




WHITEHORSE CITY COUNCIL

Gender Equality Action Plan

2022 – 2026





DIVERSITY

EQUALITY

INCLUSION

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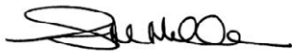
Statement of Commitment

Whitehorse City Council is committed to actively promoting gender equality in our workforce and in the broader Whitehorse community. Our organisation:

- values all genders as capable and credible leaders;
- provides all genders with equitable opportunities for career progression and flexible work; and
- takes active steps to reduce all forms of gender discrimination in the workplace

In support of the Gender Equality Act 2020, Council will hold itself accountable through the strategies and actions identified in the 2022-2026 Gender Equality Action Plan (GEAP) to improve workplace gender equality.

All employees can support the implementation of the GEAP and help to improve gender equality.



Simon McMillan

Chief Executive Officer
Whitehorse City Council

Introduction

The Gender Equality Act 2020 (the Act) is new Australian legislation that requires defined public sector organisations to take steps to improve gender equality. The defined organisations, including Councils, must:

- Undertake a Workplace Gender Equality Audit;
- Conduct Gender Impact Assessments on certain policies, programs and services; and
- Develop a Gender Equality Action Plan (GEAP)

The GEAP must be developed and published every four years, satisfying the objectives to:

- Understand why we need gender equality;
- Identify where we need to change; and
- Plan and implement action that will achieve progress

Council will need to monitor and assess the progress of the GEAP to ensure that strategies and actions are effective in improving gender equality in the workplace.

Workplace gender equality is measured through Workplace Gender Equality Indicators (WGEI) which are the key areas where workplace gender inequality persists and where progress towards gender equality must be achieved through the GEAP. The WGEI are listed below:

1. Gender composition at all levels of the workforce
2. Gender composition of governing bodies (Councillors)
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion practices
6. Leave and flexibility
7. Gendered work segregation

As directed by the Commission for Gender Equality in the Public Sector (the Commission), the GEAP will contain the following:

1. Baseline audit analysis
2. Meaningful consultation and engagement
3. Case for change
4. Strategies, actions and measures
5. Leadership and resourcing our GEAP
6. Measuring progress

As part of Council's obligations under the Act, workplace gender equality must be considered and promoted within our policies, programs and services. Council's commitment to workplace gender equality is referenced within:

- The Council Plan 2021-2025
- The Whitehorse Health and Wellbeing Plan 2021-2025
- The Whitehorse Family Violence Prevention Action Plan 2021-2025
- The Workforce Plan 2021-2025.

Privacy Statement

In accordance with the obligations of the Gender Equality Act 2020 and the Privacy and Data Protection Act 2014, any personal information used and shared for the purposes of developing the Gender Equality Action Plan has been de-identified. In collecting, analysing and reporting this information, Council remains strongly committed to the practices of handling personal information in a responsible manner and that conforms to Council's Information Privacy Policy.



SECTION 1: Baseline audit analysis

The Gender Equality Act 2020 requires Whitehorse City Council (Council) to develop a Gender Equality Action Plan (GEAP) informed by gender equality data that is collected and reported through a Workplace Gender Equality Audit (Audit). The Audit results allow Council to identify areas for improvement in relation to the Workplace Gender Equality Indicators (WGEI) and to develop strategies, actions and measures to make positive change in gender equality.

By publicly reporting data through the GEAP, Council demonstrates transparency and accountability to its employees and to the community. The Commission for Gender Equality in the Public Sector (the Commission) can use the data to assess workplace gender equality across Victoria, to ensure state-wide policy development is evidence-driven and measure progress over time.

The Audit includes gender-disaggregated data i.e. data that is broken down separately for women, men and gender diverse people, for each of the seven WGEI.

Workplace Gender Equality Indicators (WGEI)

WGEI 1: Gender composition at all levels of the workforce

Women are often underrepresented in leadership roles, and overrepresented in lower level roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels. By collecting and reporting data on gender composition at all levels, Council can see where it would benefit from greater gender diversity and take action to support women into senior roles ¹.

WGEI 2: Gender composition of governing bodies (Councillors)

Since Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy it's important that governing bodies have diverse voices at the table. Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms ².

¹ The Commission for Gender Equality in the Public Sector 2021, Workplace Gender Equality Indicators, accessed July 2021 <<https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>>

² Ibid

WGEI 3: Gender pay equity

This WGEI is about equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender. The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes ³.

WGEI 4: Workplace sexual harassment

Sexual harassment in the workplace is common in Australia and Victoria. It causes financial, psychological, and physical harm to victim survivors. It also has a significant economic cost to organisations and the community. Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is. By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment ⁴.

WGEI 5: Recruitment and promotion practices

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with a disability or older women. Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities ⁵.

3 Ibid

4 Ibid

5 Ibid

WGEI 6: Leave and flexibility

This WGEI is about the availability and utilisation of terms, conditions and practices related to family violence leave, flexible working arrangements and working arrangements supportive of workers with family or caring responsibilities. Flexible working arrangements and leave entitlements including parental leave help people of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave. It's important that organisations collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work ⁶.

WGEI 7: Gendered work segregation

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women. Organisations can use data on their workforce composition to see which roles and areas have more women ⁶ or more men, and consider how to achieve better gender diversity ⁷.

Note the Commission determined that workplace bullying and discrimination is reported and measured under this WGEI.

Workplace Gender Equality Audit

Whitehorse City Council (Council) conducted the Workplace Gender Equality Audit (Audit) in July 2021 to assess the state and nature of gender inequality in the workplace in accordance with the requirements of the Gender Equality Act 2020. Right Lane Consulting was engaged to support Council with the analysis of its audit data and the creation of an audit report.

Data was collected from two sources:

- a). Workforce data, gathered from the council's internal payroll and HR systems
- b). Employee experience data, gathered via the People Matter Survey (PM Survey) which was administered by the Victorian Public Service Commission.

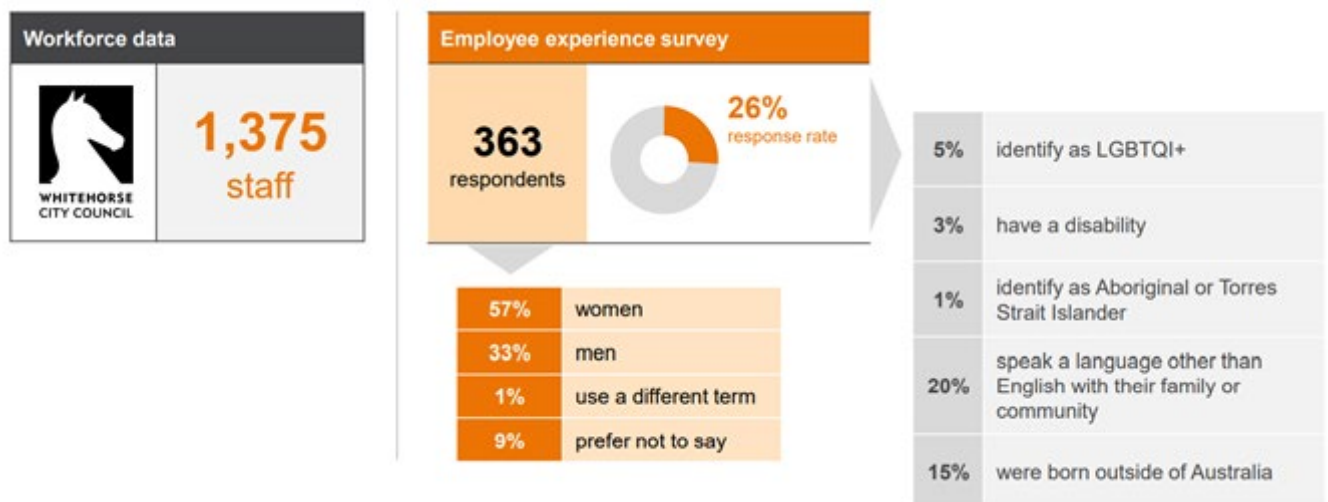
⁶ Ibid

⁷ Ibid

This is the first Audit undertaken by Council and the intent is to establish a baseline on gender equality from which Council can:

- Identify any critical gaps, areas for improvement and challenges to address in the Gender Equality Action Plan (GEAP)
- Monitor and assess progress made in relation to workplace gender equality, including whether strategies and measures are effective.

The below image provides a summary of the sources of Audit data ⁸:










Other sources of information that were considered as part of the Audit analysis and GEAP development include:

- The Victorian Auditor-General's Office (VAGO) Report; audit/study of sexual harassment in local government 2020
- Workplace Gender Equality Agency; Australia's Gender Pay Gap Statistics
- VicHealth 'Encountering Resistance to Gender Equality' 2018
- VicHealth 'Framing Gender Equality message guide' 2021
- Multicultural Centre for Women's Health 'Intersectionality Matters Guide' 2017
- LG Professionals Australia 'Gender Balance Target Toolkit for Senior Leadership' 2021
- Australian Human Rights Commission 'Face the Facts Gender Equality' 2018

⁸ Whitehorse City Council Workplace Gender Equality Audit analysis report prepared by Right Lane Consulting, August 2021

Summary of Audit Findings

The key findings of Whitehorse City Council's Audit in relation to the Workplace Gender Equality Indicators (WGEI) are provided in the following table.

