Gender impact assessments

Table 1 - Gender impact assessments progress							
Required	Required	Required	Required	Required	Required	Recommended	Recommended
Title	**Subject**	**Description**	**Status**	**Confirm if actions taken**	**Describe actions taken**	**Confirm intersectionality considered**	**Explain intersectional lens applied**
What is the title of the policy, program or service that was the subject of the GIA? Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.	Was the subject of the GIA a policy, program or service? For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms. Use the drop-down menu in the cell to select your answer.	Provide a description of the policy, program or service subject to the GIA.	Was the policy, program or service new, or up for review? Use the drop-down menu in the cell to select your answer.	Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA? Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.	Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality. When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.	Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality? Use the drop-down menu in the cell to select your answer.	Explain how an intersectional lens was applied while completing the GIA. If this was not done, explain why this was not practicable.
2022-2025 Gender Equality Action Plan (GEAP)	Program	The GEAP aims to promote an inclusive work environment that acknowledges gender diversity and equality. Significant progress has been made across various strategic actions, demonstrating TCV's commitment to promoting gender equality.	For Review	Yes			
IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.							

Example(s)

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Example: Sports ground use and permits policy	Policy	This policy guides the hire and use of all Council's sportsgrounds and facilities by sports clubs and the public. The policy outlines eligibility criteria for hire and use, selection and booking process, fees, payment options, cancellation options and expectations of use.	For review	Yes	Amended the policy to include a commitment to allocate 30% of the total sportsground hiring capacity to new and recently established sports teams comprising of women and gender diverse people. Amended the policy to include a commitment to support local clubs to conduct respect and responsibility training to promote gender equality. Amended the policy to include a commitment to provide dedicated womens and all-gender secured changerooms and facilities for all womens and gender-diverse teams who hire Council sportsgrounds.	Yes	Council conducted research and participated in consultation to ensure the GIA considered intersectionality. It was identified that language and shared changeroom facilities are perceived as major access barriers for culturally and linguistically diverse (CALD) women. Council has addressed these concerns in amending the policy, committing to implementing private changeroom areas and increased signage in a variety of languages.

