Gender Equality
Action Plan 2022-2025

Victorian Legal Services
BOARD + COMMISSIONER

Acknowledgement of Country

The Victorian Legal Services Board and Commissioner acknowledges Aboriginal and Torres Strait Islander people as the First Peoples and Traditional Owners and custodians of the land and waterways upon which our lives depend.

We acknowledge and pay our respects to ancestors of this country, Elders, knowledge holders and leaders – past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples. We recognise that Aboriginal and Torres Strait Islander communities are steeped in culture and lore having existed within Australia continuously for some 65,000 years.

We acknowledge the ongoing leadership of Aboriginal communities across Victoria and Aboriginal and Torres Strait Islander women in striving to build on these strengths to address inequalities and improve Aboriginal justice outcomes.

We recognise that Aboriginal and Torres Strait Islander women are disproportionately affected by discrimination and that Aboriginal self-determination requires a systemic shift of power and control from government and non-Aboriginal services to Aboriginal communities and their organisations.

Message from the Commissioner

I am very pleased to launch our first Gender Equality Action Plan for 2022-2025.

The Victorian Legal Services Board and Commissioner has a strong commitment to gender equality in our own workforce and in our role as a modern regulator of the legal profession. This commitment is based on our understanding of the role that gender equality plays in strengthening our organisation and the legal profession.

Since my appointment, I have sponsored initiatives that further gender equality at the VLSB+C and throughout the legal profession.

As a risk-based regulator, we look to areas of concern in the profession. Sexual harassment is an issue that continues to stain our industry. We are committed to reducing the prevalence of inappropriate conduct in line with our sexual harassment regulatory strategy. We have worked closely with the profession to lead and support knowledge and skill development initiatives to tackle this issue. We have developed educational material to improve early career lawyers' understanding of sexual harassment in the workplace. This work is important in building the cultural change required to eliminate sexual harassment and promote a diverse profession. We have also developed a reporting tool for lawyers experiencing sexual harassment in the workplace.

To further promote gender equality in our own workplace, we have developed the Gender Equality Action Plan 2022–2025.

The Gender Equality Action Plan (GEAP) was developed through consultation with staff members, where they put forward their views and contributions. The plan is a reflection of the feedback we were given and the sentiment of our organisation. I thank everyone who participated.

This feedback and the workplace data audit we conducted have helped us determine the key focus areas of the Gender Equality Action Plan, as well as associated actions, timeframes and measures.

I'm proud to be the sponsor and champion of this plan. I look forward to its achievements over the next four years.

Fiona McLeay
Board CEO & Commissioner

Our case for change

Our commitment to building a diverse, inclusive workplace has yielded strong results in relation to gender diversity. In developing the GEAP, the analysis we undertook of our workforce data has highlighted areas of real success.

The focus of the GEAP is to continue to support the diversity of our employees and assist us in considering new avenues to do this. We aim to grow as an organisation and be recognised as an employer which values, encourages and supports its employees. We will continue to challenge gender inequality and provide a safe, inclusive working environment where every employee succeeds, irrespective of gender.

The key focus areas, actions and measures we have identified in the GEAP align with objectives in VLSB+C's Corporate Plan 2022-24, particularly in the People, Technology and Governance section of the plan. That section sets out 'What we will do' and commits us to:

- Continue to implement our Access and Inclusion Plan, and implement our Gender Diversity Plan.

- Review operational and regulatory policies and processes to ensure we are culturally safe and accessible to groups who experience vulnerability, particularly for Aboriginal and Torres Strait Islander peoples and the LGBTQI community.

- Continue to embed our organisational values and commitments into our culture.

- Review our learning and career development approach to build leaders from within and recruit where we have gaps, in line with current and future organisational needs.

The Corporate Plan includes measures that will demonstrate whether we have succeeded in the areas outlined above. It specifies that 'We will have been successful if':

- We maintain or improve our engagement results in our staff survey.

- We have improved ways of collecting, analysing, and using data to make informed decisions.

- We are viewed as an accessible and inclusive organisation that values diversity.

- Our staff are engaged and healthy, taking pride in their work and workplace, and we retain talent.

- Our people work in a more collaborative and flexible way to increase our effectiveness.

Overall, we are committed to challenging gender inequality and ensuring a diverse, safe and inclusive working environment where every employee can bring their best selves to work.

The VLSB+C views the principles of the Gender Equality Act 2020 as integral to how we work on our workplace culture through our employee commitments, and how the GEAP will assist with ensuring employees of all genders, including those who are non-binary or gender diverse, feel supported and free from discrimination at work.

The creation of a GEAP will help to ensure that the VLSB+C is setting the standard when it comes to sexual harassment and gender equality internally.