		Workplace gender equality indicator	Summary of audit findings
1		Gender composition of all levels of the workforce	Whitehorse City Council employs 1375 employees, 65% of whom are women and 35% of whom are men. Men make up 100% of the Executive Leadership Team and 65% of the Senior Leadership Team. While 65% of People Matter Survey respondents agree that Whitehorse has a positive culture in relation to diverse employees, a lower proportion agree that Whitehorse has a positive culture in relation to employees who identify as LGBTIQ+ (51%) or are Aboriginal or Torres Strait Islander (49%).
2		Gender composition of governing bodies	Whitehorse City Council has 11 Councillors elected in October 2020 to serve until the local government elections in October 2024. Gender composition 55% women, 27% men, 18% prefer not to say.
3		Equal remuneration	For every \$100 dollars the median man earns at Whitehorse City Council, the median woman earns \$90.60 (a gender pay gap of 9.4%). The gender pay gap is greatest at the Coordinator (4.8%) but is negligible at the Specialist level (0.1%).
4		Sexual harassment	There were no formal complaints of sexual harassment made at Whitehorse City Council in July 2020-June 2021. 31% of VAGO survey respondents reported experiencing sexual harassment (July 2019-June 2020). 83% of People Matter Survey respondents agree that Council encourages respectful workplace behaviour. 37% of women People Matter Survey respondents didn't agree that they felt safe to challenge inappropriate behaviour at work (compared to 16% of men).
5		Recruitment and promotion practices	Women represented 56% of Whitehorse City Council's 169 new recruits and 54% of its 35 promoted employees (July 2020-June 2021). Women were more likely to participate in career development training than men (70% women, 30% men). Men were more likely to be awarded higher duties (49% women, 51% men). 26% of People Matter Survey respondents were not confident that Whitehorse makes fair recruitment and promotion decisions. 24% of People Matter Survey respondents were not confident that they have an equal chance of promotion at Council.
6		Utilisation of flexible work and other support practices	31% of the workforce is full time; 30% of workforce is part time; 39% of workforce casual. Women make up the majority of part time and casual workers (82% and 67% women respectively), working at Specialist or Officer levels (68% and 66% women respectively). 25% of workforce were on formal flexible work arrangements (July 2020-June 2021), 71% women. Members of the Senior Leadership Team all worked full time, with 26% on formal flexible work arrangements – purchased leave and working remotely. Only 45% of women People Matter Survey respondents agreed that there is a positive culture in relation to employees using flexible work arrangements (compared to 69% of men respondents). 77% of People Matter Survey respondents agree that Whitehorse is supportive of employees with family or caring responsibilities, regardless of gender.
7		Gendered segregation	65% of Council's workforce is made up of women (35% of men). Women represent the majority of clerical and administrative workers, and professional occupations, while men represent the majority of technicians and trade workers. The gender composition per Directorate is: Corporate Services 77% women, 23% men; Community Services 74% women, 26% men; Transformation 60% women, 40% men; City Development 53% women, 47% men; Infrastructure 25% women, 75% men. Bullying – People Matter Survey (July 2020-June 2021) found: 14% of respondents reported experiencing bullying (16% LGA average). Discrimination – People Matter Survey (July 2020-June 2021) found: 6% of respondents reported experiencing discrimination (5% LGA average).

WGEI 1: Gender composition at all levels of the workforce

- Of Council's 1375 employees, 65% are women and 35% men.
- Men make up 100% of the Executive Leadership Team, 65% of the Senior Leadership Team ⁹ (CEO, Directors, and Managers).
- At Officer level, which comprises 76% of all employees, there are almost twice as many women as men.
- 72% of PM survey respondents agree that Council has a positive culture in relation to employees of different sexes/genders (71% of women, 80% of men)
- 65% of PM survey respondents agree that Council has a positive culture in relation to diverse employees, however a lower proportion agree that Council has a positive culture in relation to employees who identify as LGBTIQ+ (51%) or are Aboriginal or Torres Strait Islander (49%).

WGEI 2: Gender composition of governing bodies (Councillors)

- 11 Councillors were elected in October 2020 by residents to serve until October 2024 ¹⁰.
- The gender composition of the Councillor group is 55% women and 27% men, with 18% prefer not to say.

WGEI 3: Gender pay equity

- For every \$100 dollars the median man earns at Council, the median woman earns \$90.60. This represents a gender pay gap of 9.4%.
- The gender pay gap is greatest at the Coordinator level (4.8%) but is negligible at the Specialist level (0.1%).

⁹ As at 1 September 2021 Executive Leadership Team is 67% men, 33% women; SLT now 56% men, 44% women

¹⁰ Commission acknowledges that councils do not have control over the gender composition of the group of Councillors, as they are democratically elected.

WGEI 4: Workplace sexual harassment

- There were no formal complaints of sexual harassment made at Council, July 2020-June 2021, however 8% of PM survey respondents (n=363) reported experiencing sexual harassment, July 2020-June 2021 (10% of women, 5% of men) and only 3% told a Manager and none made a formal complaint. Of these, 37% of respondents cited they did not submit a formal sexual harassment complaint due to potential negative consequences for their career.
- A Victorian Auditor-General's Office (VAGO) survey (July 2019-June 2020) identified that while 31% of survey respondents (n=217) reported experiencing workplace sexual harassment July 2019-June 2020, only 7.5% told a Manager and none made a formal complaint.
- 83% of PM survey respondents agreed that Council encourages respectful workplace behaviour (82% of women, 92% of men), however 37% of women PM survey respondents reported that they did not feel safe to challenge inappropriate behaviour at work, compared to 16% of men respondents.
- 69% of PM survey respondents agree that Council takes steps to eliminate bullying, harassment and discrimination (66% of women, 81% of men).

WGEI 5: Recruitment and promotion practices

- Women represented 56% of Council's new recruits (n=169) and 54% of Council's promoted employees (n=35) July 2020-June 2021.
- Women were more likely to participate in career development training than men, with 70% of women and 30% men reporting such participation, however men were slightly more likely to be awarded higher duties (49% women, 51% men).
- 26% of PM survey respondents were not confident that Council makes fair recruitment and promotion decisions but 50% of PM survey respondents agree that Council makes fair recruitment and promotion decisions (48% of women, 61% of men)
- 24% of PM survey respondents were not confident that they have an equal chance of promotion at Council but 47% of PM survey respondents agree that they have an equal chance of promotion at Council (46% of women, 59% of men)
- 69% of PM survey respondents agree that gender is not a barrier to success at Council (69% of women, 79% of men)
- 57% of PM survey respondents agree that Being Aboriginal and/or Torres Strait Islander is not a barrier to success at Council (55% of women, 67% of men)
- 71% of PM survey respondents agree that cultural background is not a barrier to success at Council (71% of women, 78% of men)
- 70% of PM survey respondents agree that sexual orientation is not a barrier to success at Council (71% of women, 76% of men)
- 56% of PM survey respondents agree that disability is not a barrier to success at Council (54% of women, 69% of men)
- 60% of PM survey respondents agree that age is not a barrier to success at Council (61% of women, 69% of men)

WGEI 6: Leave and flexibility

- Council's workforce is comprised of 31% full time, 30% part time and 39% casual employees. Women make up 46% of full time, 82% of part time and 67% of casual workers.
- 25% of the workforce (n=346) were on formal flexible work arrangements ¹¹ (July 2020-June 2021), of these 71% were women.
- 100% of the Senior Leadership Team (CEO, Directors, Managers) worked full time, with 26% on formal flexible work arrangements (purchased leave and hybrid work location).
- Of the PM survey respondents, only 45% of women agreed that there is a positive culture in relation to employees using flexible work arrangements, compared to 69% of men; only 42% of women agreed that using flexible work arrangements is not a barrier to success at Council, compared to 68% of men.
- 80% of PM survey respondents agree that Council would support them to take family violence leave (82% of women, 83% of men)
- 62% of PM survey respondents agree that a request to Council for flexible work arrangements would be given due consideration (60% of women, 72% of men)
- 2.8% of the workforce (n=39) took parental leave (July 2020-June 2021), of these 79% were women.
- 23% of the workforce (n=318) took carers leave (July 2020-June 2021), of these 68% were women.
- 77% of PM survey respondents agree that Council is supportive of employees with family or caring responsibilities, regardless of gender (74% of women, 88% of men).

¹¹ Flexible work arrangements are as chosen by the employee and include working more hours over fewer days, flexible start and finish times, working remotely (not related to COVID-19), working part time, shift swap, job sharing, study leave, purchased leave or using leave to work flexible hours.

WGEI 7: Gendered work segregation

- Women make up 65% of Council's workforce, with men making up 35%
- Women represent the majority of clerical and administrative workers, and professional occupations, while men represent the majority of technicians and trade workers¹²
- Women are most strongly represented in Community Services (74%) and Corporate Services (77%) directorates, which make up 70% of the Council workforce
- Men are most strongly represented in City Development (47%) and Infrastructure (75%) directorates, which make up 29% of the Council workforce
- 81% of PM survey respondents agreed that work is allocated fairly in their workgroup, regardless of gender.

Bullying:

- 14% of PM survey respondents reported experiencing bullying, with 6% making a formal complaint
- Of the 48 respondents who did not submit a formal complaint for bullying: 60% responded that it would not make a difference; 49% responded that it would have negative consequences for their career; and 47% responded that it would have negative consequences for their reputation.

Discrimination:

- 6% of PM survey respondents reported experiencing discrimination, with none making a formal complaint
- Of the 22 people who did not submit a formal complaint for discrimination: 45% responded that it would not make a difference; 60% responded that it would have negative consequences for their career; and 50% responded that it would have negative consequences for their reputation.

In accordance with the requirements of the Gender Equality Act 2020, Whitehorse City Council has submitted the results of the Workplace Gender Equality Audit (Audit) in the workforce reporting template via the Commission's reporting platform. The Audit analysis report prepared by Right Lane Consulting is provided as Appendix A.

