



**Gender
Equality
Action Plan
2022-25**



Acknowledgement

The City of Port Phillip respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations. We pay our respects to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.

Governance

Responsible Department:

People, Culture and Safety

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Executive Leadership Team

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People, Culture and Safety, Community Building and Inclusion, Organisational Performance and Governance, Property and Assets

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Gender Equality Act 2020

Associated Strategic Direction #:

Inclusive Port Phillip and Well-Governed Port Phillip

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Organisational Strategy, People and Culture Strategy, Accessibility Action Plan, Organisational Workforce Plan 2022 - 2025

Supersedes:

Requirement of Legislation or meeting the Industry Standards:

As a defined entity under the *Gender Equality Act 2020*, Council has an obligation to promote workplace gender equality through gender auditing and action planning, and to consider gender equality in our community-facing policies, programs and services. Our positive duty to promote gender equality under section 7 of the *Gender Equality Act* aligns with other Victorian legislative frameworks, including our obligations under sections 8 and 38 of the *Charter of Human Rights and Responsibilities Act 2006* and section 15 of the *Equal Opportunity Act 2010*.

Meeting our obligations under the *Gender Equality Act 2020* will also satisfy the gender equality workforce planning requirements of the *Local Government Act 2020*.

Editorial Amendments Approver:

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Name	Content Manager	File Reference	Date	Description of Edits

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Message from the CEO

I am very proud to release our first Gender Equality Action Plan. This plan has been one year in the making, starting with our workplace gender audit, employee experience survey and engaging our staff and council members in consultation at each step of the way.

The plan aims to make sure our workplace is safe, respectful, fair and inclusive for everyone – for all women, men, non-binary and gender diverse people. Gender equality is not about people becoming the same, rather people of all genders and backgrounds having access to equal opportunities, recognition and equitable pay in this organisation.

City of Port Phillip is a large employer, workplace and service provider, and we have considerable influence to advance gender equality through our workplace policies, culture and practices and, by extension, through how we plan programs, services and initiatives for the community.

As local government, the Executive Leadership Team and I want us to lead by example and ensure we monitor and act on gender-based discrimination and other forms of discrimination.

Not only is this the right thing to do, it's the smart thing to do because a safe, respectful workplace is a more productive, resilient organisation.

We aim to achieve workplace equality through complementary efforts to advance Accessibility, Reconciliation and Rainbow Tick accreditation.

During the period of this plan, we will seek to further integrate our social policy work, strengthen our approach to intersectionality and develop a holistic diversity and inclusion framework.

I'm confident that advancing gender equality will also help us to achieve the strategic objectives in the Council Plan, particularly 'Inclusive Port Phillip' – a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities and 'Well-governed Port Phillip' – a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts. It is my hope that over time, gender equality will be a lens that informs all Council decision-making and becomes 'business as usual'.

Women and non-binary people have been disproportionately disadvantaged by historical and systemic inequality, but men have an important role to play as allies for gender equality and everyone stands to benefit from building a culture and policies that move beyond the constraints of gender bias and stereotypes.

I encourage everyone – our staff, council members and partners – to join us in this collective effort to end gender-based discrimination and improve our workplace.



Peter Smith
Chief Executive Officer
City of Port Phillip

Our vision for gender equality

We are a safe and inclusive workplace that is gender-balanced and diverse, where everyone is valued and respected as a unique individual and has equitable access to opportunities.

Our commitment to gender equality

- As local government, we embrace our leadership role as a large employer, service provider and role model for gender equality and inclusion.
- We will strive to create a workplace culture where all staff feel safe and confident to be themselves and to speak up if they have concerns about workplace behaviours or practices.
- Our leaders will set the tone for the organisational culture, lead meaningful change and role model the behaviours we seek.
- Staff will be supported to actively challenge gender norms, stereotypes and prejudices.
- Gender analysis will inform our key decision-making, policies, programs and services.
- We will invest time, effort and resourcing in advancing gender equality.
- We recognise that gender equality is both a worthy objective in its own right and a prerequisite to preventing violence against women and all forms of gender-based violence.
- We will challenge binary categorisations of gender and sexuality, and heteronormative assumptions.
- We will deepen our intersectional approach to gender equality, by starting to address systems of discrimination and disadvantage including the complex interplay of gender inequality and ageism, racism, ableism, homophobia, transphobia and classism.
- We will be transparent, and report annually on our progress.

Together these will help us achieve our organisational vision:

A leading local government organisation that is agile, future ready and trusted to leave our community and our people in a better place.

Our values

Our values and behaviours underpin how we work with each other and for the community. Values are enduring and drive the workplace culture while behaviours bring values to life in our everyday interactions and decisions. Together these will enable us to deliver the improvements identified in this plan.

Working together

We are open, we listen, we respect others and trust each other.

We partner with others to deliver results for our community.

Creative and strategic thinking

We innovate, embrace new technology, learn and grow.

We are open to new ideas, encourage and value all contributions.

Personal growth and performance

We are committed to a constructive feedback, learning and performance culture.

We lean into the uncertainty and complexity of change and find the big opportunities.

Courage and integrity

We do not allow situations to continue that we know are wrong or not quite right.

We are prepared to make decisions even when things are uncertain.

Accountability

We do what we say we are going to do and deliver on our commitments.

We own the problem, the solution and the outcomes

Community First

We view what we do through the eyes of the community.

We promote and provide an exceptional customer experience.

The case for change

Workplace gender equality will be achieved when everyone is able to access and enjoy the same opportunities and recognition regardless of their gender and other aspects of their identity.

There are many different aspects of social identity, including gender, age, race, religion, (dis)ability, sexual orientation and socio-economic status, that shape an individual's experience and their access to resources and opportunities in the workplace.

Gender equality is both an ethical imperative – an issue of fairness and justice – and a business priority, proven to be good for staff, good for organisations and good for the community. Research shows that gender equality is linked to improved organisational performance. A diverse, inclusive and respectful workforce generates tangible benefits, such as increased productivity, innovation, creativity and improved employee engagement¹.

A diverse workforce also tends to produce a more holistic response to the issues an organisation faces and spurs greater effort and motivation, leading to improved decision-making². As local government, it is particularly important that we understand and reflect our community in all its diversity so we can serve our community better.

For attracting and retaining staff, we know that diversity and inclusion matters. When workplaces are equally appealing to people of all genders and identities, organisations have access to a larger talent pool.

High performing employees are attracted to organisations that have a positive reputation for promoting gender equality. Employees value positive workplace cultures and environments that offer gender equality policies and practices, flexible working arrangements and support for employees with family and caring responsibilities.

Likewise, workplace policies that support gender equality are an important tool to retain talented employees³.

Gender equality is also a prerequisite for ending gender-based violence. *Change the Story*, Australia's national framework for preventing violence against women,⁴ finds that violence against women, including domestic and family violence, sexual assault and workplace sexual harassment, is serious, prevalent and driven by gender inequality and the disrespectful attitudes, behaviours and stereotypes that support it.

However, gender-based violence is preventable if action is taken at every level of society – by governments, organisations and individuals – to advance gender equality in public and private life.

1 Workplace Gender Equality Agency: the business case: [Workplace gender equality: the business case | WGEA](#)

2 Centre for Ethical Leadership, 2013, accessed at: [Workplace gender equality: the business case | WGEA](#)

3 Workplace Gender Equality Agency: the business case: [Workplace gender equality: the business case | WGEA](#)

4 Change the Story: A shared framework for the primary prevention of violence against women in Australia: <https://www.ourwatch.org.au/>

Gender equality makes our workplaces and communities safer and healthier⁵. Organisations with greater gender equality are more cohesive. Their people are more connected and have better wellbeing. To this end, we recognise the importance of engaging positively with men, encouraging men to be allies for gender equality and promoting the benefits of gender equality not only to women and people who are gender diverse, but also to men.