Workplace gender audit

A workplace gender audit based on data as at 30 June 2021 was completed. We sourced data from payroll, HR systems and the People Matter Survey (PMS) 2021 to identify critical gaps for improvement and challenges to address.

The PMS included questions developed by the Victorian Public Sector Commission in consultation with the Gender Equity Commission to deliver data to meet Gender Equality Act reporting obligations.

The audit collected data on the seven gender equality indicators:

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.

5. Recruitment and promotion practices.

6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements for those with family or caring responsibilities.

7. Gendered segregation within the workplace.

Key findings, and the resulting strategies, actions and measures

The following provides the high level findings from the workplace gender audit aligned to the seven gender equality indicators. It includes workforce experience insights from the People Matter Survey where appropriate. Please see Attachment A for relevant data.

Also aligned to each of the seven gender equality indicators are the key focus areas, actions and measures. It has been agreed, through consultation, that these will challenge gender inequality and move towards ensuring a diverse, safe and inclusive working environment where every employee can succeed, irrespective of gender.

Indicator 1: Gender composition of workforce

- The overall composition of the workforce is 71% (76) identifying as women, 29% (31) identifying as men. No employees identified with another gender identity. That percentage is stable among the classification levels. The classifications VPS-4 & VPS-5 comprise 59.7% of all staff. 72% of VPS-4 & VPS-5 employees identify as women.

- At the Senior Levels, that include CEO & Director classifications, 60% of employees identify as women. This is comparable to the overall percentage taking into account that there are only seven people working at these levels.

- All part-time employees identify as women. While there is a relatively low level of part time roles (comprising less than 20% of the workforce), further work may need to be undertaken to ascertain why there are no part-time employees who identify as male.

- We only have six fixed-term contracted employees, with an even gender distribution among them.

- Age brackets that have statistically significant numbers of employees, have a gender composition that is consistent with the organisational composition. There are no prominent gender-based disparities intersecting with age identified. However, over 95% of employees are under 65 years of age, making it difficult to ascertain if there are any disparities at the 65+ age bracket.

Indicator 1: Gender composition of workforce continued

Key Focus Areas

- **To build systems and processes to capture and report on gender composition including intersectionality**

- **To embed gender equality values and processes into business as usual**

Actions	Measurement	Responsibility	Timeline
Collect data and employee experience evidence for the part-time employment cohort.	Report completed demonstrating gender equality assessment (e.g. accessibility for Senior staff, career development opportunities, levels of satisfaction, flexible work arrangements.)	People & Culture GEAP Working Group	28 February 2023
Establish baseline for gender composition at all levels and conduct annual reporting. Reporting communicated to all staff.	Annual reporting shows only slight variation (<5%) in the overall gender composition.	People & Culture GEAP Working Group	31 October 2023
Assess People Matter Survey results.	Employee Experience data shows 85% rating in 'there is a positive culture within my organisation in relation to employees of different sexes/genders'.	GEAP Working Group	31 October 2023
Progressively amend relevant VLSB+C external literature and communications to reflect being a Gender Equality employer of choice.	Relevant material is reflecting being a Gender Equality employer of choice.	GEAP Working Group Strategic Communications & Engagement	31 October 2024
Consult with relevant groups to establish the extent of intersectional data, to be considered for capture. Enhance data capture systems to include intersectional aspects and include in annual report.	All HR systems and functions used for future reporting are upgraded to capture all intersectional data. Reporting is completed and intersectional data is sufficient to establish target for 2025.	People & Culture	31 October 2025

Indicator 2: Gender composition of governing body

- The gender composition of the board is comparable to the gender composition of the organisation with 83% identifying as women, 17% identifying as men and no board members identifying with another gender identity.

- The Board CEO & Commissioner identifies as a woman. The Board Chair also identifies as a woman.

Key Focus Areas

- **To embed gender equality principles into Board processes and recruitment or appointment guidelines**

Actions	Measurement	Responsibility	Timeline
Compare gender composition with sector and establish baseline ratios.	Gender composition assessed annually against agreed baseline.	GEAP Working Group	31 December 2022
Board recruitment and appointment policy includes Gender Equality principles.	Implemented.	Board Chair	31 October 2023

Indicator 3: Pay equity

- The average (mean) pay gap across the organisation is 6.1% in favour of employees identifying as men. There is an average gap of 16% at the Director level, 4% at VPS-6 level and 5.4% at VPS-5 level also in favour of employees identifying as men. At VPS-4 level the average gap is 1% and at VPS-3 level it is 8.4% in favour of employees identifying as women.

- This trend is also reflected in the median (the middle value when listed from least to greatest).