¹² Occupational categories taken from the Australian and New Zealand Standard Classification of Occupations (ANZSCO) standard; <https://vpssc.vic.gov.au/resources/anzsco-coding-guides>

Priorities for Improvement

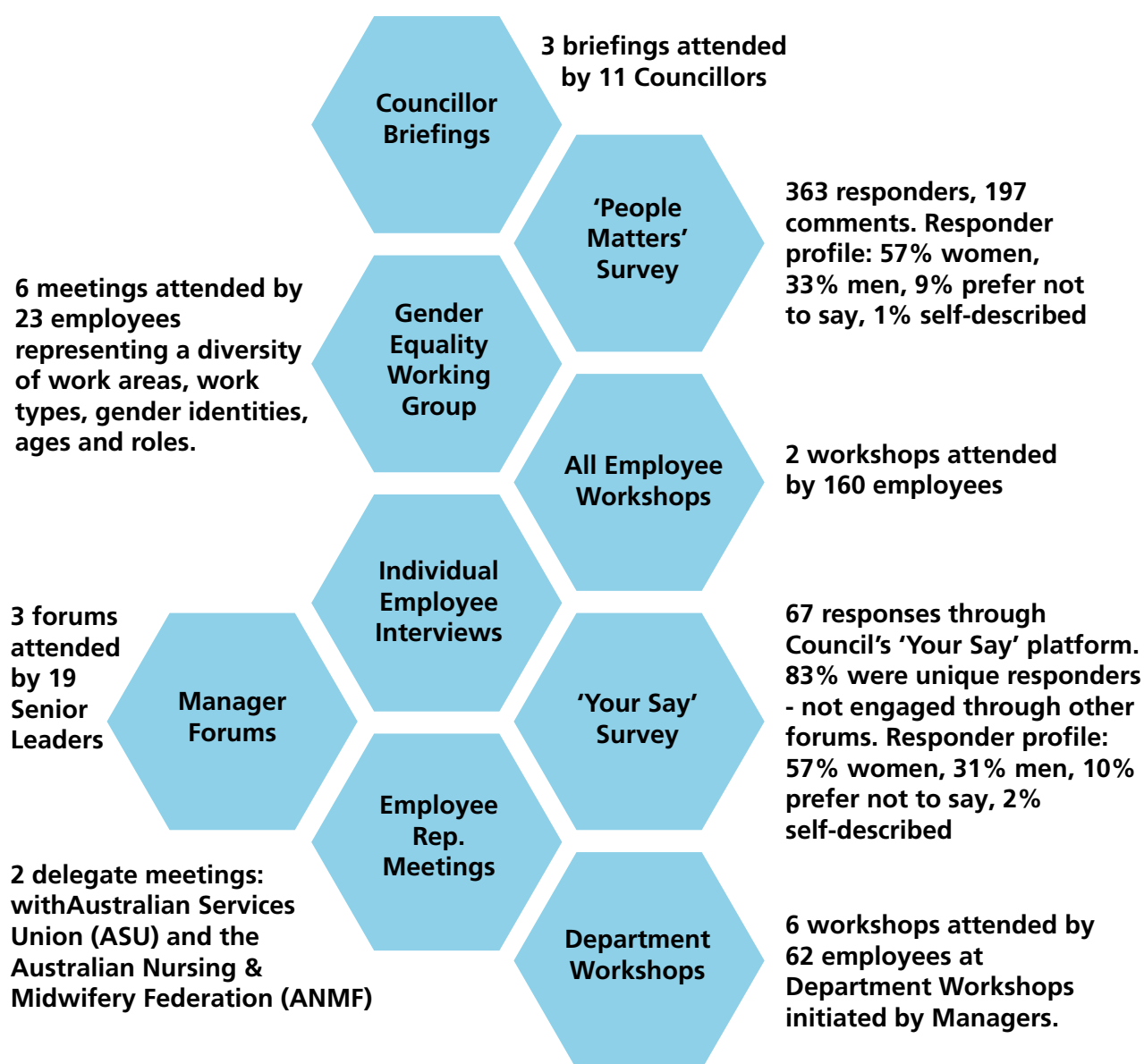
Based on the analysis of our Workplace Gender Equality Audit and engagement with the workforce, strategic priority areas for improvement were identified which informed the actions and measures within the GEAP. The strategic priority areas are listed below:

Strategic Priority	Supports Workplace Gender Equality Indicator
<p>1. Recognise and promote gender equality and diversity</p> <p>Develop a more inclusive workplace culture to increase and support diversity of the workforce.</p>	1
<p>2. Improve workforce gender composition</p> <p>Support gender balance in all areas of the organisation, including senior leadership and decision-making roles, and enhance the confidence of employees in recruitment and promotion practices.</p>	2, 5, 7
<p>3. Increase workforce gender data and insight</p> <p>Improve data collection to provide a better understanding of workforce gender and diversity to support enhanced analysis and decision making.</p>	1, 2, 3, 5
<p>4. Address workplace sexual harassment</p> <p>Increase awareness of sexual harassment in the workplace and build employee capability and confidence in identifying, reporting, addressing and preventing sexual harassment.</p>	4, 7
<p>5. Support flexible working arrangements</p> <p>Review the current flexible working practices, identify and take steps to address gender-based inequality, and create a positive culture that supports flexible work.</p>	6
<p>6. Implement Gender Impact Assessments</p> <p>Increase capacity of our workforce to identify and address gendered impacts of our policies, processes, projects and programs and take steps to minimise gender inequalities. Gender Impact Assessments will be an important means of employee interaction with the GEAP.</p>	5, 6
<p>7. Report and communicate on the progress of the GEAP</p> <p>Support implementation of the GEAP to make reasonable and material progress towards the workplace gender equality indicators</p>	

SECTION 2: Meaningful consultation and engagement

This Gender Equality Action Plan (GEAP) has been developed in accordance with the requirements of the Gender Equality Act 2020 in relation to the consultation and engagement with employees, employee representatives and Councillors.

A summary of the consultation conducted in the development of the GEAP is provided in the diagram below. Refer to Appendix B for additional details of the consultation and engagement process and activities.



SECTION 3: Case for change

Organisational benefits of gender diversity and inclusion by Workplace Gender Equality Indicators (WGEI)

WGEI 1: Gender composition of the workforce

In a gender-equitable workplace, all employees will have equitable access to opportunities, responsibilities and outcomes. Organisational benefits of gender diversity and inclusion, across all levels of the workforce include:

- a). Increased efficiency, productivity, innovation and creativity as a result of diverse perspectives in analysis and decision-making;
- b). more positive workplace cultures where diversity of thought, background and experiences are valued; and
- c). improved access to and retention of talent due to value placed by employees on workplace flexibility and inclusive cultures ¹³.

WGEI 2: Gender composition of the governing body

Organisational benefits of gender diversity and inclusion in our Councillors include:

- a). Improved business performance and productivity;
- b). reduced pay gaps for managers, with evidence showing gender equitable representation on boards leads to a 6.3% reduction in pay gaps; and
- c). increased likelihood of identifying and meeting community needs ¹⁴.

¹³ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

¹⁴ Ibid

WGEI 3: Gender pay equity

Recent national analyses have identified a persistent gender pay gap, favouring men, for full-time workers in all industries and occupational categories. Across the Victorian public sector, there is currently a 10.7% gender pay gap; while women make up 68% of the public sector workforce, they are significantly over-represented in lower paid roles.

At Council, women make up 65% of the workforce and are significantly over-represented in lower paid roles, resulting in a 9.4% gender pay gap. Factors contributing to gender pay gaps include conscious and unconscious bias, reduced availability to work of those with caring responsibilities, gender discrimination and stereotyped gender norms which also influence industrial and occupational segregation.

Beyond the need to meet legal and moral obligations, the organisational benefits of achieving gender pay equity include:

- a). improved attraction of talent through building a reputation as an employer of choice; and
- b). increased efficiency and productivity through increased retention of employees and reduced turnover ¹⁵.

15 Ibid

WGEI 4: Workplace sexual harassment

The Victorian Auditor General's Office (VAGO)¹⁶ reported that Local Government sector workplaces were not free from sexual harassment and that reporting levels were low compared to the level of experiences of sexual harassment identified through surveys.

Under Victorian legislation (Equal Opportunity Act 2010 and Occupational Health and Safety Act 2004) employers have a duty to take positive action to eliminate sexual harassment in the workplace and a duty of care to also provide and maintain a work environment that is safe and without risk to the health of their employees, so far as is reasonably practicable¹⁷.

The additional organisational benefits of preventing sexual harassment include:

- a). upholding and demonstrating Council values and behaviours, particularly trust and respect;
- b). having a culture that acknowledges that sexual harassment is wrong and can have harmful effects on a workplace environment; and
- c). ensuring that all employees feel safe at work and are treated with dignity and respect.

WGEI 5: Recruitment and promotion practices

Gender bias affects recruitment and promotion processes in many ways including: gender coded wording in job advertisements; gendered bias in the evaluation of credentials; influence of gender norms and stereotypes about certain roles on selection processes; and different values placed upon aspirations of leadership/ leadership roles.

While gender bias in recruitment and promotion decisions may be overt or intentional, it is often unintentional and not recognised. Addressing bias in recruitment and promotion can provide additional organisational benefits including:

- a). increased diversity of our workforce through improved attraction of talent; and
- b). reduced turnover (refer benefits of pay equity) ¹⁸.

¹⁶ The Victorian Auditor-General's Office (VAGO), Sexual Harassment in Local Government Report 2020

¹⁷ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

¹⁸ Ibid

WGEI 6: Leave and flexibility

Flexible work practices can benefit individuals, organisations and society as experienced during the COVID-19 pandemic when working flexibly and remotely became a necessity.

Organisational benefits for incorporating flexible work practices in our workplace include:

- a). Improved productivity resulting from increased employee engagement and performance;
- b). improved well-being resulting from autonomy to balance professional and personal commitments;
- c). increased gender diversity as a result of flexible work arrangements enabling improved career progression opportunities for women with caring responsibilities (refer benefits of workforce gender composition); and
- d). increased opportunity to influence broader social norms: a commitment to increase availability and uptake of flexible working arrangements for all employees (women, men and gender-diverse employees) can have an important transformative effect on harmful gender norms in broader society, by supporting and enabling men to take on increased caring responsibilities outside the workplace ¹⁹.

WGEI 7: Gendered workplace segregation

Many workforces demonstrate historic gendered segregation, particularly in certain industries and occupations including nursing, child care, engineering, and building.

The organisational benefits of reducing gendered workplace segregation include:

- a). contribution to providing a safer and more equal society, with equal access to all individuals for equal power, resources and opportunities; and
- b). increased opportunity to recognise, celebrate and capitalise on the benefits of diversity for our employees and the broader Whitehorse community.

¹⁹ Ibid

Addressing Intersectional Gender Inequality

This Gender Equality Action Plan (GEAP) has been developed with consideration of the gender equality principles listed in Section 6 of the Gender Equality Act 2020 (Act), including intersectional gender inequality. The concept of intersectional gender inequality recognises that gender inequality is often compounded by other forms of disadvantage or discrimination based on other attributes such as Aboriginality, age, disability, ethnicity, gender identity, race, religion or sexual orientation.

The engagement activities that formed part of the consultation for the development of our GEAP, referenced the concept of intersectional gender inequality.