Research⁶ finds that men who are less constrained by rigid gender norms experience better mental health, are less likely to be in accidents and to commit acts of violence, bullying and sexual harassment. The benefits of helping men break free from restrictive gender stereotypes therefore flow to everyone.⁷

Through this plan we aspire to create the change that is needed for people of all genders and identities to be safe and thrive in our workplace and in our city. We recognise that the path to equality may not be in equal treatment, but in fair treatment for different groups according to their respective needs.

This plan acknowledges that gender inequality is persistent and will not happen automatically – it will require leadership, shared commitment and sustained resourcing.



5 The benefits of gender equality | Victorian Government (www.vic.gov.au)

6 The Man Box Study, The Men's Project, Jesuit Social Services: Jesuit Social Services – The Man Box (jss.org.au)

7 VicHealth, Healthier Masculinities Framework for Gender Equality: [**Masculinities and health**](http://Masculinities and health (vichealth.vic.gov.au)) (vichealth.vic.gov.au)

Policy context

As the closest level of government to the community, councils play a critical leadership role in shaping the culture, attitudes and social norms of the communities we serve through service provision, planning and procurement. Local government is also an institution, part of structures that can perpetuate experiences of equality and inequality.

As a defined entity under the *Gender Equality Act 2020*, the City of Port Phillip has an obligation to promote workplace gender equality through gender auditing and action planning, and to consider gender equality in our community-facing policies, programs and services.

This Plan will contribute to multiple strategic directions of the City of Port Phillip Council Plan 2021-2031 including:

- **Inclusive Port Phillip** – A city that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.
- **Well-governed Port Phillip** – A city that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

Importantly this plan is a key mechanism to achieving the Council Plan commitment to provide ‘action that addresses the drivers of family violence and all forms of violence against women by tackling gender inequality in our community and organisation’.

Action planning to prevent and respond to family violence and all forms of violence against women will also help us to satisfy requirements to protect, improve and promote public health and wellbeing under the *Public Health and Wellbeing Act 2008* and play our part in regional strategies such as: “*Promoting Respect and Equity Together - A Strategy for the Southern Metropolitan Region 2021-2025*”.

This plan also aligns to key Victorian Government strategies, notably *Safe and Strong*, Victoria’s Gender Equality Strategy, and *Free From Violence*, Victoria’s strategy to prevent family violence and all forms of violence against women; and to *Change the Story*, the national framework for the primary prevention of violence against women.

Council is developing four interconnected action plans – our first Gender Equality Action Plan, our first Organisational Workforce Plan, our fourth Accessibility Action Plan and our third Reconciliation Action Plan.

Through aligning our engagement on gender equality and accessibility, strong synergies have been identified between the plans, resulting in several complementary actions relating to improved data collection, recruitment, training, communications and flexible work. This work will contribute to Council’s broader Diversity and Inclusion Framework which is currently being developed.

Gender equality at the City of Port Phillip in context

The City of Port Phillip has a strong commitment to advancing gender equality. Since its formation, there have been 16 women and ten men elected as Mayor and the organisation has also had a strong gender balance in its appointment of CEOs.

The City of Port Phillip's history of working actively to advance gender equality and prevent family and gender-based violence includes:

- Participation in the 16 Days of Activism against Gender-Based Violence and other primary preventions campaigns. Each year Council participates in the 16 Days of Activism, aligning with regional networks such as Bayside Peninsular Primary Prevention Working Group, including the Walk Against Family Violence. In 2020 and 2021, we have taken part in Respect Victoria's state-wide '*Respect Women: Call it Out*' initiative.
- Committing to a whole of Council and community response to preventing and responding to family violence in response to the Royal Commission into Family Violence.
- Implementing Family Support Programs which provide direct services, including early intervention support, to women and children experiencing family violence. One of these programs – Integrated Family Services – is linked to the Orange Door and Bayside Alliance in our region.
- Partnering with Star Health to run 'Being Equal', a pilot program to create early learning environments that reflect respectful relationships and gender equality using a whole-of-service approach during 2018-20.
- Partnering with Women's Health in the South East (WHISE) to undertake an organisational gender audit, utilising the 'Workplace Equality and Respect' survey, to establish baseline data and set the foundations for future workplace gender equality efforts in 2019.
- Partnering with VicHealth, Girl Geek Academy, The Arcade and Star Health, to support Victorian game developers to build games to act on gender equality in a world-first Gender Equality Game Jam in 2019.
- Piloting gender impact assessments (GIAs) of policies, programs and services that have a direct and significant impact on the community during 2021, working toward embedding GIAs in its program management systems and policy architecture, building GIA capacity across the organisation, and advancing gender equality in partnerships.

COVID-19 and the gender equality context

We recognise that Council's workplace gender audit and development of this action plan have taken place during a unique period of time. The COVID-19 pandemic is having a serious and lasting impact on all Australians. However, women and men have experienced the pandemic differently, with these differences partly explained by existing gender disparities⁸.

The COVID-19 pandemic has created a range of situational factors, such as lockdowns, remote learning and working from home that have caused additional financial and emotional stressors, exacerbated isolation and mental health issues, entrenched gender roles and exposed more women to increased levels of violence. While we recognise the impact of the pandemic is highly gendered, we are unable to identify how this may be impacting the results of our 2021 workplace gender audit because we do not have a pre-COVID baseline.



⁸ Draft National Plan to End Violence against Women and Children 2022-2032 accessed at: Draft National Plan to End Violence against Women and Children 2022-2032 document | engage.dss.gov.au

Diversity and inclusion

Council is committed to strengthening our efforts towards diversity and inclusion (D&I) with an internal steering committee soon to be established to lead development of an overarching D&I framework that informs organisational plans such as the Accessibility Action Plan, Reconciliation Action Plan and Gender Equality Action Plan.

This framework will enable us to integrate our strategies to achieve equality for people of all genders, sexual orientations, ages, abilities, ethnicities, religions, socio-economic and cultural backgrounds and importantly aims to ensure that our workplace composition reflects diversity in our community.

The City of Port Phillip is a proudly diverse and inclusive organisation and has long been a champion for our LGBTQIA+ community and staff. Having recently invested \$13 million in the new Victorian Pride Centre in St Kilda, Council has also established a LGBTQIA+ Advisory Committee to assist it to prepare a LGBTQIA+ Action Plan and work towards additional Rainbow Tick Accreditation.

Gender equality and LGBTQIA+ inclusion are seen as mutually beneficial goals, and we will continue to actively align our efforts in promoting respect and equality for people of all gender identities and preventing all forms of gender-based violence.

This will necessitate challenging and transforming binary categorisations of gender and sexuality and having a nuanced and expansive understanding of gender diversity. Data limitations (including lack of non-binary gender data) in our first workplace gender audit have highlighted the need to strengthen our internal data collection and intersectional analysis during the life of this plan.



Intersectionality

This plan commits to developing an intersectional approach for addressing the ways in which different forms of discrimination and inequality may interact with gender inequality to create amplified forms of disadvantage for some groups in our workplace.

Taking an intersectional approach is not just about collecting a wider range of demographic data, it is about the questions we ask, the assumptions we challenge and the way in which we conduct analysis. It is about our commitment to addressing the root causes of structural inequality.

Intersectionality acknowledges that some people are subject to multiple forms of oppression, such as sexism, racism, ableism, ageism or homophobia, and ‘the experience is not just the sum of its parts’⁹. An intersectional approach is ‘a lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other’.¹⁰

Conversely, intersectionality also highlights the intersection of multiple forms of power and privilege.

Intersectional gender inequality recognises that gender inequality is not experienced by all women (or all men or all gender diverse people) in the same way or to the same extent.

Our workplace gender audit has enabled us to identify gender differences in representation at all levels, pay equity, career development and workplace experience, but due to the lack of intersectional data (beyond age), we are as yet unable to make a proper intersectional assessment of how some staff or council members might be impacted by the intersection of gender inequality and other forms of discrimination or marginalisation based on cultural background, religion, sexual orientation, (dis)ability or other aspects of social identity.

Strengthening our internal data collection and analysis is the important next step to advancing intersectional gender equality and other forms of structural equality in our organisation. Intersectionality will therefore be a core component of our D&I framework and the lens through which we approach equity and target interventions for particular cohorts.

