										
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	Not started	This action is scheduled to commence in 2023/2024 Q4.	This action is scheduled to commence in 2023/2024 Q4.	2023/2024	Culture and Inclusion										

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

Table 2.1 - Strategies and measures progress

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<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change. 	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity. 	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>									
<p>Establish cross functional team to undertake review and options paper on job-sharing as a form of flexible work to enable women with family and caring responsibilities to obtain leadership roles. This may include identifying roles to trial in job sharing, and reporting on these findings to ELT. Linked to action 5.5 indicator 5</p>	Not started	This action is scheduled to commence in 2024/2025.	This action is scheduled to commence in 2024/2025.	2024/2025	Culture and Inclusion										x
<p>6.5. Through the RE:WORK Program's enterprise change, communications and engagement, the TAC's employee listening and experience mechanisms will promote equitable access to all types of flexible working arrangements across all genders and intersectionality, with effective monitoring and evaluation methods to ensure flexible work does not undermine career progression, pay or development opportunities.</p>	In progress	This action is scheduled to be completed in 2023/2024 Q4. In TAC's Flexible Working Guidelines states that Championing Equity is a key principle, and it promotes flexible ways of working in a hybrid context. The Guidelines were developed and deployed via the RE:WORK program, but are enduring beyond the life of the program. The Guidelines are complimentary to the TAC's formal flexible working arrangements policies. Flexible working practices have been embedded through comprehensive change management plans including communications campaigns, team engagement activities, capability build sessions and resources for all staff and leaders. Monitoring of flexible working arrangements (formal and informal) is undertaken through a range of mechanisms including formal lodgement of requests through HRIS, Business Partnering team and via data collection of hybrid working rhythms of office utilisation. Employee listening surveys are also deployed regularly to understand flexible working patterns, attitudes and behaviours, enabling the further change reinforcement and removal of any barriers to flexibility. Through the pay gap analysis (Indicator 3) and ongoing monitor and evaluation of the EOS we will seek to better understand if there are any barriers experience for employees in particular women working part-time or flexibly and their access to development, pay progression and promotion.	This action is scheduled to be completed in 2023/2024 Q4. Noting that the long term nature of behaviour change required to transform the workforce to fully flexible will be an enduring commitment of the TAC.	2023/2024	Culture and Inclusion										x
<p>6.4. Continue to monitor the family violence access and support experience, to take a trauma-informed approach and ensure proper support of employees. This may include commissioning of training for managers, P&C and frontline employees to increase capability on responding to and supporting employees experiencing family violence. See Indicator 4.</p>	Ongoing	<p>In addition to the actions outlined in Indicator 4 (Sexual harassment in the workplace), we continue to seek to evaluate how we build organisational capacity, people leader awareness in identifying and supporting employees with a trauma-informed approach for family violence.</p> <p>Year 1 and 2 actions included the refinement of guidance documentation, and resources on Family Violence and the development and deployment of a leading practice bespoke eLearn on Family Violence with an intersectional lens approach in understanding the core drivers of gender inequality, and how to support employees in a trauma-informed approach.</p> <p>The Business Partner team within People, Culture and Engagement continue to have annual refresher training to ensure they're equipped to support and respond to employees who are experiencing Family Violence.</p>	We have implemented a contemporary new eLearn on Family Violence with an intersectional lens in 2022. As at 30th June 2023, 74% of TAC employees completed the bespoke eLearn on Family Violence.	Ongoing	Strategic Partnering and Advisory										x
<p>7.1. Undertake a review on women's representation in men-dominated occupations (i.e. IT, Business Enablement), and roles (i.e. technical specialists, finance roles, project management and leadership roles) to establish baseline data, and develop a tracking system to monitor recruitment, promotion, secondment and exit rates by gender.</p>	In progress	This action is scheduled to commence in 2023/24 Q4, following from the actions in Indicator 3 on the pay gap analysis. Some data analytics and insights have already commenced regarding gender segregation in functions and roles that are traditionally held by men. The second step will be to develop a mechanism to track the recruitment, promotion and secondments and exit rates by gender in those areas of high gender segregation.	This action is scheduled to commence in 2023/2024 Q4, following from the actions in Indicator 3 on the pay gap analysis	2023/2024	Culture and Inclusion										x
<p>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.</p>	Not started	This action is scheduled to commence in 2024/2025 following from the actions in Indicator 3 on the pay gap analysis and action 7.1.	This action is scheduled to commence in 2024/2025 following from the actions in Indicator 3 on the pay gap analysis and 7.1.	2024/2025	Culture and Inclusion										x
<p>7.2. Convene a cross-functional project team including representatives from relevant business units to identify challenges and develop an options report on initiatives to identify, develop and retain women in identified roles and occupation. This includes measures relating to strategic workforce planning, recruitment, and career development. This may include:</p> <ul style="list-style-type: none"> • Establishing candidate shortlisting requirements for women and gender diverse people for recruitment and secondment arrangements into identified occupations and roles, and the use of special measures. • Supporting equity pathways (such as scholarships or mentorship) to build a gender diverse talent pipeline. • Measures to address the overrepresentation of women in certain functions and promotion of gender balance (for example, administrative roles and Executive Assistant roles), such as non-binding targets for balanced workforce representation for the purposes of ongoing monitoring and evaluation). 	Not started	This action is scheduled to commence in 2024/2025.	This action is scheduled to commence in 2024/2025.	2024/2025	Culture and Inclusion										x