Council currently collects limited diversity information about its workforce beyond gender (male or female) and age. Valuable intersectional data was collected through the 2021 People Matters Survey (PM survey) administered by the Victorian Public Service Commission, although there was only a 26% response rate to the PM survey²⁰. This PM survey provided workforce data relating to employment tenure, use of flexible work arrangements and caring responsibilities and intersectional data for age, disability, sexual orientation, Aboriginality, primary language, cultural identity and country of birth. For further details of the intersectional data provided through this PM survey, refer to Appendix C.

Through the Workplace Gender Equality Audit (Audit) process, it was recognised that we need to improve our data collection with respect to intersectional data for gender, age, Aboriginality, disability, cultural identity, religion, and sexual orientation. An intersectional gender lens enables us to see problems of gender equity that appreciate the complexity and diversity of lived experience of people in our workforce.

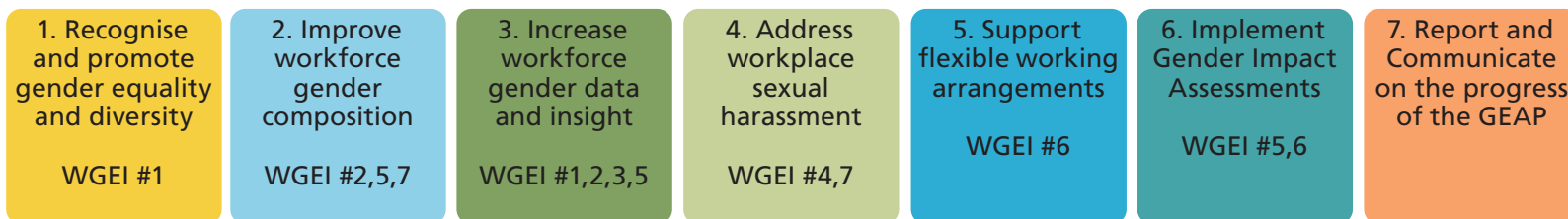
The Gender Equality Working Group (Working Group) was established to advise on and advocate for gender equality to improve the culture, work practices and core business of Council and to support the development of the GEAP. In forming the Working Group, diverse representation was sought, including members from different role types, levels, work locations and employment types in order to provide greatest insights on intersectionality. As a consequence of this targeted approach, the 23 members of the Working Group represented a broad cross section of employee characteristics and/or workplace experiences and could apply an understanding, or personal experience, of intersectionality.

Through consultation, insights were provided by individual employees who reported experiencing intersectional gender inequality, specifically related to age, gender identity and/or sexual orientation. These insights were used to inform the development of multiple strategies throughout our GEAP that relate to improving intersectional gender inequality in our workplace; these are identified in Section 4 of this document.

²⁰ For comparison, the Victorian Local Government average response rate to the 2021 PM survey was 32%

SECTION 4: Strategies, actions and measures

The strategy framework to improve workplace gender equality at Council



Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
1. Recognise and promote gender equality and diversity	1.1 Deliver education and awareness campaigns that recognise and promote gender equality, diversity and inclusion.	<ul style="list-style-type: none"> A suite of online training resources are developed and implemented to build understanding of gender equality, diversity and inclusion. A minimum of 4 campaigns that support gender equality, diversity and inclusion are actively promoted annually. Gender equality, diversity and inclusion are promoted through dedicated internet & intranet channels. 	<p>Capability Development Lead</p> <p>Community Development Officer - Gender Equality and Child Safety</p> <p>Community Development Officer - Gender Equality and Child Safety</p>	√	√	√	√

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	1.2 Embed inclusive language into all forms of Council communications, documents and data collection.	<ul style="list-style-type: none"> An online training resource promoting the understanding and use of inclusive language is developed and implemented (as part of 1.1). Council communications, documents and data collection processes use inclusive language and avoid gender stereotypes. Review and update email signature guidelines so that gender pronouns and diversity related statements can be promoted and supported for use within email communications. 	<p>Capability Development Lead</p> <p>Manager Strategic Communications and Customer Service</p> <p>Community Development Officer - Gender Equality and Child Safety</p>		√		
	1.3 A Gender Equality Working Group provides supports the implementation of the GEAP.	<ul style="list-style-type: none"> An active Gender Equality Working Group is in place with established Terms of Reference, meeting quarterly. The Working Group is engaged to provide insights on Gender Impact Assessments, the development of educational materials and the selection of campaigns 	<p>Community Development Officer - Gender Equality and Child Safety</p> <p>Community Development Officer - Gender Equality and Child Safety</p>	√	√	√	√
2. Improve workforce gender composition	2.1 Identify and address gendered impacts within Council's policies and processes and strategies relating to employee recruitment and promotion.	<ul style="list-style-type: none"> A Gender Impact Assessment has been conducted on Council policies, processes and strategies that impact employee recruitment and promotion. Incorporate the findings of the Gender Impact Assessment into the review and update of relevant recruitment and promotion policies and procedures. 	<p>Community Development Officer - Gender Equality and Child Safety</p> <p>Coordinator Human Resources</p>	√	√		

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	2.2 Increase workforce diversity through building leader capability and commitment to recruitment, selection and succession practices that support diversity.	<ul style="list-style-type: none"> A Gender Equality, Diversity and Inclusion in Recruitment training module (refer action 1.1) is rolled out to people leaders in Y2. Workforce gender balance by department and pay band has improved at Y4. 	<p>Capability Development Lead</p> <p>Community Development Officer - Gender Equality and Child Safety</p>		√		√
3. Increase workforce gender data and insight	3.1 Build out gender, diversity and intersectional datasets through improved data collection systems and processes and workforce diversity census.	<ul style="list-style-type: none"> Implementation of the new Enterprise Resource Planning (ERP) system in Y2 which provides enhanced capacity to report on gender, diversity and intersectional workforce data. A new data collection process is developed to collect and gender, diversity and intersectional data of Councillors for the Y3-4 Audit. A Workplace Census is conducted in Y2 and Y4 to capture confidential diversity information about the workforce that will not be stored in the ERP system. 	<p>Coordinator Change and Organisational Development</p> <p>Community Development Officer - Gender Equality and Child Safety</p> <p>Workforce Planning Advisor</p>		√	√	√

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	3.2 Identify the causes of gender pay gaps and take steps to address these, including within Council's remuneration strategy.	<ul style="list-style-type: none"> • A Gender Impact Assessment has been conducted on Council policies, processes and strategies relating to employee remuneration and benefits. • A Consultant has been engaged and prepared a report that provides insights on gender pay differences and has proposed actions to address. • Outcomes of the Gender Impact Assessment and the Consultant's report have been incorporated into the review and update of policies, processes strategies relating to remuneration and benefits. 	<p>Community Development Officer - Gender Equality and Child Safety</p> <p>Coordinator Human Resources</p> <p>Coordinator Human Resources</p>		√		
4. Address workplace sexual harassment	4.2 Develop and implement an internal education / awareness campaign to build employee capability and confidence in identifying, reporting, addressing and preventing sexual harassment, bullying and discrimination.	<ul style="list-style-type: none"> • A training program is delivered to build employee capability and confidence in identifying, reporting, addressing and preventing sexual harassment, bullying and discrimination. • Online training resources relating to the prevention of sexual harassment, bullying and discrimination are developed and forms part of the compliance training suite. • Training provided to Councillors at commencement of the next term in Y4. • Relevant communications to include a statement that Council will not tolerate any form of sexual harassment, bullying or discrimination in the workplace 	<p>Capability Development Lead</p> <p>Capability Development Lead</p> <p>Capability Development Lead</p> <p>Community Development Officer - Gender Equality and Child Safety</p>	√			

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	4.3 Build a diverse network of Contact Officers who, in addition to their normal job, can provide employees with confidential information, options and resources in relation to workplace issues such as sexual harassment, bullying and discrimination.	<ul style="list-style-type: none"> A team of Contact Officers is in place, with recruitment processes striving to attract gender balance and diversity amongst Contact Officers. The Contact Officer program is promoted annually to the workforce. 	<p>Coordinator Human Resources</p> <p>Community Development Officer - Gender Equality and Child Safety</p>		√	√	√
	4.4 Implementation and review of a new, stand-alone, Sexual Harassment Policy reinforcing Council's zero-tolerance position	<ul style="list-style-type: none"> Stand-alone Sexual Harassment Policy developed with outcomes from Gender Impact Assessment - endorsed in Y1 and reviewed in Y3 Policy is communicated to all employees and reinforced through an internal campaign. 	<p>Coordinator Human Resources</p> <p>Coordinator Human Resources</p>	√		√	
5. Support flexible working arrangements	5.1 Consider whether there are gender related barriers (perceived or actual) to accessing flexible workplace arrangements and address these within the update of Council's Flexibility Policy.	<ul style="list-style-type: none"> Gender Impact Assessment conducted on Council policies, processes and strategies that relate to workplace flexibility. Outcomes of the Gender Impact Assessment have been incorporated into the review and update of policies, processes strategies relating to workplace flexibility. 	<p>Manager People and Culture</p> <p>Manager People and Culture</p>	√			

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	5.2 Investigate the opportunity for amending the Collective Agreement to allow either parent to access paid Primary Care Giver leave	The potential to allow either parent to access paid Primary Care Giver leave is considered within Collective Agreement negotiations.	Manager People and Culture	√			
6. Implement Gender Impact Assessments	6.1 Develop and review a standardised process to implement Gender Impact Assessment for new and updated Council services, programs, and/ or policies that directly and significantly impact the public.	<ul style="list-style-type: none"> Standardised process for Gender Impact Assessments is implemented in accordance with legislative requirements. Review of process and learnings in Y3 in accordance with legislative requirements 	Community Development Officer - Gender Equality and Child Safety Community Development Officer - Gender Equality and Child Safety	√		√	
	6.2 Provide training and support to employees undertaking Gender Impact Assessments.	<ul style="list-style-type: none"> Externally facilitated (virtual) training provided to key organisational leaders in Y1. Information about the Gender Impact Assessment purpose and process communicated to all employees in Y1. An online training resource developed and implemented in Y2 (refer 1.1). Senior Leaders and the Gender Equality Working Group are capable to provide ongoing support to employees undertaking Gender Impact Assessments. 	Community Development Officer - Gender Equality and Child Safety Community Development Officer - Gender Equality and Child Safety Capability Development Lead Community Development Officer - Gender Equality and Child Safety	√	√	√	√