⁹ Steinmetz, K. (2020). She Coined the Term ‘Intersectionality’ Over 30 Years Ago. Here’s What It Means to Her Today: [Kimberlé Crenshaw on What Intersectionality Means Today | Time](#)

¹⁰ *ibid*

Developing this plan

In developing this plan, work has focused on laying the foundations for embedding gender equality into Council's culture, systems and decision-making processes.

Extensive data was analysed relating to our workforce of 901 staff (as at 30 June 2021), along with employee responses from 33 per cent of our staff who completed the People Matter survey as part of our first workplace gender audit. The workplace gender audit enabled assessment of our baseline position against the seven indicators of workplace gender equality set out in the *Gender Equality Act 2020*. These findings have informed the development of this plan.

In August 2021, a detailed gender audit report was presented to our Executive Leadership Team and a summary audit report was used to engage staff with the findings.

During late August to mid-September 2021, staff, senior leaders and councillors were engaged to understand their ideas for this plan and Council's fourth Accessibility Action Plan, helping to identify synergies and a coordinated approach for both plans.

We provided a range of ways for staff of all genders and from all parts of the organisation to participate in meaningful consultation. This included:

- 123 staff in total (approximately 60 per cent women, 40 per cent men) attended three 1.5-hour online focus group sessions involving interactive group work.
- A further 34 staff (approximately 74 per cent women, 26 per cent men) attended two 1.5 hour online drop-in sessions.
- Three staff submitted anonymous feedback via an online form.
- A focus group session with the employee Pride Network (attended by nine staff).
- Consulting with managers in four divisional managers' meetings.
- Attending a Councillor briefing to consult with council members (5 women, 4 men). Audit results and consultation questions were circulated prior to this meeting to maximise discussion time.
- The union (including employee representatives) was a key stakeholder in the consultation process.
- Following the formal consultation period, teams that were under-represented were identified and action taken to attend individual team meetings.

A detailed consultation report, organised into themes, was used to identify priorities and inform development of a draft plan. The plan was drafted from September to November 2021.

During late November to mid December 2021, staff, senior leaders and councillors were engaged in a second round of consultation to provide feedback on the draft action plan.

This included:

- 76 staff in total (approximately 64 per cent women, 36 per cent men) attended three one-hour online focus group sessions.
- Two staff (both men) attended an in person drop-in session at the St Kilda Town Hall.
- Four staff submitted anonymous feedback via an online form.
- A focus group session with the employee Pride Network (attended by four staff).
- A Councillor briefing to consult with council members (4 women, 3 men attended).
- A meeting with the Staff Consultative Committee (6 women, 5 men attended).

A detailed consultation report, organised into topics and associated recommendations, was then produced to inform changes to finalise the plan.



Workplace gender audit and consultation outcomes

As the first formal audit under the Gender Equality Act 2020, the results provide a strong starting point for advancing gender equality and inclusion in our workplace.

The audit found there was reasonable gender balance in representation at all levels of our organisation, including in leadership roles. Overall, employees agreed that this is an inclusive and respectful workplace. 80 per cent of respondents agreed they felt culturally safe at work (80 per cent women and 79 per cent men agreed).

Notably there were differences between men's and women's responses to the employee experience survey (People Matter Survey) with men survey respondents responding more favourably than women survey respondents to nearly all survey questions.

Overall, 77 per cent of survey respondents agreed there is a positive culture in relation to employees of different sexes/genders (77 per cent women agreed versus 86 per cent men). There were some differences about whether staff feel there is a positive culture in relation to all demographic groups, with fewer staff agreeing there is a positive culture in relation to employees with disability compared to other groups such as employees who identify as LGBTQIA+ and more staff responding neutrally.

'Agree we use inclusive and respectful images and language'

85%

11% neutral

'Agree we encourage respectful workplace behaviours'

79%

7% neutral

'Agree there is a positive culture to LGBTIQ+ staff'

83%

15% neutral

'Agree there is a positive culture to staff with disability'

54%

38% neutral

Indicator 1

Gender composition at all levels of the workforce

Overall, our workforce comprises 60 per cent women, 40 per cent men and 0 per cent self-described (we currently have insufficient data on the number of gender diverse staff in our organisation).

There is gender balance between women and men in leadership roles (of the 61 staff members employed in senior level positions, 54 per cent are women and 46 per cent are men).

In terms of gender composition of the workforce by employment basis, the audit found that:

- There is gender balance in **full-time** roles (53 per cent of full-time roles are held by women and 47 per cent by men)
- Men are underrepresented in **part-time** roles (71 per cent of part-time roles are held by women and 29 per cent by men)
- Men are also underrepresented in **temporary** roles, including in contract and casual roles (73 per cent of temporary staff are women and 27 per cent are men)

Employees were given an option to update their gender identity and other demographic data in the HR system via Employee Self Service prior to the audit. This data, along with the demographics of survey respondents, indicates there is diversity in our workforce in terms of people who self-describe their gender, people who identify as LGBTQIA+, people with disability and First People.

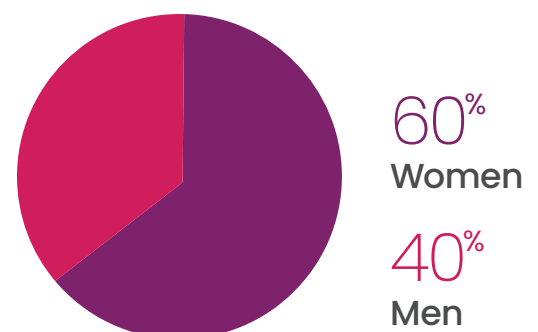
However, many staff (94 per cent) did not update their details, so the audit does not reflect the full diversity of our workforce. Understanding the diversity of our workforce will continue to be a focus of this plan.

What did we hear from staff?

During consultation, our employees shared that they valued a diverse workforce and wanted strong leadership in this space. They suggested that our workforce data should be improved through better data systems and clear communication about why data matters and how the information will be used. They also shared that part-time and temporary work may present barriers for people having equal access to opportunities.

During consultation on the draft plan, staff highlighted the importance of the plan being inclusive and recommended use of non-binary terms where appropriate and a stronger focus on other forms of inequality, particularly in relation to disability, race and ageism.

Our Workforce



Note: We currently have insufficient data on the number of gender diverse staff in our organisation so most data is presented as a binary (women/men only)

Indicator 2

Gender composition of governing body

Equitable representation of women, men and gender diverse people on Council ensures broader community needs are identified and met. The council membership consists of five women (55 per cent) and four men (45 per cent) which compares favourably to the Victorian average¹¹.

What did we hear from Council members?

Some of our council members noted the research around barriers for women as councillors particularly around attraction and retention. They noted the opportunities to use advisory committees to ensure diverse views are represented and cultivate leadership and participation from diverse groups, particularly young people and gender diverse people.

Some council members also raised that the allowances available to councillors (set by the Victorian Government) may be a barrier to diversity on Council and that more work could be done to make meetings more accessible for people with family and caring commitments.

During consultation on the draft plan, some council members fed back that they wished to be more involved in family violence and sexual harassment training and they wanted annual reporting on the progress of the plan.



¹¹ In 2020 Victoria 43.8 per cent of all councillors elected were women

Indicator 3

Pay Equity

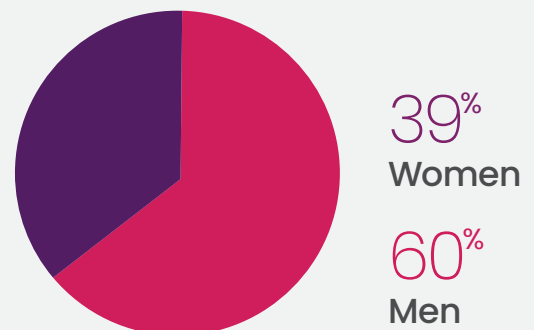
The gender pay gap measures the difference between the average earnings of women and men in the workforce. The national gender pay gap is persistent in Australia and stands at 14.2 per cent while in the Victorian Public Sector it is 10 per cent. There are different methods for calculating the gender pay gap which makes it difficult to benchmark.