- When looking only at Enterprise Agreement employees (VPS-2 level to VPS-6 level excluding Director level roles) the average (mean) pay gap across the organisation is 2% in favour of employees identifying as women. After deep diving into the base data, outside of the Director level, the differences are largely attributed to the tenure of employees in each of the grades. It should also be noted that if the CEO was added to the Director roles and all executive roles were used as a comparison group then the pay gap closes considerably.

- A pay gap for employees who identify as men in fixed-term contracted roles was also identified with the median gap being 26.2% and the mean being 40.5%. However, upon further investigation this is attributable to the low number of fixed-term employees (6) and that the men are largely in the lower graded roles.

Key Focus Areas

- **To better understand the influences of pay inequities and implement actions to rectify variances**

Actions	Measurement	Responsibility	Timeline
Undertake role and remuneration review of Director level roles to understand if gender is a driver of the pay gap at the this level.	Review completed and recommendations implemented.	People & Culture	30 June 2022
Further unpack and report on reasons for current variances in pay at the different levels and employment status of the organisation and take action as needed.	Report completed and recommendations implemented.	People & Culture	31 October 2023

Indicator 4: Sexual harassment

- There were no formal sexual harassment claims or reports received for the reporting period. The 2021 People Matter survey demonstrated some of the attitudes employees held towards sexual harassment in the workplace.

  - 1% of employees reported that they had experienced sexual harassment.

  - 80% of employees stated they agree "[the] organisation takes steps to eliminate bullying, harassment and discrimination". This is a strong result, well above the benchmark.

  - 91% of employees felt that "[the] organisation encourages respectful workplace behaviours". This is a positive result when compared to the benchmark.

  - The survey revealed that only 65% of staff agreed with the following statement: 'I feel safe to challenge inappropriate behaviour at work'. While this is close to the comparator group benchmark of 68%, it is an area that will be considered and worked on. When the responses to this statement were broken down by gender, 67% of women agree and only 57% of men agree, which is also a factor for consideration.

Key Focus Areas

- **To reiterate that VLSB+C have zero tolerance for sexual harassment**

- **To continue to build a culture where staff feel safe in challenging other staff about inappropriate behaviours**

Actions	Measurement	Responsibility	Timeline
Workplace contact officer program reviewed and renewed.	Program functioning and reporting in accordance with policy. Staff aware of the program and comfortable with contacting them if needed.	People & Culture	30 September 2022
Review all related policies and reporting processes in accordance with OHS Act.	Review completed and changes communicated to staff.	People & Culture	31 December 2022
Annual sexual harassment awareness training.	Training delivered.	People & Culture	31 July 2023
Explore reasons behind lower than average result to 'feeling safe to challenge inappropriate behavior at work'. Address below average result eg education, training, policy review/ development, leadership.	Increase Employee Experience result to 90%.	People & Culture	31 October 2025

Indicator 5: Recruitment and promotion

- Promotions, higher duties opportunities and exits are all in line and proportionate to the organisational gender composition, based on the dataset available.

- The majority of roles recruited during the reporting period were filled by people identifying as women. However, this was only 20% more than the roles filled with people identifying as men. This was relatively balanced across the different grade levels with a trend to increasing the number of employees identifying as men in VPS-1 to VPS-3 roles.

- The PMS results from 2021 showed a strong response to the statement that "Gender is not a barrier to success in my organisation", with 83% of respondents agreeing with the statement.

Key Focus Areas

- **To better understand our current job applicant gender balance and intersectionality**

- **To increase the employment opportunities for priority groups through employment programs**

- **To ensure staff are aware of transparency in recruitment and promotion decisions**

Actions	Measurement	Responsibility	Timeline
Review current recruitment functions to increase gender diverse applicants.	Data on gender and diversity of applicants reviewed and plan made to increase gender diverse applicants made if any issues identified.	People & Culture	31 October 2023
Access VPS diversity employment programs.	New staff are employed under VPS Employment Programs.	People & Culture	31 October 2023
Review or develop employee development and succession planning policy. Promote to staff.	Increase the result in 'my organisation makes fair recruitment and promotion decisions based on merit' to 80%.	People & Culture	31 October 2023

Indicator 6: Leave and flexibility

- Of those employees with current, formal and flexible work arrangements in place 15% identified as women and 12.5% as men. It is anticipated there will be a very large increase in current, formal, flexible work arrangements following the end of pandemic-related remote working arrangements and the introduction of a formal hybrid working model.

- There were no senior leaders (CEO or Director levels) who had current, formal, flexible work arrangements in place. There were some arrangements that were not formally documented, they could not be reflected in the reporting. It is also anticipated that there will be a very large increase in formal flexible work arrangements for senior leaders following the end of pandemic-related remote working arrangements and the introduction of a formal hybrid working model.