Strategies and measures

Table 2.1 - Strategies and measures progress

Strategies and measures (Required)	Status (Required)	Status description (Required)	Evaluation of success (Recommended)	Timeline (Recommended)	Responsible (Recommended)	Relevant indicator(s) (Recommended) 1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the Indicators key to the right of this table for a description of each workplace gender equality indicator.						
Comprehensive collection and analysis of intersectional data.	Not started	This action is being re-evaluated given that TCV's total of 54 employees means that intersectional data samples sizes will be small, and therefore of uncertain reliability. We are in the process of implimenting a HRIS System which will be incorporated into our payroll. Once implimented in July/August 2024, will allow us to gather and track and report intersectional data.	We will assess the reliability and value of data once the HRIS system is implemented. In this evaluation process we will consider whether to refine or remove this action, subject to the assessment of the data to be conducted after implementation.	2025	People and Culture	X						X
Improve Gender Balance in Executive Cohort.	Complete	Aim for at least two more women executives by 2025.	The success of our strategy, as evidenced by the early achievement of our recruitment goals, signifies a strong commitment to gender equality. Our effective recruitment strategies and a positive cultural shift towards diversity, showcases our hard work in achieving this strategy 2 years earlier than our timeline.	2023	People and Culture, Executive Leadership Team	X			X			
Targeted Development Programs.	Ongoing	Targeted development programs to address the gender imbalance between manager level and executive manager level. We will continue to focus on skill development at the manager level to support future executive succession. Three of our five promotions in the last 18 months have been women.	We will build a pipeline for future women in executive positions. Further reinforcing our commitment, we have introduced leadership training initiatives tailored to the unique needs and potentials of emerging women leaders.	2025	People and Culture, Executive Leadership Team	X	X		X			
Reduce the base salary differential between men and women.	Complete	Reduction in the median pay gap to 10% with the ultimate goal of reaching a +/- 5% differential by the conclusion of the 2025-2029 GEAP period.	We have reduced our gender pay gap from 19% as at the beginning of FY24 to 10% at February 2024. We have achieved this ahead of our timeline by the implementation of salary adjustments and increased representation of women in senior roles.	2024	People and Culture, Executive Leadership Team	X	X		X			
Zero Tolerance to Negative Behaviours.	Ongoing	Enhanced workplace culture and a zero tolerance to sexual harassment and bullying with formal and informal training.	We had zero employees reported experiencing discrimination or sexual harassment in our 2023 engagement survey. This indicates our effective policy implementation and training, that aim to support a culture of equality and prevent workplace harassment, discrimination, and bullying. We will continue to monitor and review employee feedback through our surveys, to adapt and enhance our training programs, reinforcing our commitmentto a respectful work environment for all employees.	2025	People and Culture, Executive Management and all Managers				X			
Inclusive Recruitment Lens.	Ongoing	Apply an intersectional and gender equality lens to all recruitment processes.	We have achieved a more gender-balanced leadership team and maintain overall employee gender balance with the successful appointment of women in executive roles and across non-executive roles. Women comprise 5 of 11 new hires since the beginning of 2023. These appointments underscore our commitment to gender balance, and highlight the effectiveness of our recruitment strategies. We will continue to uphold and refine our recruitment practices to ensure they remain inclusive.	2025	People and Culture, Executive Management and all Managers	X	X		X			
Review Procurement Processes.	Ongoing	Ensure gender equality in procurement processes.	We have commenced a comprehensive review to identify and address any biases in our procurement processes. By doing this, we forsee anticipated enhancement of supplier diversity and to ensure our procurement criteria are inclusive and unbiased.	2025	CFO, General Counsel, People and Culture	X	X					
Review TCV policies.	Ongoing	Semi-annual policy reviews to contribute to a more inclusive organisation.	We will undertake a semi-annual review of our policies by their respective owners to address any issues proactively. This process will promote an environment that values diversity and equality. We will continue to track the progress of these reviews.	2025	All TCV Policy Owners	X	X		X			
Include our GEAP strategies in our balanced scorecard.	Ongoing	We are revisitng our corporate KPIs as part of our 2024 strategy refresh, which will include a reassessment of the alignment of diversity and inclusion metrics with Strategy, and how GEAP objectives are reflected in organisational performance metrics. This reassessment will focus on evaluating the effectiveness and impact of this strategy to improve our diversity and inclusion outcomes.	The success of the 2024 strategy refresh, aimed at enhancing corporate KPIs for diversity and inclusion, will be evaluated by improvements in workforce diversity, positive employee feedback on inclusion, and the integration of GEAP objectives into business operations.	2025	People and Culture, All Managers	X						
Regular discussions with employees.	Ongoing	Engage in regular discussions with employees to inform future actions.	We will continue active participation and dialogue reflecting our commitment to diversity, and ensure an enhanced transparency and employee engagement on gender equality initiatives. This will ensure inclusion and engagement, which contributes to a positive workplace culture.	2025	CEO, Executive Management and All Employees.	X						

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

Indicators key

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

Example(s)

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

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP
Recommended
You might consider some or all of the following, in addition to any other aspects you consider relevant: • Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity? • How many staff members/FTE are allocated to implementing the strategies and measures? • Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?
Your Comments
People and Culture team consisting of 2 full-time equivalents (2.0 FTE), and one part time (0.5 FTE) will lead the implementation of the GEAP. The team will integrate GEAP responsibilities into their roles, ensuring that the strategies are carried out effectively. If the team's capacity is insufficient to meet certain action items within the time frames set, the team will outsource these tasks to external experts to ensure all aspects of the action plan are addressed and executed successfully.