Using **mean** full-time equivalent salary, men in our organisation earn two per cent more than women (mean total remuneration gap is 2 per cent). Using **median** full-time equivalent salary (the same approach used the Victorian public sector), women in our organisation earn three per cent more than men (median total remuneration gap is -3 per cent). The median **base** salary gap is slightly lower at -2.2 per cent. The difference between mean and median results is due to the slightly higher representation of men in the lowest level and to a lesser extent at the highest levels in our organisation. Collectively, these results suggest there are currently no structural issues associated with pay equity at the City of Port Phillip.

However, when comparing total average salaries between women and men (not adjusting for full-time equivalent amounts), there is an 11 per cent gender pay gap in favour of men, which is primarily due to the higher representation of women in the part-time workforce and the audit found there may be some barriers to equal opportunities for part-time staff.

The audit also indicated that men who were recruited in the last year were more likely to start on an above base salary than women who were recruited. This data warrants further exploration and monitoring of starting salaries by gender in future years.

Recruits who started on an above base salary



What did we hear from staff?

Staff were keen to understand the gender pay gap further and address any inequities, particularly in relation to the starting salary of new recruits. Employees also shared that they would like more transparency about entitlements and how salaries are determined.

Indicator 4

Sexual Harassment

Sexual harassment in Australian workplaces remains common and is a highly gendered issue, with women experiencing higher rates of harassment than men; however, it often goes unreported. Sexual harassment causes financial, psychological, and physical harm to victim survivors and has a significant economic cost to organisations and the community. Consistently and transparently collecting and reporting data on workplace sexual harassment, as well as positive actions taken to prevent sexual harassment, can build an environment where there is confidence to report sexual harassment.

There were no formal sexual harassment complaints made in the previous 12 months; however, consistent with results for local government¹², a proportion (8 per cent) of survey respondents indicated that they had experienced sexual harassment in the last 12 months (9 per cent women and 5 per cent men).

The audit indicated that men and women survey respondents have different perceptions about how effectively the organisation is taking steps to address bullying, harassment and discrimination. Furthermore, there are differences in how safe women and men feel to challenge inappropriate behaviour, with women, as well as people with disability, indicating they feel less safe than men survey respondents. 79 per cent of women and 91 per cent of men survey respondents felt the organisation encourages respectful workplace behaviours.

'I feel the organisation takes steps to eliminate bullying, harassment and discrimination'

54% Women

80% Men

'I feel safe to challenge inappropriate behaviour at work'

54% Women

80% Men

What did we hear from staff?

Our employees shared that workplace safety and culture were very important and that this may not be experienced in a consistent way across all areas. They wanted clear and more regular messaging about what is and isn't acceptable, and a review of processes around concerns and complaints to ensure people felt safe reporting or challenging inappropriate behaviour.

¹² The 2021 People Matter Survey found that 7 per cent of survey respondents from participating local governments had personally experienced sexual harassment at work in the last 12 months in their current organisation.

Indicator 5

Recruitment and promotion

There is much evidence¹³ documented by the Workplace Gender Equality Agency (WGEA) that gender bias and stereotypes influence recruitment, promotion and career progression practices in Australian workplaces.

The audit indicated that secondments and higher duties opportunities have been evenly taken up by men and women and are a common opportunity for growth and career development at Council. However, these may not be resulting in permanent promotions as commonly, and data to monitor promotions could be strengthened.

The employee experience survey highlighted that women and men have different perceptions about the fairness of recruitment and promotion decisions, with 47 per cent of women compared to 64 per cent of men agreeing that 'the organisation makes fair recruitment and promotion decisions based on merit' and a higher proportion of men agreeing they have an equal chance at promotion:

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

47% Women **62%** Men

The survey also shows some gender differences in men and women's experiences of barriers to success in the organisation in relation to other aspects of social identity such as age, disability and cultural background.

The results indicate that the intersection of gender and disability, age and being Aboriginal and/or Torres Strait Islander may be the most significant intersectional factors to explore further in addressing intersectional gender inequality in the organisation.

	Overall	Women	Men
Gender is not a barrier to success in my organisation	70%	70%	84%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	61%	61%	68%
Cultural background is not a barrier to success in my organisation	72%	70%	82%
Sexual orientation is not a barrier to success in my organisation	78%	80%	88%
Disability is not a barrier to success in my organisation	54%	51%	62%
Age is not a barrier to success in my organisation	64%	63%	74%

¹³ [Gender equitable recruitment and promotion | WGEA](#)

Both women and men report lower levels of satisfaction with how their learning and development needs have been met over the last 12 months, when compared to the local government sector overall.

'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'

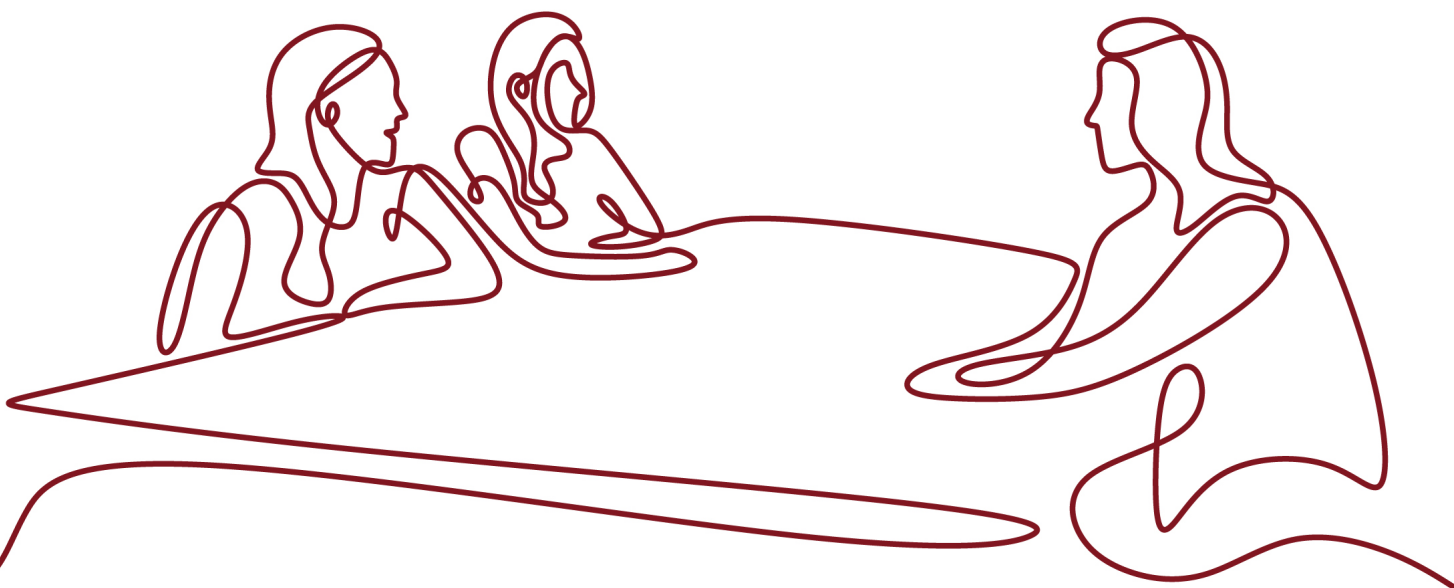
48%

60% is the Local Government benchmark

What did we hear from staff?

Staff shared that it was important to look at our recruitment processes to ensure they promote diversity and inclusion and eliminate potential unconscious bias. Staff also suggested that both people undertaking recruitment and potential candidates needed more support during the recruitment and induction process.

They were also interested in improving learning and development opportunities and suggested that mentoring and buddying programs would be beneficial to advance diverse cohorts, such as older women, Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people and people with disability.