- All employees who took parental leave during the reporting period were employees who identify as women.

- Respondents to the 2021 PMS had very positive responses to the questions regarding support for leave and workplace flexibility.

Key Focus Areas

- **To enhance overall understanding and access to all leave and flexible work options**

Actions	Measurement	Responsibility	Timeline
Introduce formal remote working arrangements for staff returning to the office under the hybrid work model, including for senior leaders (CEO or Director levels).	Increase in number of documented flexible work arrangements.	People & Culture	31 December 2022
Review access to, and availability of, flexible working arrangements outside remote working arrangements.	Increase in number of documented flexible work arrangements.	People & Culture	31 December 2022
Review all recruitment communications to ensure flexible working message is clear.	Job ads and website contain reference to flexible work arrangements.	People & Culture	31 December 2022
Review leave policies and processes. Communicate availability of leave, particularly Family Violence leave, and that parental leave can be taken by employees identifying as men.	Policies reviewed and availability of leave communicated clearly.	People & Culture	31 October 2023

Indicator 7: Gendered segregation

• The data did not indicate any apparent issues for employees identifying as women.

Key Focus Areas

• **To increase understanding of gender segregation across the organisation and consider intersectionality impacts**

Actions	Measurement	Responsibility	Timeline
Review intersectionality data once available regarding segregation of employees who identify as women.	Data has been reviewed and actioned if issues identified.	People & Culture	31 October 2023

Data gaps

We recognise that the findings above are limited. Comprehensive and reliable intersectional data is currently unavailable. This means that we are unable to provide an accurate workplace profile of employees who identify as women with intersecting identities related to disability, culture, religion, sexual orientation, and Aboriginal and Torres Strait Islander heritage to understand additional barriers to equality. As outlined above, a key action in the GEAP is to work on data collection, to enable a better understanding of the workforce and track progress in future audits.

We also recognise that as a smaller organisation, it is difficult to ascertain the validity of some of the findings as the low numbers in the datasets do not make for statistically valid sample sizes. The inclusion or exclusion of a single employee can significantly alter the findings.

Consultation and engagement in putting together this plan

This GEAP was developed through consultation with groups and individuals across VLSB+C, as well as external stakeholders as outlined in the table below.

The key areas of consultation were carried out with staff through several different fora. The consultation started with presentations before moving into direct consultation on results of the Baseline Data Audit and proposed strategies. Relevant project staff attended the presentations and consultation sessions and shared findings with the senior levels of the organisation.

Consultation Report		
Who	**When**	**What/How**
Senior Leadership Team	February 2021	Presentation giving overview of Gender Equality Action Plan process.
All VLSB+C staff	February 2021	Newsletter Article outlining initial steps of GEAP to familiarise employees with the process to be undertaken.
All Managers	March 2021	Presentation giving overview of Gender Equality Action Plan process.
Project Team staff	July 2021	Attendance in Gender Equality Commission workshops.
VLSB+C Senior Policy Officer – a subject matter expert in the gender equality space	February 2022	Consultation on Data Audit results and proposed strategies to refine proposed strategies with subject matter expert.
VLSB+C OH&S Committee	March 2022	Consultation on Data Audit results and proposed strategies.
VLSB+C People & Culture Advisory Group*	March 2022	Consultation on Data Audit results and proposed strategies.
VLSB+C Senior Leadership Team+	March 2022	Presentation of Gender Equality Action Plan.
Gender Equality Commission	March 2022	Discussion on Plan Format and Structure.

On the completion of the VLSB+C Gender Equality Action Plan the full plan will be presented to all staff at an all staff meeting. The plan will be made available to all new staff via induction and on the intranet. Annual progress reports will be presented to staff and also made available on the Intranet.

* The VLSB+C People & Culture Advisory Group consists of employee representatives and is the primary group for employee engagement.

+ The VLSB+C Senior Leadership Team consists of VLSB+C Directors and the Commissioner, who employs all VLSB+C staff.

Implementation of GEAP working group

To implement the actions outlined in this GEAP the VLSB+C will primarily be relying on the People and Culture team. However, to support them and ensure employee engagement and consultation continues through the implementation of the GEAP, the VLSB+C will establish a GEAP working group.

The GEAP working group will be established to represent all levels and divisions of the VLSB+C. It will act as an advisory group for the implementation and review of the GEAP. Members will be sourced from other advisory groups, such as the People and Culture Advisory Group, OH&S Committee, Access and Inclusion Working Group along with general expressions of interest. Terms of Reference will be developed to identify the roles and functions of the group. The members of the working group will also champion the principles of the Act and communicate on progress of the GEAP within their own teams.