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress

Required	Required	Required	Recommended	Recommended	
			Factors		
Indicator	**Confirm if progress made**	**Progress description**	a b c d e f g	**Factors discussion**	
This column contains the seven workplace gender equality indicators. Complete the 'required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators. Use the drop-down menu in the cell to select 'yes' or 'no.'	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data **do** or **do not** represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.	Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L. See the **Factors key** to the right of this table for a description of each factor.	If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.	
Gender composition of all levels of the workforce	Yes				
Gender composition of governing bodies	Yes				
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes				
Sexual harassment in the workplace	Yes				
Recruitment and promotion practices in the workplace	Yes				
Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities	Yes				
Gendered segregation within the workplace	Yes				

Factors key:

a. The size of the defined entity, including the defined entity's number of employees.

b. The nature and circumstances of the defined entity, including any barriers to making progress.

c. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.

d. The defined entity's resources.

e. The defined entity's operational priorities and competing operational obligations.

f. The practicability and cost to the defined entity of making progress.

g. Genuine attempts made by the defined entity to make progress.

Example(s)

Indicator	Confirm if progress made	Progress description	Factors a b c d e f g	Factors discussion
Example 1: Recruitment and promotion practices in the workplace	Yes	**Recruitment** In our 2021 audit, women represented only 35% of new recruits in the year to 30 June 2021. In our 2023 progress audit, this rose 6% to 41%. In 2021, of the women we recruited, 17% were employed on a full-time permanent basis, 14% on a part-time permanent basis and 69% on fixed-term contracts. In 2023, 22% of women recruited were employed on a full-time permanent basis, 20% on a part-time permanent basis and 58% on fixed-term contracts. We were not able to collect non-binary or gender diverse data in 2021. Our employee and payroll systems have since been updated to collect improved gender-diverse data. This has been achieved through the implementation of strategy 5.2 under our 2021 Gender Equality Action Plan (GEAP): 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'. As such, in 2023, our data showed that 2% of new recruits identified as non-binary or gender diverse. Not only have we been able to notably increase our recruitment of women and gender diverse employees, but we have also been able to offer these new recruits more attractive contract conditions. Stable contracts will also support us to retain employees of all genders and move towards a more gender-balanced workforce in the future. **Promotions** Our 2021 audit showed that 25% of promotions in the 12 months to 30 June 2021 were awarded to women. These promotions occurred in the lower and middle levels of the organisation only, and not within the executive leadership team. Our 2023 progress audit showed that 30% of all promotions were awarded to women, an increase of 5%. Of these, 10% occurred in the higher levels of the organisation and were ongoing permanent roles. Our organisation historically has a very stable executive leadership team where roles tend to be longer-term contracts or ongoing positions, with few exits. We are pleased to see promotion at the higher level of our organisation into ongoing positions for women. In 2021, we were not able to collect promotion data for non-binary or gender-diverse employees. In 2023, our updated systems allowed us to collect this data. However, there were no promotions awarded to this staff cohort. We believe that a significant aspect of our success in increasing the proportion of promotions awarded to women has been our focus on improving secondment and higher duties opportunities for women and gender-diverse employees. The proportion of secondments awarded to women increased by 5% and the proportion of higher duties by 6% between our 2021 workplace gender audit and our 2023 progress audit. Data on higher duties opportunities for gender diverse and non-binary employees was not collected in 2021, therefore there is no measured change in the data. We consider these improvements, while small, to demonstrate measurable progress against the workplace gender equality indicator 'recruitment and promotion practices in the workplace'. We also believe the uptick in career development opportunities for women and resulting increase in women's share of promotions demonstrates that our strategic approach is effective. We hope to see similar improvements for gender diverse employees reflected in our 2025 data.	No Yes No No No No Yes	As a largely male-dominated industry we recognise we have started from a lower baseline for this indicator and there is further to go. Despite this, we have made genuine efforts to attract and recruit a more gender diverse workforce by implementing the strategies identified in our GEAP, in particular: strategy 5.2 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'. We note that we are two years into the four-year GEAP implementation period, and as such have not fully implemented all GEAP strategies. The majority of our strategies against this indicator remain in early implementation stage. We believe our genuine efforts to implement strategies against this indicator and measurable progress arising from the data, demonstrate progress against indicator 5.