Indicator 6

Flexible work and leave practices

Flexible working arrangements and leave entitlements, including parental leave, help people of all genders balance paid work with other responsibilities. By encouraging more men to work flexibly and to take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work and a reduction in the national gender pay/superannuation gap.

It should be noted that the audit was undertaken before the launch of Council's new Flexible Work Policy which offers a range of flexible work options that are available to all employees. In the audit period, 91 of Council's 901 employees (10 per cent) had a formal flexible work arrangement in place. Uptake of formal flexible work arrangements by gender is relatively balanced (of the 91 employees using flexible work arrangements, 54 per cent were women and 46 per cent were men).

Despite relatively balanced uptake of flexible work and carer's leave between women and men in the organisation and 77 per cent of women and 91 per cent of men respondents stating they feel confident that if they requested a flexible work arrangement, it would be given due consideration, women (and staff with disability) were much less likely to indicate that they had the flexibility they needed to manage their work and non-work activities and responsibilities than men respondents (and staff without disabilities).

The audit found that women are much more likely to take parental leave than men (including leave for longer periods). During the 12-month audit period, 44 people took parental leave, 75 per cent of whom were women and 25 per cent men. None of these staff exited the organisation during their parental leave.

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

74% Women

93% Men

Family violence¹⁴ can affect workplaces in different ways. Family violence not only has profound and long-term impacts on victim-survivors and their families, but it can extend to the overall health and safety of the workplace. The majority of women experiencing domestic and family violence are employed and the violence perpetrated against victim survivors often continues when they are at work.

Workplaces can therefore support victim survivors to ensure they are safe at work; can access paid leave and ensure they continue to be linked to their work and the economic security that can provide.¹⁵

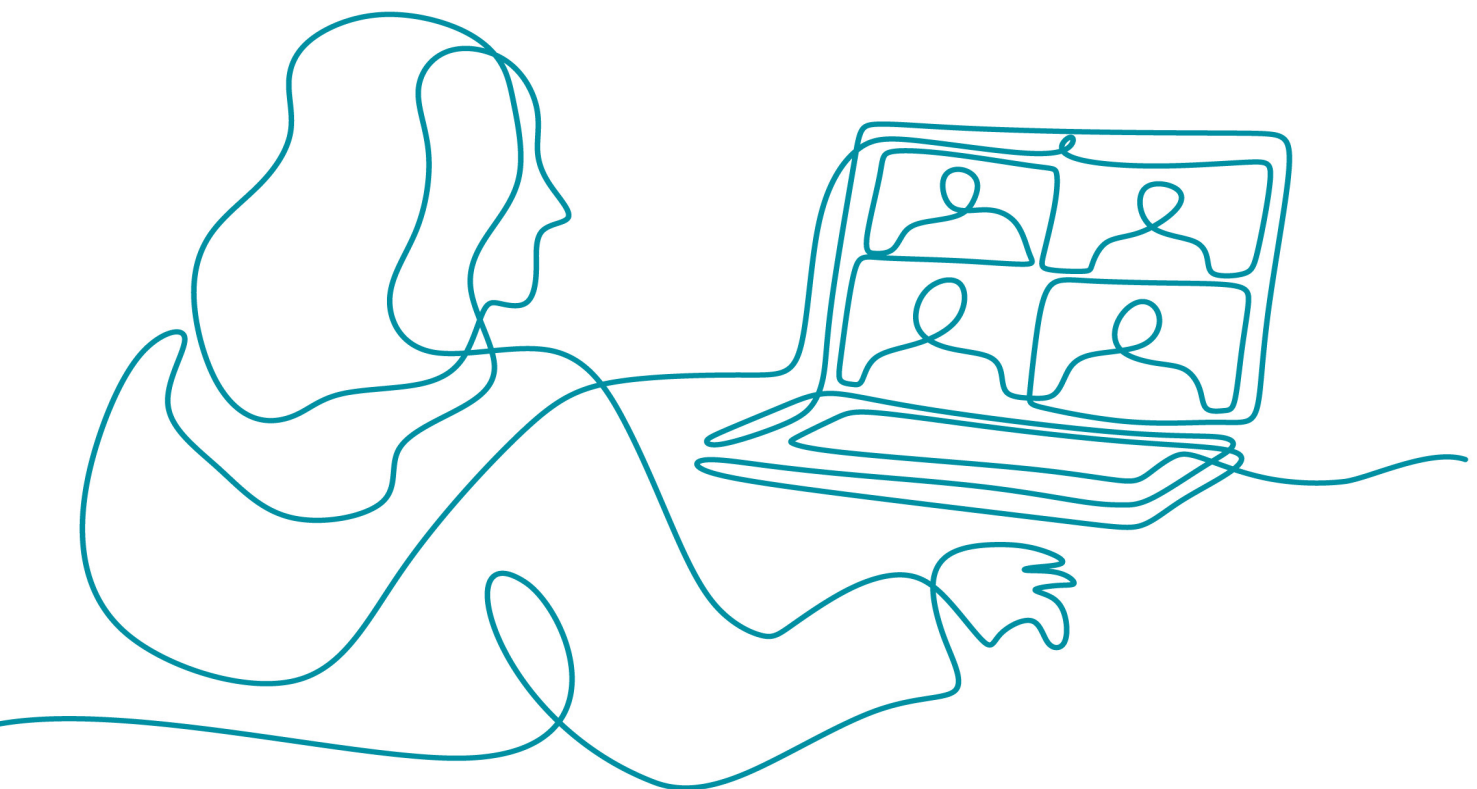
¹⁴ See definition of family violence in the Glossary

¹⁵ Understanding Family Violence as a Workplace Issue, The Victorian Trades Hall Council

While most survey respondents (83 per cent) agreed they could access family violence leave if needed (83 per cent of women and 93 per cent of men agreed *'My organisation would support me if I needed to take family violence leave'*), the audit found a very low number of staff accessing our formal family violence leave provisions.

What did we hear from staff?

Our employees shared that there needed to be greater clarity around flexible use of leave and a review of parental leave provisions to encourage parents to share the leave (particularly to encourage more men to take up parental leave). They indicated that the new Flexible Work Policy was a good start but suggested that we build the capability of supervisors to manage for flexibility, and that we could address potential barriers to uptake of flexible work by leaders sharing stories and role modelling flexible work practices.



Indicator 7

Gender segregation within the workplace

Whilst our workforce has a reasonable gender balance overall, there are some areas dominated by one gender, such as Maintenance and Operations at 90 per cent men, and Family, Youth and Children at 91 per cent women. Whilst this segregation may be driven primarily by societal gender norms, there is opportunity to consider more proactive and inclusive recruitment practices and consistent roll out of the flexible work policy.

Through constructively challenging gender stereotypes and roles, organisations can strengthen positive, equal and respectful relationships, promote gender-equitable roles in caregiving and work and promote a positive workplace culture. As part of our plan for action we will integrate the use of ANZSCO (Australian and New Zealand Standard Classification of Occupations) into HR processes and systems to enable further analysis of role-based gender segregation.

Areas with high gender segregation include:

Men

Maintenance and Operations	90%
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Women

Family Youth and Children	91%
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Governance and Organisation Performance	86%
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Community Building and Inclusion	82%
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South Melbourne Market	78%
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What did we hear from staff?

Employees shared that gender stereotyping in Australian society may be a factor in the gender imbalance in some departments and services, as well as structural factors about the types of work available in different teams. Staff suggested that a targeted approach to addressing gender segregation in different areas was required. This could include recruitment and training initiatives, internships, and work experience opportunities to promote gender diversity.

Our strategic framework

To achieve our vision, this plan will focus on three long-term outcomes:

- 1** A gender-balanced and diverse workforce
- 2** Equitable access to opportunities and pay for people of all genders
- 3** A workplace culture where people of all genders feel safe and valued

Under each of these long-term outcomes, the plan identifies how success will be measured as shown in Monitoring our Progress.

Supporting achievement of the three long-term outcomes are nine goals that shape our four-year plan for action. These goals will each contribute to one or more of the long-term outcomes and are aligned with the seven indicators of workplace gender equality as shown in Appendix 1.