Indicators key	
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<p>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.</p>	Not started	<p>This action is scheduled to commence after the completion of 7.1, and 7.2, following from the actions listed in Indicator 3 on the pay gap analysis. This action is scheduled to commence in 2024/2025.</p>	<p>This action is scheduled to commence in 2024/2025.</p>	2024/2025	Culture and Inclusion										x

IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.

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Example(s)

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
<p>Example: Address gaps identified in collecting intersectional data as part of employee and payroll systems</p>	Complete	<p>This strategy was implemented in March 2023. A payroll systems firm was engaged to upgrade our systems to support the collection of intersectional data in relation to sexual orientation, race, Aboriginality, religion, ethnicity, disability and gender identity. We have now begun collecting intersectional data and addressing the gaps identified in our 2021 audit.</p>	<p>Although originally anticipated for implementation in 2022, delays meant this strategy was implemented in March 2023. Intersectional data is being collected as part of new recruitments and promotions, and voluntary updates by existing staff. New intersectional data as part of our 2023 progress audit and future GEAPs will enable us to better understand intersectional gender equality in our organisation and areas for improvement.</p>	2022	People and Culture Corporate Support	x	x	x		x	x	x



Gender Equality Progress Report

Section 3: GEAP resourcing

The TAC's Inclusion and Diversity (I&D) team oversees the project management and subject matter expertise into the design, delivery, implementation and evaluation, and reporting of the GEAP. This includes 3 FTE with 1 to 1.5 FTE overseeing the project management of the GEAP. The I&D Team work with other internal stakeholders who are accountable for seeing actions from design, delivery, implementation, evaluation and embedding those actions as BAU.

Some of the baseline awareness on what is inclusion, diversity and gender-diversity was not captured in the GEAP, however was a prerequisite for us to start to deliver on the GEAP.

The I&D Team is also working with internal stakeholders ahead of schedule to ensure that the actions they are accountable for are incorporated in operational planning to ensure adequate resourcing, and prioritisation on the deliver of the GEAP.

For the remainder of the GEAP, we will continue to have approximately 1 to 1.5 FTE dedicated to delivering the GEAP which we believe will be effective in enabling us to continue to see the more mature actions through to completion, along with embedding new policies, and practices in a systems-wide approach to gender equality and inclusive practice.