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	6.3 Report to the Commission on the Gender Impact Assessment conducted in each reporting period.	<ul style="list-style-type: none"> Progress Reports for the Commission are submitted in Y2 and Y4 documenting the policies, programs and services for which Gender Impact Assessments were undertaken, and the actions taken as a result of the assessments. 	Community Development Officer - Gender Equality and Child Safety		√		√
7. Report and communicate on the progress of the GEAP	7.1 Report and communicate on the progress of the Gender Equality Action Plan in accordance with internal and external requirements	<ul style="list-style-type: none"> Gender Equality Action Plan progress reports are provided monthly to the Transformation Steering Committee and annually to employees and Councillors. Web pages information is reviewed minimum quarterly to ensure accuracy and currency. Gender Equality Action Plan progress reports for the Commission are prepared and submitted in Y2 & Y4 documenting progress in relation to: strategies and measures, workplace gender equality indicators and against targets or quotas (if included in strategies & measures) and Gender Impact Assessments conducted. 	<p>Community Development Officer - Gender Equality and Child Safety</p> <p>Community Development Officer - Gender Equality and Child Safety</p> <p>Community Development Officer - Gender Equality and Child Safety</p>	√	√	√	√

Strategy	Actions	Measures	Assigned to	Y1 2022 - 2023	Y2 2023 - 2024	Y3 2024 - 2025	Y4 2025 - 2026
	7.2 Monitor the Equality Action Plan to ensure continued alignment to legislative requirements and organisational strategy.	<ul style="list-style-type: none"> Gender Equality Action Plan is reviewed annually in consultation with the Gender Equality Workig Group to ensure Strategies & Measures continue to align with legislative requirements and organisational strategy. Changes to the GEAP are endorsed by ELT and communicated to the Commission, Councillors, all employees and the community. 	<p>Community Development Officer - Gender Equality and Child Safety</p> <p>Community Development Officer - Gender Equality and Child Safety</p>	√	√	√	√
	7.3 Provide dedicated resourcing to support the implementation of strategies and actions contained within the Gender Equality Action Plan.	<ul style="list-style-type: none"> There is appropriate resourcing is in place to support the achievement of the strategies and actions contained within the Gender Equality Action. 	Manager Community Engagement and Development	√	√	√	√
	7.4 Prepare the Gender Equality Action Plan for 2026-2030	Gender Equality Action Plan 2026-2029 is developed, endorsed and communicated to Councillors and employees.	Community Development Officer - Gender Equality and Child Safety				√

SECTION 5: Leadership and resourcing our GEAP

Leadership

Council has made a commitment to the gender equality principles within the recently adopted Council Plan 2021-2025 which lists *Implementation of the Gender Equality Act* as a significant initiative to be delivered.

Council's commitment to improving gender equality is also demonstrated through the transformation program, and the GEAP activities will be supported by the transformation principles listed below.



As part of Council's focus to create a great organisational culture, extensive employee consultation in 2020 and 2021 identified our organisational values and behaviours as follows:

Our Values and Behaviours

Collaboration	We work flexibly together to achieve outcomes and solve problems.
Respect	We actively listen, value diversity and care.
Excellence	We adapt, grow and learn.
Accountability	We take responsibility and follow through on our promises.
Trust	We act with integrity and are empowered to make decisions.

The commitment to and demonstration of these values and behaviours in our workplace will support the achievement of our GEAP and promote the improvement of gender equality at Council. For further details of Council's commitment to gender equality, refer to Appendix E.

Resourcing

Properly resourcing our GEAP implementation is critical to delivering on our commitments and meeting our obligation under the Gender Equality Act to 'make reasonable and material progress' towards workplace gender equality. There are many factors influencing the resourcing of the GEAP and the ability to make progress for Gender Equality as recognised in the Act ²¹.

²¹ Factors: (1) The nature and circumstances of Council, including any barriers to making progress, (2) Requirements that apply to Council under any other Act, including an Act of the Commonwealth, (3) Council's resources (current and future), (4) Council's operational priorities and competing operational obligations, (5) The

Development of the GEAP was supported by the following resources:

- Full time resource for 6-months
- Gender Equality Project Control Group (including Managers of People and Culture and Community Engagement and Development departments)
- External consultant support for understanding obligations of the Act and conducting the Audit analysis
- External training provider engaged for Gender Impact Assessment-specific training
- Gender Equality Working Group (for membership details refer to Appendix B)
- People and Culture team
- Community Engagement and Development team
- Research, tools and guidelines as provided by the Commission

Many of the actions within the GEAP will require specific and dedicated resourcing to support implementation and drive progress towards gender equality in our workplace.

In the absence of specific resourcing committed to implementing the strategies of the GEAP, Council will not be able to prioritise actions to create structural change and drive progress for gender equality in our workplace.

Furthermore, there was significant engagement from across the workforce into the development of the GEAP with strong demand and support shown for change and many suggestions provided throughout the consultation process. Demonstrating change in our workplace through achievement of our GEAP will help foster a genuinely consultative approach to improving our workplace, increase levels of employee engagement and contribute to a great organisational culture.

For a detailed Resource Plan for the implementation of the GEAP, refer to Appendix F. In summary, the implementation of the GEAP is proposed to be supported by the following resources*

- A part time (0.75 FTE) Community Development Officer - Gender Equality and Child Safety
- Dedicated budget for employee training and development
- Budget for consultant for project work – pay gap analysis
- Implementation of an Enterprise Resource Planning system
- Gender Equality Working Group (representation from across Council; meeting 6 times per year for 1-2 hours)
- Operational resources from departments including People and Culture, Strategic Communications, and Community Engagement and Development
- Research, tools and guidelines provided by the Commission

**Budget allocation will be subject to Council's annual budget approval process.*

The Terms of Reference and the membership of the Gender Equality Working Group will be reviewed as part of the implementation of the GEAP. The aim will be to reflect the shift of focus from development to implementation of the GEAP, providing the required advisory and advocacy functions to support implementation and to ensure representation of a diversity of experience/knowledge across the workforce.

practicability and cost to Council of making progress, (6) Genuine attempts made by Council to make progress.

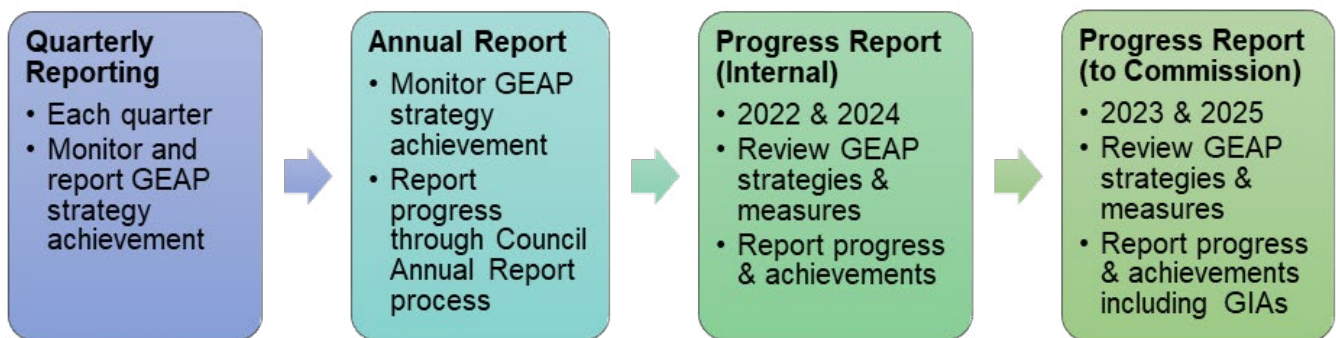
SECTION 6: Measuring progress

An important method of understanding whether our Gender Equality Action Plan (GEAP) is achieving positive change for workplace gender equality is through regularly monitoring, measuring and reporting the outcomes of our strategies/actions over time.

Under the Gender Equality Act 2020, Council must report on the progress made through the identified strategies in our GEAP every second year, commencing in October 2023. As part of Council’s reporting cycle GEAP outcomes will be reported to Councillors, the community and cross-Council departments. Council will also report to all employees and Councillors our Progress Reporting in 2022 and 2024.

A summary of the GEAP monitoring and reporting plan is demonstrated in the diagram below; for full details of the process and activities to measure progress of our GEAP, refer to Appendix G.

GEAP Monitoring and Reporting Plan



Appendices



Appendix A - Workplace Gender Equity Audit Analysis Report

Prepared by Right Lane Consulting

Refer to **GEAP Section 1**

Introduction



Whitehorse City Council is a defined entity under the Gender Equality Act 2020. Under the Act, a defined entity must conduct a workplace gender audit to assess the state and nature of gender inequality in its workplace as at 30 June 2021.

Data was collected from 2 sources:

1. **Workforce data**, gathered from the council's internal payroll and HR systems (for the period 1 July 2020 - 30 June 2021)
2. **Employee experience data**, gathered via the People Matter Survey, administered by the VPSC (conducted in June 2021)

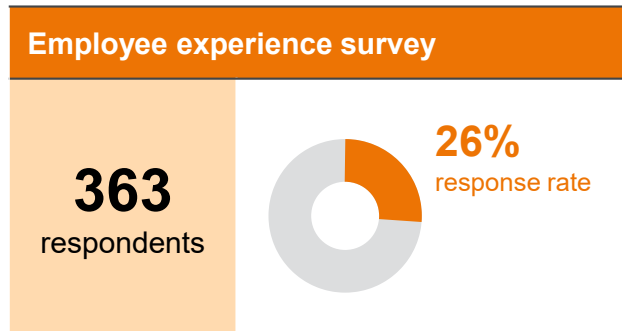
The intent of this first workplace gender audit is to establish a baseline on gender equality from which the council can:

- Identify any critical gaps, areas for improvement and challenges to address in its Gender Equality Action Plan (GEAP)
- Monitor and assess progress made in relation to workplace gender equality, including whether strategies and measures are effective.

Right Lane Consulting was engaged to support Whitehorse City Council with the analysis of its audit data and the creation of this audit report. If you have any queries relating to the contents of this report, please contact Jess Cossens:

jess.cossens@rightlane.com.au.