Under each goal are the specific actions that will lead to that change. By focusing action on these nine goals, we target our progress towards achieving our long-term outcomes and vision.

Long-term outcomes

1 A gender-balanced and diverse workforce

2 Equitable access to opportunities and pay for people of all genders

3 A workplace culture where people of all genders feel safe and valued

Nine goals that shape our four-year plan for action

Goal 1

Leadership, accountability and transparency progress gender equality in the organisation

Contributes to outcomes: **1, 2, 3**

Goal 2

Gender and identity is not a barrier to career development

Contributes to outcomes: **1, 2, 3**

Goal 3

Greater gender balance in highly segregated areas

Contributes to outcomes: **1, 2, 3**

Goal 4

Inclusive and bias-free recruitment and promotion

Contributes to outcomes: **1, 2**

Goal 5

Enhanced capability to manage for a diverse, flexible and inclusive organisation

Contributes to outcomes: **1, 2, 3**

Goal 6

A culture of flexible work for all

Contributes to outcomes: **1, 2, 3**

Goal 7

Workplace design that is inclusive for staff of all genders and backgrounds

Contributes to outcomes: **1, 3**

Goal 8

Policies and processes support an inclusive Council

Contributes to outcomes: **1, 2, 3**

Goal 9

People of all genders feel safe to call out and report inappropriate behaviour

Contributes to outcomes: **1, 3**

Our plan for action

Goal 1

Leadership, accountability and transparency progress gender equality in the organisation

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
1.1 Senior leaders communicate clearly and regularly about our commitment to gender equality, respect, flexible work and zero tolerance towards discrimination and sexual harassment						
✓	✓	✓	✓	EM PCS	Internal Communications Leadership Network	Number and type of specific communications shared with staff Action incorporated into performance plans for Leadership Network Staff survey results
1.2 Encourage and support leaders to role model and share their stories of flexible work, and diversity and inclusion practices						
✓	✓	✓	✓	EM PCS	Leadership Network	Staff survey results (Q: Senior leaders actively support diversity and inclusion in the workplace)
1.3 Report on key workforce gender metrics to ELT at least twice per year						
✓	✓	✓	✓	EM PCS	HR Analytics	Six-monthly reports
1.4 Provide annual reporting to staff and council members (communicate and share progress of actions and measures in this plan each year)						
✓	✓	✓	✓	EM PCS	Social Policy and Gender Equity Advisor HR Analytics	GEAP progress communicated to all staff and council members GEAP progress communicated in Annual Report
1.5 Adopt a holistic and intersectional approach to diversity and inclusion, including establishing a Diversity and Inclusion Framework and Steering Committee						
✓	✓	✓	✓	EM PCS	Steering Committee members Administration support	Committee and framework established in 2022 Evidence that framework is being implemented (Steering Committee minutes)
1.6 Improve our HR processes and systems to enable new and existing employees to share their demographic data						
✓	✓	✓	✓	Head of Human Resources	HR Analytics	Changes made to improve systems and processes in 2023 Proportion of staff who have provided demographic details

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
1.7 Promote and build staff confidence to share demographic data for improved workforce data capture and intersectional analysis						
✓	✓	✓	✓	Head Org Capability	Internal communications HR Analytics	Proportion of staff who have provided demographic details
1.8 Review employees' experience of intersectional gender equality at work every two years						
	✓		✓	Head Org Capability	Staff survey Social Policy and Gender Equity Advisor	Staff survey results
1.9 Celebrate and acknowledge key events identified in our Diversity and Inclusion calendar, including 16 Days of Activism and International Women's Day, in our workplace and community						
✓	✓	✓	✓	Social Policy and Gender Equity Advisor	Head Org Capability	Collateral and participation data
1.10 Evaluate implementation of this action plan to inform next plan						
			✓	Head ICSPR	Independent evaluation – BAU funding Social Policy and Gender Equity Advisor	Evaluation report

Goal 2

Gender and identity is not a barrier to career development

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
2.1 Ensure consistent and fair selection processes for career development opportunities (e.g. secondments, higher duties, development programs, mentoring and buddying, coaching)						
✓	✓	✓	✓	Head Org Capability	Head of Human Resources	Workforce data on uptake of career development opportunities by demographic groups Staff survey results
2.2 Use evidence about intersectional experience in our workplace to explore specialised and/or targeted leadership and career development initiatives to advance outcomes for diverse groups						
			✓	Head Org Capability	Head of Human Resources Social Policy and Gender Equity Advisor	Workforce data on uptake of specialised/targeted initiatives by demographic groups Staff survey results

Goal 3

Greater gender balance in highly segregated areas

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
3.1 Review and implement strategies and workforce planning actions to support gender balance in Family, Youth and Children, and Maintenance and Operations departments						
✓	✓			Head HR	Manager Family, Youth and Children Manager, Maintenance and Operations Social Policy and Gender Equity Advisor	Department workforce plans
3.2 Apply learnings from 3.1 to improve gender balance in other segregated teams						
		✓	✓	Head HR	To be determined	Evidence of changes made and whether this is shifting gender balance
3.3 Integrate the use of ANZSCO job codes into HR system and processes to improve data on workforce gender segregation and align with commission recommendations						
	✓			Head HR	HR Analytics	Availability of reporting by ANZSCO job codes to inform decision-making

Goal 4

Inclusive and bias-free and promotion

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
4.1 Explore and identify different strategies to remove gender bias and promote inclusive recruitment						
✓				Head HR	Recruitment Business Partner Social Policy and Gender Equity Advisor	Tools and guidance used to reduce bias
4.2 Review recruitment and selection policies, processes and practices to minimise bias and align with best practice						
✓	✓			Head HR	Recruitment Business Partner Social Policy and Gender Equity Advisor	Recruitment policy and processes
4.3 Raise awareness and minimise the incidence of unconscious bias through various training interventions						
✓	✓	✓	✓	Head Org Capability	Recruitment Business Partner	Staff survey results
4.4 Explore data to understand differences in starting salaries between genders and act on relevant findings						
✓				Head HR	Recruitment Business Partner HR Analytics	Report summarising data and making recommendations

Goal 5

Enhanced capability to manage for a diverse, flexible and inclusive organisation

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
5.1 Develop management capability and behaviours for inclusive leadership						
✓	✓	✓	✓	Head Org Capability	Org Capability Team	Inclusive leadership module developed in 2022. Staff survey results
5.2 Deliver specific family violence disclosures training to HR team and people leaders to support staff experiencing family violence						
✓	✓	✓	✓	Head Org Capability	HR team All people leaders Social Policy and Gender Equity Advisor	Proportion of the target group who have completed family violence training Uptake of family violence leave
5.3 Raise awareness of family violence including how to respond to disclosures across the organisation and Council members						
✓	✓	✓	✓	Head Org Capability	Org Capability Team Head of Governance Social Policy and Gender Equity Advisor	Staff survey

Goal 6

A culture of flexible work for all

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
6.1 Embed and monitor implementation of the Flexible Work Policy across the workforce to ensure equal access						
✓	✓	✓	✓	Head Org Capability	HR team All people managers	Uptake and gender breakdown of flexible work (by department and type of flexible work) Staff survey results
6.2 Review and enhance parental leave provisions (if required) to ensure they promote equity and flexibility for all parents						
	✓			Head HR	Social Policy and Gender Equity Advisor	Mapping of parental leave provisions across local government Parental leave policy and provisions Staff survey results
6.3 Ensure the needs of staff experiencing family violence are met by reviewing policy and processes for accessing family violence leave and support, and promote availability of these provisions to staff						
✓				Head HR	Social Policy and Gender Equity Advisor	Family violence policy and provisions Staff survey results
6.4 Identify opportunities to improve support for parents and carers e.g. returning to work initiatives						
	✓			Head HR	Head Org Capability	Options identified Staff survey results