Measuring progress

The VLSB+C will report progress in relation to strategies and measures outlined in this GEAP to the Commission for Gender Equality in the Public Sector every second year (at a minimum).

Internally, the Internal Action Progress Report will be presented to the Senior Leadership Team and all staff annually, in August.

Steps to implement the GEAP

Following endorsement by the Commission for Gender Equality in the Public Sector the implementation of the GEAP will include:

- Establishment of the GEAP Working Group

- Allocation of sub-tasks from plan to working group members

- Secondment of additional staff to working group as needed – skills based

- Quarterly working group meetings to assess progress on tasks

- Annual Internal Action Progress report presented at all staff meeting / Staff Monthly Newsletter (The Annie) article or progress report on intranet or distributed to relevant staff groups.

Attachment A: Workforce Data Audit and Employee Experience Data

Indicator 1: Gender composition of workforce

Gender composition of workforce

		Gender				Percentages %		
		W	M	S	Total employees	W	M	S
CEO	Full-time permanent/ongoing	1	0	0	**1**	100	0	0
Exec	Full-time permanent/ongoing	2	2	0	**4**	50	50	0
VPS 7	Full-time permanent/ongoing	0	2	0	**2**	0	100	0
VPS 6	Full-time permanent/ongoing	11	3	0	**14**	79	21	0
	Part-time permanent/ongoing	4	0	0	**4**	100	0	0
VPS 5	Full-time permanent/ongoing	16	14	0	**30**	53	47	0
	Full-time contract (fixed-term)	1	0	0	**1**	100	0	0
	Part-time permanent/ongoing	7	0	0	**7**	100	0	0
	Part-time contract (fixed-term)	1	0	0	**1**	100	0	0
VPS 4	Full-time permanent/ongoing	16	4	0	**20**	80	20	0
	Part-time permanent/ongoing	5	0	0	**5**	100	0	0
VPS 3	Full-time permanent/ongoing	7	3	0	**10**	70	30	0
	Full-time contract (fixed-term)	1	2	0	**3**	33	67	0
	Part-time permanent/ongoing	4	0	0	**4**	100	0	0
VPS 2	Full-time contract (fixed-term)	0	1	0	**1**	0	100	0
		76	**31**	**0**	**107**	**71**	**29**	**0**

Organisational data as of 31 June 2021.

People Matter Survey 2021.

Gender composition of workforce by age

	Employment basis	15-24 years		25-34 years		35-44 years		45-54 years		55-64 years		65+ years		
		W	M	W	M	W	M	W	M	W	M	W	M	
CEO	Full-time permanent/ongoing	0	0	0	0	0	0	1	0	0	0	0	0	**1**
Exec	Full-time permanent/ongoing	0	0	0	0	0	0	2	2	0	0	0	0	**4**
VPS 7	Full-time permanent/ongoing	0	0	0	0	0	0	0	0	0	1	0	1	**2**
VPS 6	Full-time permanent/ongoing	0	0	0	0	6	1	2	1	3	1	0	0	**14**
	Part-time permanent/ongoing	0	0	0	0	1	0	1	0	2	0	0	0	**4**
VPS 5	Full-time permanent/ongoing	0	0	4	4	7	3	4	3	1	2	0	2	**30**
	Full-time contract (fixed-term)	0	0	0	0	0	0	0	0	1	0	0	0	**1**
	Part-time permanent/ongoing	0	0	1	0	4	0	2	0	0	0	0	0	**7**
	Part-time contract (fixed-term)	0	0	0	0	0	0	0	0	1	0	0	0	**1**
VPS 4	Full-time permanent/ongoing	0	0	11	3	0	1	3	0	2	0	0	0	**20**
	Part-time permanent/ongoing	0	0	2	0	2	0	0	0	1	0	0	0	**5**
VPS 3	Full-time permanent/ongoing	1	0	2	0	1	2	1	1	1	0	1	0	**10**
	Full-time contract (fixed-term)	0	1	1	0	0	1	0	0	0	0	0	0	**3**
	Part-time permanent/ongoing	0	0	1	0	2	0	0	0	0	0	1	0	**4**
VPS 2	Full-time permanent/ongoing	0	0	0	0	0	0	0	0	0	0	0	0	**0**
	Full-time contract (fixed-term)	0	0	0	1	0	0	0	0	0	0	0	0	**1**
		1	**1**	**22**	**8**	**23**	**8**	**16**	**7**	**12**	**4**	**2**	**3**	
	Gender split per age group	**50%**	**50%**	**73%**	**27%**	**74%**	**26%**	**70%**	**30%**	**75%**	**25%**	**40%**	**60%**	
	Age group – overall number	**1.8%**		**28%**		**28.9%**		**21.5%**		**15%**		**4.6%**		