Sources of insight for this workplace gender audit



57%	women
33%	men
1%	use a different term
9%	prefer not to say

5%	identify as LGBTQI+
3%	have a disability
1%	identify as Aboriginal or Torres Strait Islander
20%	speak a language other than English with their family or community
15%	were born outside of Australia

Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.; Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.

Executive summary



		Workplace gender equality indicator	Summary of audit findings
1		Gender composition of all levels of the workforce	Whitehorse City Council employs 1375 employees, 65% of whom are women and 35% of whom are men. Men make up 100% of the Executive Leadership Team and 65% of the Senior Leadership Team. While 65% of People Matter Survey respondents agree that Whitehorse has a positive culture in relation to diverse employees, a lower proportion agree that Whitehorse has a positive culture in relation to employees who identify as LGBTIQ+ (51%) or are Aboriginal or Torres Strait Islander (49%).
2		Gender composition of governing bodies	Whitehorse City Council has 11 Councillors elected in October 2020 to serve until the local government elections in October 2024. Gender composition 55% women, 27% men, 18% prefer not to say.
3		Equal remuneration	For every \$100 dollars the median man earns at Whitehorse City Council, the median woman earns \$90.60 (a gender pay gap of 9.4%). The gender pay gap is greatest at the Coordinator (4.8%) but is negligible at the Specialist level (0.1%).
4		Sexual harassment	There were no formal complaints of sexual harassment made at Whitehorse City Council in July 2020-June 2021. 31% of VAGO survey respondents reported experiencing sexual harassment (July 2019-June 2020). 83% of People Matter Survey respondents agree that Council encourages respectful workplace behaviour. 37% of women People Matter Survey respondents didn't agree that they felt safe to challenge inappropriate behaviour at work (compared to 16% of men).
5		Recruitment and promotion practices	Women represented 56% of Whitehorse City Council's 169 new recruits and 54% of its 35 promoted employees (July 2020-June 2021). Women were more likely to participate in career development training than men (70% women, 30% men). Men were more likely to be awarded higher duties (49% women, 51% men). 26% of People Matter Survey respondents were not confident that Whitehorse makes fair recruitment and promotion decisions. 24% of People Matter Survey respondents were not confident that they have an equal chance of promotion at Council.
6		Utilisation of flexible work and other support practices	31% of the workforce is full time; 30% of workforce is part time; 39% of workforce casual. Women make up the majority of part time and casual workers (82% and 67% women respectively), working at Specialist or Officer levels (68% and 66% women respectively). 25% of workforce were on formal flexible work arrangements (July 2020-June 2021), 71% women. Members of the Senior Leadership Team all worked full time, with 26% on formal flexible work arrangements – purchased leave and working remotely. Only 45% of women People Matter Survey respondents agreed that there is a positive culture in relation to employees using flexible work arrangements (compared to 69% of men respondents). 77% of People Matter Survey respondents agree that Whitehorse is supportive of employees with family or caring responsibilities, regardless of gender.
7		Gendered segregation	65% of Council's workforce is made up of women (35% of men). Women represent the majority of clerical and administrative workers, and professional occupations, while men represent the majority of technicians and trade workers. The gender composition per Directorate is: Corporate Services 77% women, 23% men; Community Services 74% women, 26% men; Transformation 60% women, 40% men; City Development 53% women, 47% men; Infrastructure 25% women, 75% men. Bullying – People Matter Survey (July 2020-June 2021) found: 14% of respondents reported experiencing bullying (16% LGA average). Discrimination – People Matter Survey (July 2020-June 2021) found: 6% of respondents reported experiencing discrimination (5% LGA average).

Audit findings by indicator

- Indicators:
-  1 Gender composition of all levels of the workforce
 -  2 Gender composition of governing bodies
 -  3 Equal remuneration
 -  4 Sexual harassment
 -  5 Recruitment and promotion practices
 -  6 Utilisation of flexible work and other support practices
 -  7 Gendered segregation

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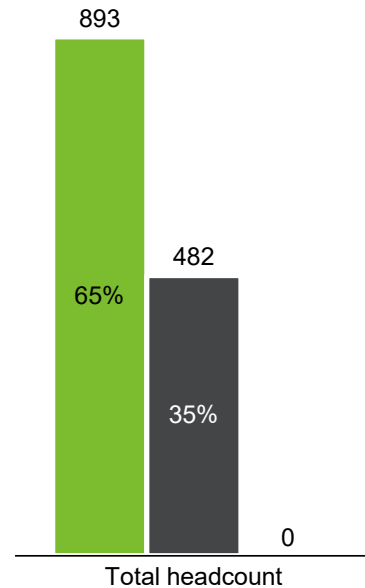
1. Gender composition of all levels of the workforce

KEY INSIGHTS

Women represent 65% of Whitehorse City Council's workforce

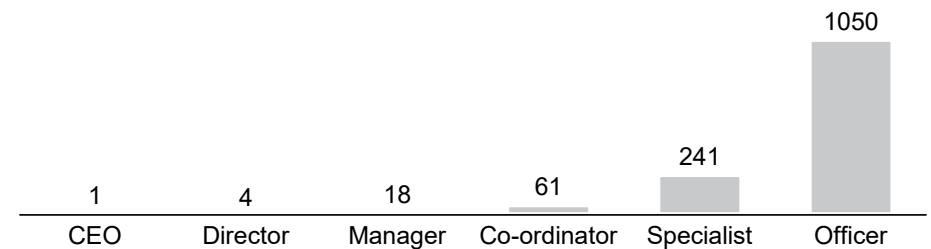
- Women make up 65% of Whitehorse's workforce; men make up 35%
- The Executive Leadership Team (**CEO and Directors**) is made up entirely of men³
- Men make up 65% of the Senior Leadership Team (**CEO, Directors and Managers**)³
- At the **Officers** level (which comprises 76% of all staff), there are almost twice as many women as men
- No staff are listed as preferring to self describe/identify, or preferring not to say as this data is not currently collected by Council.

Total number of staff¹, disaggregated by gender

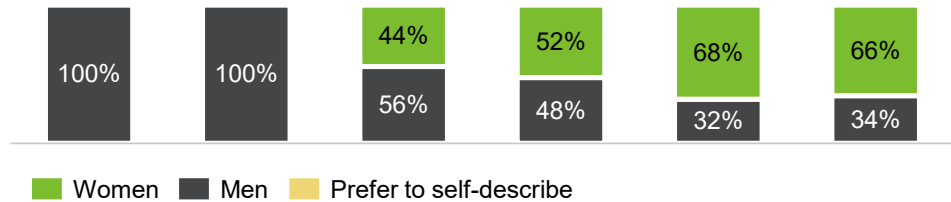


Breakdown of staff¹ by level², disaggregated by gender

Total number of staff by position level



Breakdown of gender by position level



Notes: 1. Staff represented include full time, part time and casual staff, but excludes contractors. 2. Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below. 3. Since 30 June Whitehorse has employed 2 Directors and 1 Manager, all women. At 25 August 2021 the Executive Management Team includes 2 women and 4 men, and the Senior Leadership Team includes 11 women and 14 men.
Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



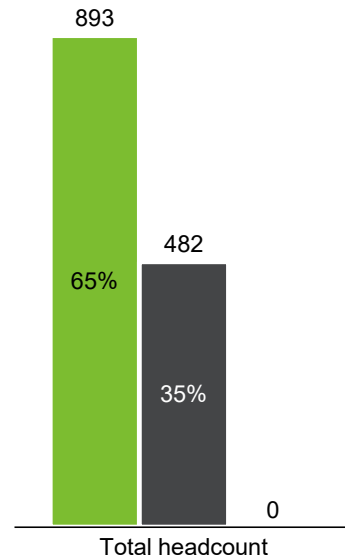
1. Gender composition of all levels of the workforce – Breakdown by age

KEY INSIGHTS

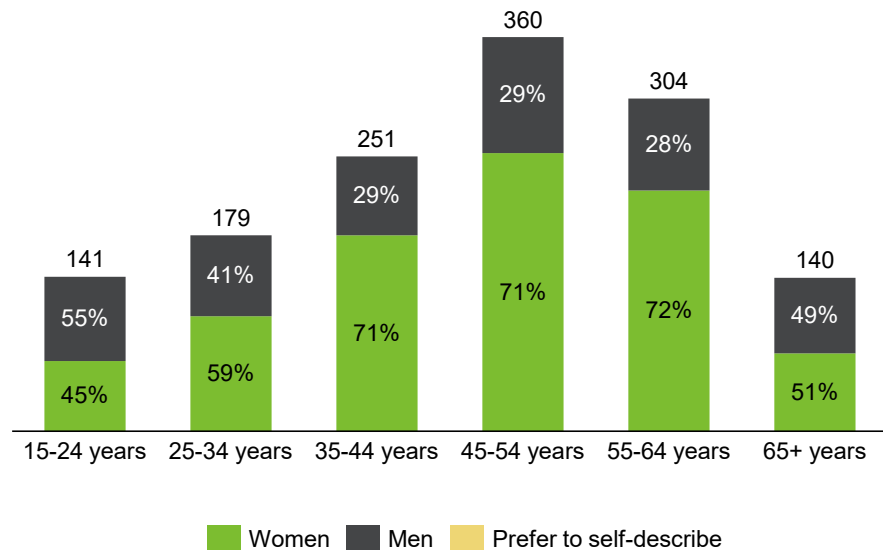
Women over index in the age brackets of 35 to 64 years; men over index in the youngest and oldest age brackets

- Women make up 65% of Whitehorse’s workforce; men make up 35%
- Men represent a relatively higher proportion of staff in the youngest (15-24 years) and oldest (65+ years) age brackets
- Women represent a relatively higher proportion of staff in the 35-64 years age brackets

Total number of staff¹, disaggregated by gender



Breakdown of staff by age, disaggregated by gender



Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



1. Gender composition of all levels of the workforce – Positive culture

KEY INSIGHTS

65% of staff agree that there is a positive culture of diversity and inclusion at Whitehorse City Council

- This compares to 69% average for Victorian councils
- Fewer respondents agree there is a positive workplace culture in relation to Aboriginal and Torres Strait Islander people and people who identify as LGBTQI+ than for other intersectional characteristics.