Goal 7

A culture of flexible work for all

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
7.1 Identify and ensure the priority needs of people of all genders and backgrounds are incorporated in the St Kilda Town Hall Staff Accommodation Project (e.g. consideration of providing all gender toilet/s, prayer facilities, appropriate breastfeeding facilities)						
✓	✓	✓	✓	Head of Property and Workplace	Workplace Transformation Project Team Social Policy and Gender Equity Advisor	New / altered facilities (by type) Staff survey results

Goal 8

Policies and practices support an inclusive Council

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
8.1 Agree a set of equity principles for Council that can be used to guide decisions about ways of working, for example meeting scheduling						
✓				Manager Governance and Organisational Performance	Head of Governance Social Policy and Gender Equity Advisor	Principles endorsed by Council
8.2 Ensure Councillors are informed of their internal and external options for making sexual harassment complaints and accessing support						
✓	✓	✓	✓	Manager Governance and Organisational Performance		Sexual harassment policy includes options and provisions for Councillors
8.3 Develop a four-year learning and development program for the incoming Council that provides a range of mandatory and optional training opportunities						
	✓			Manager Governance and Organisational Performance	Head of Governance	Number and type of training opportunities provided to Councillors and uptake, by gender
8.4 Explore initiatives that build community leadership capability targeting diverse cohorts, including young people, gender diverse and CALD people						
		✓		Manager Community Building and Inclusion	Social Policy and Gender Equity Advisor	Number and type of initiatives held and participation by demographic profile

Goal 9

People of all genders feel safe to respectfully call out and report inappropriate behaviour

2022	2023	2024	2025	Lead	Supporting Resources	Source of evidence
9.1 Communicate a culture of respect, and communicate to all staff at least annually that the council does not tolerate sexual harassment						
✓	✓	✓	✓	ELT	EM PCS Internal Communications	Number and type of communications shared with staff Staff survey results
9.2 Strengthen confidence and capability of staff and council members to respectfully call out discriminatory and inappropriate behaviour when it occurs including bystander intervention						
✓	✓	✓	✓	Head Org Capability	Head HR Manager Governance and Organisational Performance	Staff survey results Feedback from training
9.3 Train, support and communicate the role of EO Contact Officers						
✓		✓		Head HR	Internal Communications	Number of Contact Officer support requests made Training records for EO Contact Officers Number and type of communications shared with staff
9.4 Review complainant procedures and reporting mechanisms for inappropriate behaviour to identify and address any barriers to reporting and ensure procedures are victim-centric						
✓	✓			Head HR	Social Policy and Gender Equity Advisor	Complaint procedures and reporting mechanism developed and tested with staff
9.5 Introduce mandatory sexual harassment awareness training for staff and council members, including how to report (Note, dependency on 9.7).						
	✓			Head Org Capability	Head HR Manager Governance and Organisational Performance	Training module/package Feedback from training
9.6 Collect and monitor information on the prevalence and nature of sexual harassment every two years through staff survey and complaints received						
	✓		✓	Head HR		Staff survey results Number and type of complaints and outcomes recorded
9.7 Introduce a standalone sexual harassment policy						
✓				Head HR		New policy developed by 2022 noting in the interim changes have recently been made to EEO policy to incorporate a standalone section on sexual harassment

Resourcing this plan

The delivery of this plan will be led by the Executive Manager, People, Culture and Safety. For the most part, the plan will be delivered by the People, Culture and Safety team who are responsible for implementing many of the actions as part of the strategic focus for this team. The actions under Goal 8 relating to an inclusive Council will be led by the Governance and Organisational Performance team.

Both teams will be supported by the Community Planning team, including the Social Policy and Gender Equity Advisor. Other staff with expertise in disability, reconciliation, multiculturalism, LGBTQIA+, youth and healthy ageing, will contribute to building an intersectional approach to the delivery of this plan. Internal Communications will provide communications support to ensure high levels of staff engagement.

In order to embed gender equality as 'business as usual', the actions in the plan are resourced within operational budgets. For example, development and training actions will be resourced through the organisation's learning and development budget.

Each action identifies who will be leading the action, and when, as well as the supporting resources that will enable delivery of the action. While the actions in the plan will be led by a small number of staff, there is an expectation that all staff, including members of the Leadership Network, will be investing some of their time to implementing this plan. This approach recognises that in order to sustain outcomes, we must all apply a gender lens to all our workplace initiatives, programs and processes.

Through annual reviews, any additional resourcing to further support, and potentially accelerate, delivery of the plan, will be considered as part of Council's annual budget process as required.

Monitoring our progress

Our plan for gender equality at City of Port Phillip has been developed in line with the seven gender equality indicators set out in the *Gender Equality Act 2020*. These indicators provide the framework for our workplace gender audit and baseline position. We will continue to track and report progress against these indicators which are central to achieving material progress in workplace gender equality.

Every year, a report on the status of the actions and measures in this plan will be provided to staff and council members to track progress towards delivering our commitments and identify opportunities for continuous improvement.

In the final year, Council will seek independent evaluation of the plan, its achievements and learning to inform development of the new plan.



Below are the agreed measures and incremental targets that will indicate if change towards achievement of outcomes is taking place.

1. A gender-balanced and diverse workforce

Measure	Result 2021	Target 2023	Target 2025
Gender balance of senior staff (SEO or higher)	54% women	50% women +-10%	50% women +-10%
Gender composition of part-time roles	71% women 29% men	Greater gender balance	Greater gender balance
Gender composition in areas with high gender segregation	90% women or men	Greater gender balance	Greater gender balance
Proportion of staff who have provided voluntary demographic information	6%	Increase	At least 50%
Gender composition of Council	55% women 45% men	50% women +-10%	50% women +-10%

2. Equitable access to opportunities and pay for people of all genders

Measure	Result 2021	Target 2023	Target 2025
Gender Pay Gap at the City of Port Phillip (mean total remuneration)	2.0%	0 +-2%	0 +-2%
Gender Pay Gap at the City of Port Phillip (median total remuneration)	-3.0%	0 +-3%	0 +-3%
Gender composition of employees accessing parental leave	75% women 25% men	Greater gender balance	Greater gender balance
Proportion and gender breakdown of staff with formal flexible work arrangements	10% overall 54% women 46% men	No significant gender difference	No significant gender difference
Proportion of staff (by gender) that agree 'I have an equal chance at promotion'	47% Overall 47% women 62% men	Increase Reduced gender difference	Increase No significant gender difference
Proportion of staff (by gender) that agree 'the organisation makes fair... decisions, based on merit'	49% Overall 47% women 64% men	Increase Reduced gender difference	Increase No significant gender difference
Proportion of staff (by gender) that agree 'there is a positive culture in relation to flexible work'	59% Overall 60% women 70% men	Increase No significant gender difference	Increase No significant gender difference
Proportion of staff (by gender) that agree 'my organisation supports employees with family or other caring responsibilities, regardless of gender'	78% Overall 74% women 93% men	Increase No significant gender difference	Increase No significant gender difference

3. A workplace culture where people of all genders feel safe and valued

Measure	Result 2021	Target 2023	Target 2025
Proportion of staff (by gender) that agree 'the organisation take steps to eliminate bullying, harassment and discrimination'	59% Overall 54% women 80% men	Increase Reduced gender difference	Increase No significant gender difference
Proportion of staff (by gender) that agree 'I feel safe to challenge inappropriate behaviour at work'	67% Overall 63% women 80% men	Reduced gender difference	No significant gender difference

Glossary

Table 1: Definitions of Terms

Term	Definition
Cisgender (cis)	A term to describe a person whose gender identity aligns with the sex they were assigned at birth.
Diversity and Inclusion	<p>Diversity relates to the mix of people in an organisation – that is, all the differences between people in how they relate to their:</p> <ul style="list-style-type: none"> - Social identity (age, gender, Aboriginality, disability, sexual orientation, cultural background, religion, socio-economic background, life experiences etc) - Professional identity (occupation, education, work experience, organisation level, functional area, department and location) <p>Diversity is the who. Inclusion is the how.</p> <p>Inclusion in a workplace is achieved when a diversity of people feel they are:</p> <ul style="list-style-type: none"> - respected and valued regardless of their personal characteristic or circumstance and are able to be themselves - connected to their colleagues (and feel they belong) - contributing their perspectives and talents - progressing their career (i.e. have equal access to opportunities and resources) <p>It is only through inclusion that organisations can harness the power of diversity.¹⁶</p>
Gender	Gender is a social and cultural concept. It is about social and cultural differences in identity, expression and experience as a woman, man or gender diverse person. Gender is taught and learnt in our society. Gender expectations vary between cultures and change over time.
Gender diverse	A broader term to include all those who identify, or sometimes identify, outside of a binary man/woman gender. Includes people who identify as trans, genderqueer, non-binary or agender.