There is a positive culture within my organisation in relation to employees of different sexes/gender

3%

4% 8% 85%

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	76%	**Not asked**	**85%**	**57%**	**81%**	**97%**

Agree gendered response 87% women / 86% men / 80% not identified

■ Disagree ■ Don't know ■ Neither agree nor disagree ■ Agree

Indicator 2: Gender composition of governing body

Gender composition of governing body

The Board comprises a Chairperson, three elected lawyer members and three lay members. The Chairperson and lay members of the Board are nominated by the Attorney-General and appointed by the Governor in Council for a four-year term. Lawyer members are elected by lawyers who are registered on the Board's electoral roll, also for a four-year term. One lawyer member is a barrister (advocate member) and two are solicitors (non-advocate members).

	Women	Men	Self Described Gender
Chair	1		
Other members of governing body	4	1	
Total	**5**	**1**	
Percentage	**83%**	**17%**	

Indicator 3: Pay equity

Pay gap Median and Mean

	Employment basis	Median** Annualised base salary+ Pay gap as % Women + / −	Median** Total remuneration^ Pay gap as % Women + / −	Mean* Annualised base salary+ Pay gap as % Women + / −	Mean* Total remuneration^ Pay gap as % Women + / −
	All	6.1%	6.1%	5.9%	5.9%
	Full-time permanent/ongoing	10.3%	10.3%	7.7%	7.7%
	Full-time contract (fixed-term)	-26.2%	-26.2%	-40.5%	-40.5%
	Part-time permanent/ongoing				
	Part-time contract (fixed-term)				
	Casual				
CEO	All				
Exec	All	16.0%	16.0%	16.0%	16.0%
VPS 7	All	0%	0%	0%	0%
VPS 6	All	4.0%	4.0%	2.6%	2.6%
VPS 5	All	5.4%	5.4%	2.1%	2.1%
VPS 4	All	-1.0%	-1.0%	0.4%	0.4%
VPS 3	All	-8.4%	-8.4%	-5.1%	-5.1%

* The mean is an average of the base salaries or remuneration. (Total divided by the number).

** The median is the middle value of the base salaries or remuneration from least to greatest.

+ Annualised is the annual salary derived from hourly rate over a full year.

^ Total remuneration includes superannuation, allowances and other benefits.

Indicator 4: Sexual harassment

There were no formal sexual harassment claims or reports received for the reporting period.

Employee Experience Data from People Matter Survey 2021

Sexual harassment
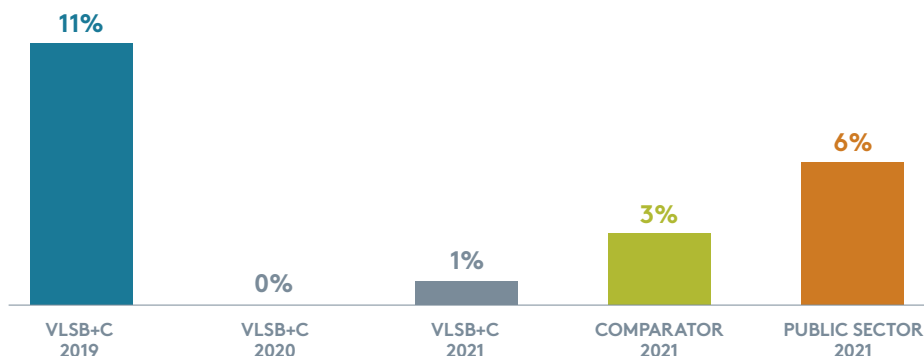
	VLSB+C 2019	VLSB+C 2020	VLSB+C 2021	COMPARATOR 2021	PUBLIC SECTOR 2021
	11%	0%	1%	3%	6%

I feel safe to challenge inappropriate behaviour at work

	VLSB+C			COMPARATOR		
	2019	2020	2021	LOWEST	AVERAGE	HIGHEST
	Not asked	Not asked	65%	49%	68%	100%