Example 2: Sexual harassment in the workplace	No	Our 2021 Employee Experience Survey data showed that 7% of women and 4% of men who responded to the survey had experienced sexual harassment in the workplace, and of those 5% of women and 6% of men made a formal complaint. In 2023, our Employee Experience Survey data showed that 9% of women and 6% of men who responded to the survey reported having experienced sexual harassment in the workplace, an increase of 2% from 2021 for both cohorts. Of those, 9% of women and 10% of men indicated that they had made a formal complaint. Our 2023 Employee Experience Survey also indicated that women with disability were overrepresented among those who reported experiencing sexual harassment. We have initiated a review process to consider how we might address this between now and the 2025 reporting cycle. No respondents in our 2021 Employee Experience Survey identified as gender diverse. We also didn't record any formal sexual harassment complaints in our 2021 workforce reporting data from employees of self-described gender. In our 2023 employee experience survey, 2% of respondents identified as non-binary or gender diverse. Of this cohort, 10% indicated experience of sexual harassment, with 50% of this group indicating that they had made a formal complaint. We note that these figures represent an increase in anonymous self-reporting of sexual harassment. This is concerning, as anonymous reporting tends to be more accurate than formal incident reporting processes. In analysing our 2021 and 2023 audit data, we found that our workforce reporting shows minimal change in terms of outcomes for formal complaints of sexual harassment. In 2021, our audit data showed that no outcome was reached for 70% of matters where the complainant was a woman, and 50% of matters where the complainant was a man. In 2023, our progress audit showed that of the incidents of sexual harassment reported by women, no outcome was reached for 65% of matters. This figure was 40% for men. We did not collect data on gender diverse and non-binary employees in 2021, nor their experience of sexual harassment. Our 2023 progress audit showed that of the incidents of sexual harassment reported by gender diverse and non-binary employees, no outcome was reached for 67% of matters. The enduring high levels of formal complaints with no outcome across our 2021 and 2023 audit data suggests that we have work to do in effectively and efficiently resolving sexual harassment complaints. The lack of outcomes for incidents of this type may contribute to our lack of progress in reducing sexual harassment. As a result of this analysis, we are reviewing our GEAP strategies and measures to consider how we might better respond to, and therefore hopefully reduce, sexual harassment in our organisation. We consider that the anonymous nature of the Employee Experience Survey data provides an accurate representation of sexual harassment. The increased sexual harassment reported via the Employee Experience Survey data indicates 'no progress' was made by our organisation against this indicator.	No No No Yes Yes No No	(e) Competing priorities and operational obligations Our organisation is a metro health service. During the recent covid-19 pandemic, Victoria's public health system experienced unprecedented demand. In particular, rates of access to ICU and ventilation increased dramatically. As such, our organisation prioritised its public-facing service delivery. We directed the majority of our stretched resources externally to enable high-quality public health care. Demand outstripped supply, and already-stretched resources were directed to keeping ICU and general wards staffed. As a result, we were not able to deliver comprehensive in-person bespoke staff training in relation to sexual harassment, so instead delivered a low-cost e-learning module. We also lacked the resources to comprehensively review our internal sexual harassment processes. (d) Resources As described cell D9, our resources were significantly stretched due to an increase in demand for ICU services during the covid-19 pandemic. Competing priorities reduced the resources available for internal-facing programs, such as comprehensive sexual harassment training delivery and process review. For this reason, we focussed on low-cost strategies and measures in our GEAP, including delivering a sexual harassment e-learning module, circulating internal communications campaigns and encouraging staff to undertake the Employee Experience Survey. Our communications campaign focussed on drawing attention to existing sexual harassment policies including how the organisation will respond.