¹⁶ Diversity Council of Australia, Diversity and Inclusion Explained: Diversity & Inclusion Explained | Diversity Council Australia (dca.org.au)

Term	Definition
Gender equality	Gender equality is a human right and precondition for social justice. It means equal rights, resources, opportunities, power and value assigned to women, men and gender diverse people. Equality does not mean that women, men and gender diverse people will become the same, but that their rights, responsibilities, and opportunities will not depend on their gender.
Gender equity	Gender equity is fair treatment for women, men and gender diverse people according to their respective needs. For example, this can mean actively building in measures that help compensate for the historic injustices and disadvantages women, trans and non-binary people have faced in all facets of society, and implementing different strategies, or allocating different resources, to level the field. Gender equity is a crucial step in moving towards gender equality.
Family Violence	Family violence ¹⁷ occurs when a person exercises power and control over another person in a family unit or kinship network. It involves using coercive and abusive behaviours to intimidate, humiliate, undermine and isolate another person or persons, resulting in fear and insecurity. It can include physical, sexual, psychological, emotional and spiritual violence, and financial or economic abuse and control. Intimate partner violence by men against women is the most common form of family violence but family violence can also be carried out against men, people of diverse genders, children, and older people. Family violence is often a pattern of behaviours and not necessarily one isolated incident.
Intersectionality	The concept of intersectionality describes how people may experience overlapping and amplified forms of discrimination or disadvantage based on the complex interplay of different aspects of their identity. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on their Aboriginality, age, disability, ethnicity, gender identity, language, race, religion, sexual orientation, socio-economic status and other attributes.
Leadership Network	Consists of Executive Leadership Team and all Department Managers (generally although not always third level managers).

¹⁷ Family Violence as described in 'Ending family violence: Victoria's plan for change: <https://www.vic.gov.au/ending-family-violence-victorias-10-year-plan-change>

Term	Definition
LGBTQIA+	An umbrella term for people who are lesbian, gay, bisexual, trans and gender diverse, queer and questioning, intersex, agender and in any way diverse in their gender identity, sexual orientation or sex characteristics.
Men	A definition of men that explicitly includes not only cis men, but also trans men and male/masculine-identifying people.
Senior staff	For the purpose of the Workplace Audit, senior staff have been defined as those employees employed as Senior Executive Officers or Senior Officers.
Sex	Sex refers to the biological and physical characteristics typically used to define humans as female or male. Sex is a reproductive category and is assigned at birth (although can change over the course of a lifetime), whereas gender is taught and learnt in our society.
Transgender (trans)	A term to describe a person whose gender identity differs from the sex they were assigned at birth.
Violence against women	Violence against women ¹⁸ takes many forms, including domestic and intimate partner violence, sexual assault, workplace sexual harassment and street harassment. It includes physical, sexual, reproductive, emotional, psychological, social, cultural, spiritual, financial and technology-facilitated violence or abuse, and stalking. This violence may occur in the home, in workplaces, in social settings and public spaces, in residential care, in institutions and online. It can be a one-off incident, or an ongoing pattern of deliberately coercive and controlling behaviour. Violence against women is both a symptom and a cause of gender inequality and a barrier to its achievement.
Women	A definition of women that explicitly includes not only cis women, but also trans women and female/feminine-identifying people.

¹⁸ Change the story: A shared framework for the primary prevention of violence against women in Australia (2nd ed.). (ourwatch.org.au)

Appendix 1

Workplace Gender Equality Indicators

Table 2: Alignment of City of Port Phillip's Strategic Framework to the Workplace Gender Equality Indicators

Gender Equality Act 2020		City of Port Phillip Strategic Framework	
Workplace gender equality indicators	Long-term Outcomes	Goals	Measures
Gender pay equity	Equitable access to opportunities and pay for people of all genders	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 4: Inclusive and bias-free recruitment and promotion</p>	<p>Gender Pay Gap at the City of Port Phillip (mean total remuneration)</p> <p>Gender Pay Gap at the City of Port Phillip (median total remuneration)</p>
Gender composition at all levels of the workforce	A gender-balanced and diverse workforce	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 2: Gender and identity is not a barrier to career development</p> <p>Goal 4: Inclusive and bias-free recruitment and promotion</p> <p>Goal 7: Workplace design that is inclusive for staff of all genders and background</p>	<p>Gender balance of senior staff (SEO or higher)</p> <p>Gender composition of part-time roles</p> <p>Proportion of staff who have provided voluntary demographic information</p>
Gender composition of governing bodies	A gender-balanced and diverse workforce	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 8: Policies and processes supportive an inclusive Council</p>	Gender composition of Council
Workplace sexual harassment	A workplace culture where people of all genders feel safe and valued	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 9: People of all genders feel safe to call out and report inappropriate behaviour</p>	<p>Proportion of staff (by gender) that agree 'the organisation take steps to eliminate bullying, harassment and discrimination'</p> <p>Proportion of staff (by gender) that agree 'I feel safe to challenge inappropriate behaviour at work'</p>

Gender Equality Act 2020		City of Port Phillip Strategic Framework	
Recruitment and promotion	A gender-balanced and diverse workforce	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 2: Gender and identity is not a barrier to career development</p> <p>Goal 4: Inclusive and bias-free recruitment and promotion</p>	<p>Gender balance of senior staff (SEO or higher)</p> <p>Gender composition of part-time roles</p> <p>Gender composition in areas with high gender segregation</p> <p>Proportion of staff (by gender) that agree 'I have an equal chance at promotion'</p> <p>Proportion of staff (by gender) that agree 'the organisation makes fair... decisions, based on merit'</p>
Gendered work segregation	A gender-balanced and diverse workforce	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 3: Greater gender balance in highly segregated areas</p>	<p>Gender composition in areas with high gender segregation</p>
Leave and flexibility	Equitable access to opportunities and pay for people of all genders	<p>Goal 1: Leadership, accountability and transparency progress gender equality in the organisation</p> <p>Goal 5: Enhanced capability to manage for a diverse, flexible and inclusive organisation</p> <p>Goal 6: A culture of flexible work for all</p>	<p>Gender composition of employees accessing parental leave</p> <p>Proportion and gender breakdown of staff with formal flexible work arrangements</p> <p>Proportion of staff (by gender) that agree 'there is a positive culture in relation to flexible work'</p> <p>Proportion of staff (by gender) that agree 'my organisation supports employees with family or other caring responsibilities, regardless of gender'</p>



Gender Equality Action Plan 2022-25

For more information, please contact us via:
portphillip.vic.gov.au/contact-us

☎ ASSIST 03 9209 6777
🌐 portphillip.vic.gov.au



Postal address:
City of Port Phillip, Private Bag 3
PO St Kilda, VIC 3182



A phone solution for people
who are deaf or have a
hearing or speech impairment

If you're deaf or have a hearing or speech impairment,
contact us via The National Relay Service in two steps:

🌐 www.communications.gov.au/accesshub/nrs
for your preferred option
☎ ASSIST 03 9209 6777

If you require this document in an alternative form

☎ ASSIST 03 9209 6777
🌐 portphillip.vic.gov.au/contact-us



Interpreter services

廣東話	9679 9810	Ελληνικά	9679 9811
普通話	9679 9858	Русский	9679 9813
Polski	9679 9812	Other	9679 9814