‘There is a positive culture within my organisation in relation to employees...’

Of different age groups	Of different sexes/genders	Who identify as LGBTQI+	With disability	From varied cultural backgrounds	Who are Aboriginal or Torres Strait Islander
71%	72%	51%	72%	73%	49%

← of respondents ‘Agree and Strongly agree’ →

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



2. Gender composition of governing bodies

Whitehorse City Council has 11 Councillors elected by residents to govern the city. The following 11 Councillors were elected in October 2020 to serve until the local government elections in October 2024. Gender composition 55% women, 27% men, 18% prefer not to say.



Cr Andrew Munroe

Cr Raylene Carr

Cr Blair Barker

Cr Amanda McNeill

Cr Trudy Skilbeck

Cr Ben Stennett



Cr Denise Massoud

Cr Mark Lane

Cr Prue Cutts

Cr Tina Liu

Cr Andrew Davenport

Source: Whitehorse City Council. (2021). About Council – Who we are – Councillors. Accessed 17 August 2021 at <https://www.whitehorse.vic.gov.au/about-council/who-we-are/councillors>; Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.

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KEY

x% women earn more

x% women earn less



3. Equal remuneration for work of equal or comparable value

KEY INSIGHTS

For every \$100 dollars the median¹ man earns at Whitehorse City Council, the median¹ woman earns \$90.60²

The gender pay gap² (median, excl. casuals) at Whitehorse City Council is:

9.4%

- For women, the gender pay gap is greatest at the **Coordinator** level, where the median woman earns **4.8% less than** the median man
- At the **Specialist** and **Officer** levels, the pay gap is affected by the high number of women working in casual positions (receiving casual loading)
- The gender pay gap (median for all staff, inclusive of casuals) is **1.6%**

Gender pay gap by position level ^{3,4} , # employees						
	Women	Men	Pay gap (all staff)	Pay gap (excl. casuals)	Interpretation	Commentary
CEO	0	1	n/a	n/a	–	No women in these positions
Director	0	4	n/a	n/a	–	No women in these positions
Manager	8	10	n/a	3.2%	The median woman earns 3.2% less than the median man	For Managers positions, there is a 3.2% pay gap with men earning more than women
Coordinator	32	29	n/a	4.8%	The median woman earns 4.8% less than the median man	The gender pay gap is greatest at the Coordinator level, where women earn 4.8% less than men
Specialist	164	77	1.8%	0.1%	The median woman earns 1.8% less than the median man	The gender pay gap for Specialists is skewed by casual employees. Excluding casuals, the gap is negligible
Officer	689	361	7.3%	2.6%	The median woman earns 7.3% more than the median man Excluding casual workers, the median woman earns 2.6% less than the median man	The pay gap in Officers is heavily skewed by casual workers (of which 66% are women), as the annualised remuneration for this group is inflated by casual loading. Excluding casuals, there is a gender pay gap of 2.6% with men earning more than women.
TOTAL	893	482	1.6%	9.4%		

Notes: 1. This analysis focuses on the median gender pay gap, instead of the mean pay gap; the median is a more representative measure of the pay gap because it is not affected by outliers (i.e. a few individuals at the top or bottom of the range with disproportionately high/low remuneration.) 2. The calculation of overall pay gap excludes casual employees due to the skewing effect of casual loading. 3. All remuneration is reported on an annualised basis, converted to a full time equivalent of 1. This Gender Pay Gap reflects the gender segregation in the workplace and the gender composition of the workforce – Whitehorse has a much greater proportion of women staff and a greater proportion of women working in lower banded classification (therefore lower salaries). 4. Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below. 5. The median base salary pay gap at Whitehorse City Council is 1.6% where women earn more than men.
Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



4. Sexual harassment

KEY INSIGHTS

There have been no **formal** reports of sexual harassment at Whitehorse City Council since 1 July 2020.

The lack of formal reports does not, however, end our inquiry. In 2020 the Victorian Auditor-General's Office (VAGO) undertook an audit to examine whether Victorian councils provided workplaces free from sexual harassment.

We know from the VAGO report¹ that:

- **28% of people** surveyed across Victoria said they **had experienced workplace sexual harassment** in the last 12 months.
- **However, only 2% of those made a formal complaint.**

Extract from the VAGO report (Whitehorse City Council)



31%

of respondents at Whitehorse City Council reported experiencing sexual harassment in the past 12 months



90%

of respondents who reported experiencing sexual harassment experienced it during day-to-day work



0

respondents made a formal complaint to council

Notes: 1. The VAGO methodology included a voluntary survey re experience of behaviours in the previous 12 months (to June 2020) completed by 217 employees and councillors from Whitehorse City Council, a response rate of 15.7% (of total staff plus Councillors).

Sources: The Victorian Auditor-General's Office (VAGO). (2020, December 9). Sexual Harassment in Local Government.; Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



4. Sexual harassment

KEY INSIGHTS

8% of Whitehorse City Council survey respondents reported experiencing sexual harassment¹

- The average for local councils was 7%
- 2% of respondents reported witnessing sexual harassment

Women reported experiencing sexual harassment at twice the rate that men did¹

- Sexual harassment was reported as experienced by:
 - 5% of men
 - 10% of women

Of those respondents who reported experiencing sexual harassment:

Only **3%** told a manager
(compared to 15% local council average)

0 submitted a formal complaint

Of those who did **NOT** submit a formal complaint:

37% cited potential **negative consequences for their career** as a reason (compared to 23% local council average)



Notes: 1. Sexual harassment is defined as non-consensual or unwelcome sexual behaviour that could reasonably be expected to make a person feel offended, humiliated or intimidated.
Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



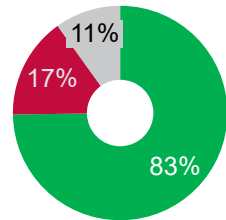
4. Sexual harassment – Attitudes towards inappropriate behaviour

KEY INSIGHTS

There is strong agreement that Whitehorse encourages respectful workplace behaviours

- 83% of staff agree that Whitehorse encourages respectful workplace behaviours
- A lower proportion, 68%, agree that they feel safe to challenge inappropriate behaviour at work
- This result was higher for men than women: 37% of women didn't agree that they felt safe to challenge inappropriate behaviour at work compared to 16% of men

Q: 'My organisation encourages respectful workplace behaviours'

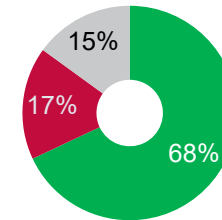


A high proportion of staff (83%) agree that Whitehorse encourages respectful workplace behaviours. The average agreement for Local Councils in 2021 was 83%

92% men
respondents agree

82% women
respondents agree

Q: 'I feel safe to challenge inappropriate behaviour at work'



Most respondents agree (68%) that they feel safe to challenge inappropriate behaviour at work. The average agreement for Local Councils in 2021 was 70%

84% men
respondents agree

63% women
respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



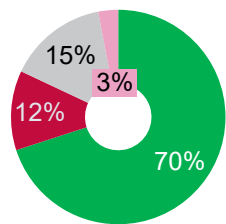
4. Sexual harassment – Attitudes towards inappropriate behaviour

KEY INSIGHTS

There is strong agreement (70%) that Whitehorse takes measures to stop bullying, harassment and discrimination

- A higher proportion of men (81%) compared to women (66%) agree that steps are taken to eliminate bullying, harassment and discrimination

Q: 'My organisation takes steps to eliminate bullying, harassment and discrimination'



The majority of staff (70%) agree that Whitehorse takes steps to eliminate bullying, harassment and discrimination. The local government average was 66%

81% men
respondents agree

66% women
respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral Don't know

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



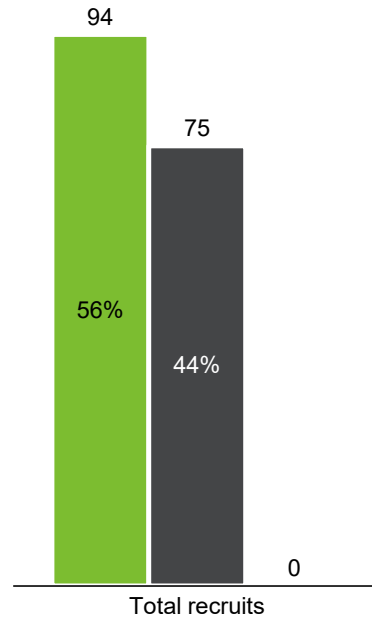
5. Recruitment and promotion practices – Recruitment by gender

KEY INSIGHTS

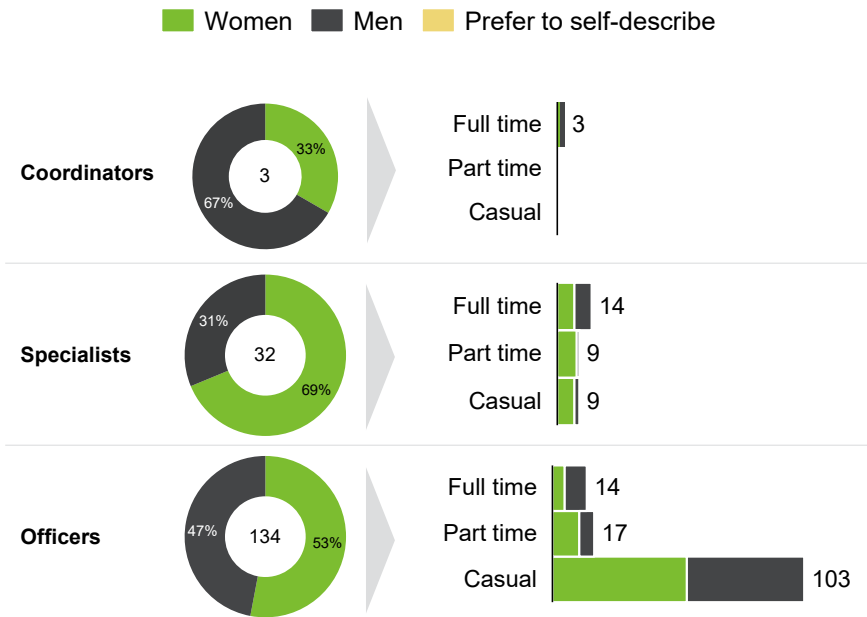
In the period June 2020-June 2021, women represented 56% of Whitehorse City Council's 169 new recruits