15% 20% 65%

Agree gendered response 67% women / 57% men / 67% not identified

My organisation takes steps to eliminate bullying, harassment and discrimination

	VLSB+C			COMPARATOR		
	2019	2020	2021	LOWEST	AVERAGE	HIGHEST
	59%	Not asked	80%	43%	67%	100%

3%
8% 9% 80%

Agree gendered response 80% women / 71% men / 87% not identified

My organisation encourages respectful workplace behaviours

	VLSB+C			COMPARATOR		
	2019	2020	2021	LOWEST	AVERAGE	HIGHEST
	66%	Not asked	91%	63%	84%	100%

7%
3% 91%

Agree gendered response 91% women / 93% men / 87% not identified
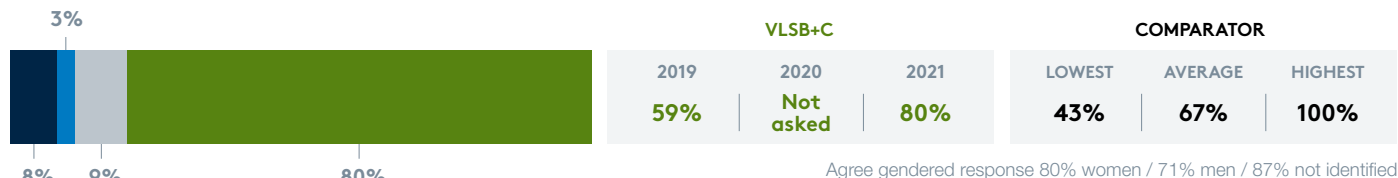
■ Disagree   ■ Don't know   ■ Neither agree nor disagree   ■ Agree

Indicator 5: Recruitment and promotion

Composition of people recruited by Level, Employment basis and Gender

Employee Level (your organisation's terminology)	Employment basis	Headcount			
		Women	Men	Self Described Gender	Total employees
EXEC	Full-time permanent/ongoing		1		1
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS6	Full-time permanent/ongoing	1	1		2
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS5	Full-time permanent/ongoing	6	3		9
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS4	Full-time permanent/ongoing	1			1
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing	1			1
	Part-time contract (fixed-term)				0
	Casual				0
VPS3	Full-time permanent/ongoing				0
	Full-time contract (fixed-term)	1	2		3
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS1	Full-time permanent/ongoing				0
	Full-time contract (fixed-term)		1		1
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0

Composition of permanent promotions by Level, Employment basis and Gender

Employee Level (your organisation's terminology)	Employment basis	Headcount			
		Women	**Men**	**Self Described Gender**	**Total employees**
VPS6	Full-time permanent/ongoing				0
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing	1			1
	Part-time contract (fixed-term)				0
	Casual				0
VPS5	Full-time permanent/ongoing	1	1		2
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS4	Full-time permanent/ongoing	2	1		3
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0

Composition of people who were awarded higher duties by Level, Employment basis and Gender

Employee Level (your organisation's terminology)	Employment basis	Headcount			
		Women	Men	Self Described Gender	Total employees
VPS6	Full-time permanent/ongoing				0
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing	2			2
	Part-time contract (fixed-term)				0
	Casual				0
VPS5	Full-time permanent/ongoing	1			1
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS4	Full-time permanent/ongoing	2	1		3
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing	1			1
	Part-time contract (fixed-term)				0
	Casual				0
VPS3	Full-time permanent/ongoing	2			2
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0

Composition of people who exited by Level, Employment basis and Gender

Employee Level (your organisation's terminology)	Employment basis	Headcount			
		Women	Men	Self Described Gender	Total employees
VPS5	Full-time permanent/ongoing	4	1		5
	Full-time contract (fixed-term)	2			2
	Part-time permanent/ongoing				0
	Part-time contract (fixed-term)				0
	Casual				0
VPS4	Full-time permanent/ongoing	1	1		2
	Full-time contract (fixed-term)				0
	Part-time permanent/ongoing		1		1
	Part-time contract (fixed-term)	1			1
	Casual				0
VPS3	Full-time permanent/ongoing	1			1
	Full-time contract (fixed-term)	1			1
	Part-time permanent/ongoing	1			1
	Part-time contract (fixed-term)	1			1
	Casual				0

Employee Experience Data from People Matter Survey 2021

My organisation makes fair recruitment and promotion decisions, based on merit

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	29%	**Not asked**	**56%**	**27%**	**57%**	**94%**

16% 12% 16% 56%

Agree gendered response 63% women / 50% men / 40% not identified

I feel I have an equal chance at promotion in my organisation

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	Not asked	**Not asked**	**44%**	**20%**	**44%**	**78%**

13% 43% 44%

Agree gendered response 43% women / 50% men / 40% not identified
Quite high undecided rate

Gender is not a barrier to success in my organisation

3%

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	Not asked	**Not asked**	**83%**	**52%**	**79%**	**100%**

7% 8% 83%

Agree gendered response 87% women / 79% men / 73% not identified

Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	Not asked	**Not asked**	**64%**	**48%**	**65%**	**95%**