Gender Equality Progress Report

Section 4: Gender Impact Assessment

Response to the Gender Impact Assessments (for FY23)

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Data Optimisation Program - Client identity and Inclusion	Service	<p>As part of broader data optimisation project, we worked to improve the information we capture at the lodgements process, so that we can better understand who our TAC clients are, and how to best support their recovery needs. At an individual level this means building frontline staff capability to be respectful and apply inclusive language when communicating with our TAC clients. In doing so our frontline staff are able to build more inclusive of our clients' identity and meet their needs, to improve the delivery of our client experience. In turn, our staff, clients and providers recognise the TAC as a culturally safe and inclusive workforce.</p>	New	Yes	<p>Asking additional questions in regards to client identity at Lodgements to support inclusive service delivery and practices in our management of clients, including:</p> <ol style="list-style-type: none"> 1) Adding new diversity data captured at lodgement relating to clients: Identification as Aboriginal and/or Torres Strait Islander, Gender identity, capturing pronouns, Country of Birth and Ethnicity to ensure that all TAC clients feel the TAC is respectful, inclusive and culturally safe, and frontline services can be tailored appropriately. 2) Additional diversity questions have been modified – gender identity, languages spoken, if an interpreter is required, nationality, and the update of gender neutral titles/prefixes, and inclusion of different types of relationship to the client including kinship, foster, and residential carer/child. 3) Updated accessibility options by asking how clients require additional assistance in reading, hearing or understanding the information from the TAC, and if clients require information to be presented in alternative formats. 4) Delivery of in-house training to frontline employees to understand why client identity information is important for their work, and their clients, and to demonstrate a commitment to using inclusive language for all clients to improve the delivery of services to create a better and more inclusive client experience. 	Yes	<p>The TAC conducted internal and external research and participated in consultation to ensure intersectionality was considered. One of the major barriers of delivering inclusive services was that the TAC did not ask or have a standard method to capture important information that clients disclose about themselves and how that information would then impact other internal workflows such as issuing of any formal letters and the negative impact that this was having on our clients. It was identified the data collection of pronouns and prefixes to promote more inclusive way of communication, along with asking clients how they would like to receive information to create a more accessible way of clients to understand and receive TAC information based on each individual's unique needs.</p>

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Recruitment and Selection Policy	Policy	TAC aims to have a contemporary approach to R&S that attracts, selects, promotes and retains talent from the broadest possible talent pools, to support our objective to have a workforce that represents the Victorian community we serve at all levels.	For Review	Yes	<p>The TAC reviewed its R&S policy over a multi- year horizon view, in accordance with its GEAP, DAP, RAP and other commitments in order to provide an equitable, barrier free recruitment and career advancement environment. This will create long term benefits for the TAC, and for the Victorian community by ensuring the TAC has access to a wide talent pool to deliver on its strategic objectives. As a result of this GIA and other equity analysis, TAC made the following changes to the R&S policy:</p> <ul style="list-style-type: none"> a) Commitment to inclusion and diversity b) Update to include Special measures c) Update to include reasonable adjustments d) Update to include a diverse representation on the interview panel. <p>Additional changes outside of the policy but though out this process was the prioritisation of updating diversity data in the recruitment process (it is also one of the GEAP commitments) to enable the organisation to understand the impact and to inform future interventions in the recruitment processes to ensure the TAC is representative of the Victorian community it serves.</p>	Yes	The project team conducted external research from expertise organisations in diversity and inclusion and VPS employee networks, and also partnered with the internal Inclusion and Diversity team to ensure intersectionality was included. The new updates suggested as a result of the GIA undertaken will promote and create a more accessible and inclusive experience for prospective internal and external candidates. One of the additional barriers identified to understanding the impact of the updated R&S policy, was to prioritise the update to collect meaningful diversity data in the recruitment stage, which is also linked to GEAP commitment. This will also give us more meaningful insights to use in the future planning of improvements.