1% 20% 15% 64%

Agree gendered response 65% women / 71% men / 53% not identified

■ Disagree ■ Don't know ■ Neither agree nor disagree ■ Agree

Employee Experience Data from People Matter Survey 2021

Cultural background is not a barrier to success in my organisation

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	70%	**Not asked**	**80%**	**54%**	**75%**	**97%**

1% 5% 13% 80%

Agree gendered response 83% women / 79% men / 73% not identified

Sexual orientation is not a barrier to success in my organisation

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
		Not asked	**80%**	**58%**	**78%**	**97%**

8% 12% 80%

Agree gendered response 80% women / 71% men / 87% not identified

Disability is not a barrier to success in my organisation

	VLSB+C			COMPARATOR		
	2019	**2020**	**2021**	**LOWEST**	**AVERAGE**	**HIGHEST**
	60%	**Not asked**	**65%**	**40%**	**62%**	**92%**

3% 11% 21% 65%

Agree gendered response 63% women / 79% men / 60% not identified

■ Disagree ■ Don't know ■ Neither agree nor disagree ■ Agree

Indicator 6: Leave and flexibility

Employees who have current, formal, flexible work arrangements in place

	Employment basis	On formal flexible working arrangement			Not on formal flexible working arrangement			
		Women	Men	Self Described Gender	Women	Men	Self Described Gender	Total
CEO	Full-time permanent/ongoing				1			**1**
Exec	Full-time permanent/ongoing				2	2		**4**
VPS 7	Full-time permanent/ongoing					2		**2**
VPS 6	Full-time permanent/ongoing	2			9	3		**14**
	Part-time permanent/ongoing	1			3			**4**
VPS 5	Full-time permanent/ongoing	3	3		13	11		**30**
	Full-time contract (fixed-term)					1		**1**
	Part-time permanent/ongoing	1			6			**7**
	Part-time contract (fixed-term)				1			**1**
VPS 4	Full-time permanent/ongoing	1	1		15	3		**20**
	Full-time contract (fixed-term)	2			3			**5**
VPS 3	Full-time permanent/ongoing				7	3		**10**
	Part-time contract (fixed-term)				1	2		**3**
	Part-time permanent/ongoing				3			
VPS 2	Full-time permanent/ongoing					1		**1**

Employees who took parental leave during the reporting period

	Employment basis	Parental leave takers between 1 July 2020 and 30 June 2021 (Headcount)			Average number of paid weeks taken			Average number of unpaid weeks taken		
		Women	Men	Self Described Gender	Women	Men	Self Described Gender	Women	Men	Self Described Gender
VPS 5	Part-time permanent/ongoing	1			16			10		
VPS 4	Full-time permanent/ongoing	2			16					

Employees who took carers leave during the reporting period

	Women	Men	Self Described Gender
Carers Leave Takers	22	7	
Total	**22**	**7**	

Employee Experience Data from People Matter Survey 2021

My organisation would support me if I needed to take family violence leave

		VLSB+C		COMPARATOR		
	2019	2020	2021	LOWEST	AVERAGE	HIGHEST
	Not asked	Not asked	79%	54%	79%	100%

8%
1% 12% 79%

Agree gendered response 89% women / 64% men / 60% not identified

I am confident that if I requested a flexible work arrangement, it would be given due consideration

		VLSB+C		COMPARATOR		
	2019	2020	2021	LOWEST	AVERAGE	HIGHEST
	66%	84%	88%	61%	80%	98%

9%
3% 88%

Agree gendered response 89% women / 71% men / 100% not identified

My organisation supports employees with family or other caring responsibilities, regardless of gender

		VLSB+C		COMPARATOR		
	2019	2020	2021	LOWEST	AVERAGE	HIGHEST
	Not asked	Not asked	87%	63%	82%	100%

11%
3% 87%

Agree gendered response 85% women / 86% men / 93% not identified

■ Disagree   ■ Don't know   ■ Neither agree nor disagree   ■ Agree

Indicator 7: Gendered segregation

ANZSCO group information by Gender

Major Group	Sub-Major Group	Women	Men	Self Described Gender
1	Managers	18	6	0
2	Professionals	19	6	0
3	Technicians and Trade Workers	0	1	0
4	Community and Personal Service Workers	0	0	0
5	Clerical and Administrative Workers	39	18	0
6	Sales Workers	0	0	0
7	Machinery Operators and Drivers	0	0	0
8	Labourers	0	0	0

ANZSCO stands for Australian and New Zealand Standard Classification of Occupations. ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets. The structure of ANZSCO has five hierarchical levels - major group, sub-major group, minor group, unit group and occupation. The categories at the most detailed level of the classification are termed 'occupations'.