- In the period June 2020-june 2021, there were no new employees recruited at the **CEO, Director** or **Manager** levels
- 56% of new recruits were women; 44% were men
- At the **Coordinator** level, 1 woman and 2 men were recruited to join an existing cohort of 31 women and 27 men
- At the **Specialist** level, 22 women and 10 men were recruited to join an existing cohort of 142 women and 66 men
- At the **Officer** level, 71 women and 63 men were recruited to join an existing cohort of 618 women and 298 men
- 18% of new recruits were appointed to full time positions; 15% to part time and 66% to casual roles

Total number of people recruited, disaggregated by gender



Breakdown of people recruited, disaggregated by position level¹ and gender



Notes: 1. Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below.
Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



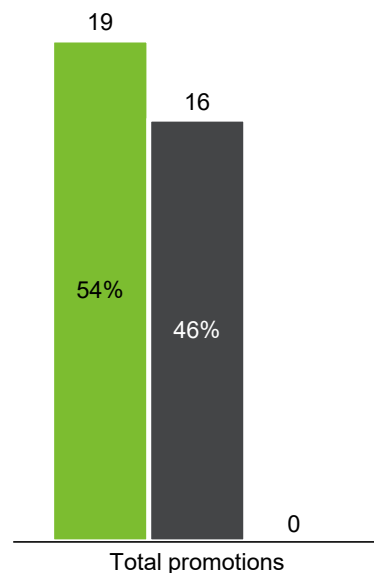
5. Recruitment and promotion practices – Promotions by gender

KEY INSIGHTS

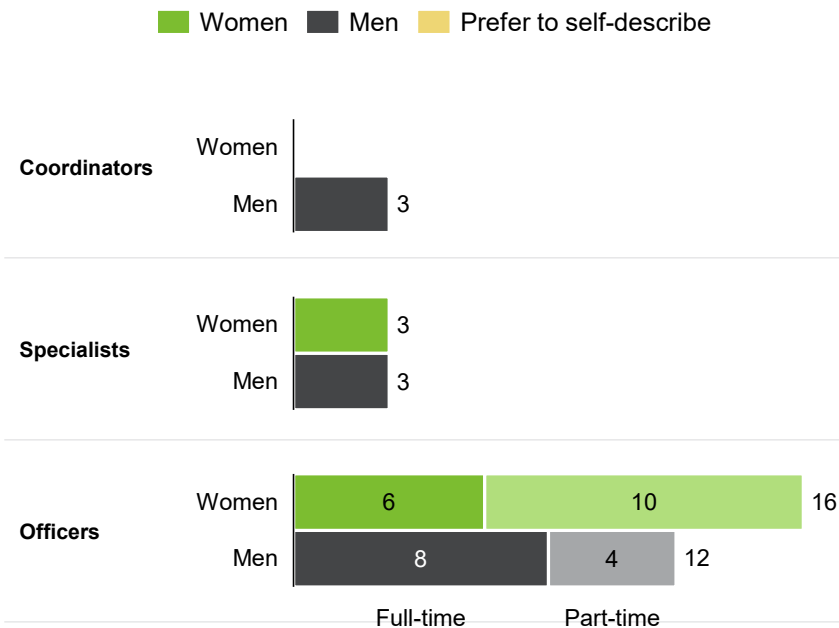
In the period June 2020-June 2021, Whitehorse permanently promoted 35 employees; 54% of these were women

- In the period June 2020-June 2021, there were no new employees promoted to **CEO, Director** or **Manager** levels
- 19 (54%) of those promoted were women; 16 (46%) were men
- 3 men were promoted to **Coordinator** positions; 3 men and 3 women were promoted to **Specialist** roles; 12 men and 16 women were promoted to **Officer** roles
- 53% of promoted women work part time; 22% of promoted men work part time

Number of permanent promotions, disaggregated by gender



Breakdown of promotions, disaggregated by position level¹ and gender



Notes: 1 Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below.
Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



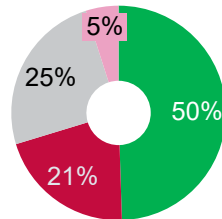
5. Recruitment and promotion – Recruitment and promotion decisions

KEY INSIGHTS

26% of respondents were not confident that Whitehorse makes fair recruitment and promotion decisions

- **Women respondents agreed less than men** that Whitehorse make fair, merit-based recruitment and promotion decisions
- **Women respondents agreed less than men** that they have an equal chance at promotion
- **40% of respondents** who reported experiencing discrimination believe they missed valid opportunities for promotion

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



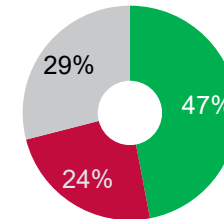
Half of respondents (50%) agree that Whitehorse City Council makes fair, merit-based recruitment and promotion decisions. The average agreement for Local Councils in 2021 was 54%.

! 26% did not know or disagreed.

61% men
respondents agree

48% women
respondents agree

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



Under half of respondents (47%) agree that they have an equal chance at promotion. The Local council average was 51%.

! 24% of respondents disagree that they have an equal chance at promotion, and 29% were neutral.

59% men
respondents agree

46% women
respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral Don't Know

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



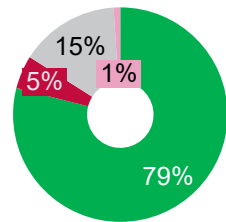
5. Recruitment and promotion – Support for diversity and inclusion

KEY INSIGHTS

Most respondents agree that their workgroups actively support diversity and inclusion

- 79% of respondents agree their workgroup is supportive of diversity and inclusion
- A lower proportion, 64%, agreed that senior leaders were similarly supportive
- A lower proportion of women than men agreed that Whitehorse senior leaders promote diversity and inclusion

Q: 'People in my workgroup actively support diversity and inclusion in the workplace'

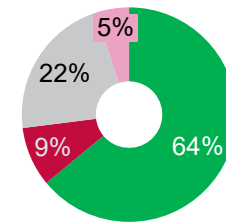


There is strong agreement (79%) among respondents that their workgroup actively supports diversity and inclusion. The average for local councils was 81%.

78% men
respondents agree

83% women
respondents agree

Q: 'Senior leaders actively support diversity and inclusion in the workplace'



Most respondents (64%) agree that senior leaders support diversity and inclusion in the workplace. The average agreement for Local Councils in 2021 was 71%.

72% men
respondents agree

64% women
respondents agree

■ Agree or strongly agree ■ Disagree or strongly disagree ■ Neutral ■ Don't Know

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



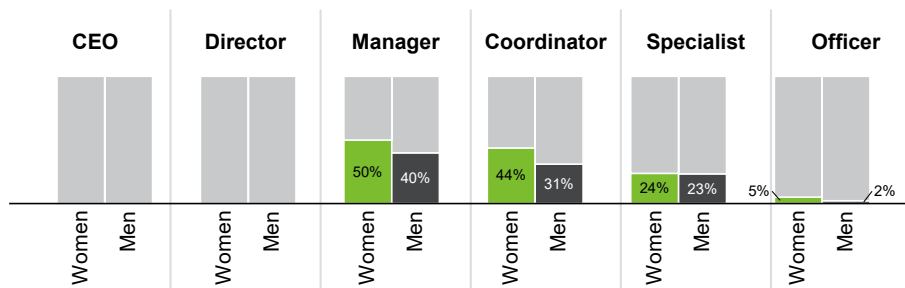
5. Recruitment and promotion practices – Development opportunities

KEY INSIGHT

Across all levels, women were more likely to participate in career development training than men; men were more likely to be awarded higher duties

Career development training¹ participation

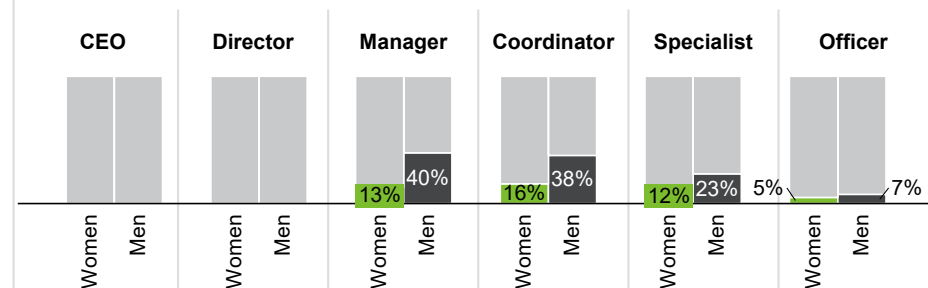
Participation % by position level¹ and gender



- 9.5% of all staff participated in career development training in the period June 2020-June 2021.
- Employees at **Manager** and **Coordinator** level were most likely to participate in career development training; **Officer** employees and **Directors** were least likely to participate in formal career development training.
- Across all levels, women were more likely to participate in career development training than men (participants 70% women, 30% men).

Awarded higher duties

Proportion of staff by position level¹ and gender



- 9% of staff were awarded higher duties in the period June 2020-June 2021.
- Across all levels, men were more likely to be awarded higher duties than women (promoted staff 49% women, 51% men), with the most significant difference evident at **Manager and Coordinator** levels.

Notes: 1. Only for training reported as 'leadership training' and recorded in DevelopMe. This does not include compliance training, technical training, further study nor attendance at conferences. 2. Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below. Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



5. Recruitment and promotion – Support for diversity and inclusion

KEY INSIGHTS

69% of staff agree that gender is not a barrier to success at Whitehorse City Council

- This compares to **74% average for Victorian councils**
- Across all intersectional dimensions, the level of agreement from Whitehorse respondents was below the local government average

‘The following is not a barrier to success in my organisation ...’

Gender	Being Aboriginal and/or Torres Strait Islander	Cultural background	Sexual orientation	Disability	Age
69%	57%	70%	70%	56%	60%
This compares to 78% average for Victorian TAFEs	This compares to 66% average for Victorian councils	This compares to 74% average for Victorian councils	This compares to 74% average for Victorian councils	This compares to 60% average for Victorian councils	This compares to 66% average for Victorian councils

← of respondents ‘Agree and Strongly agree’ →

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



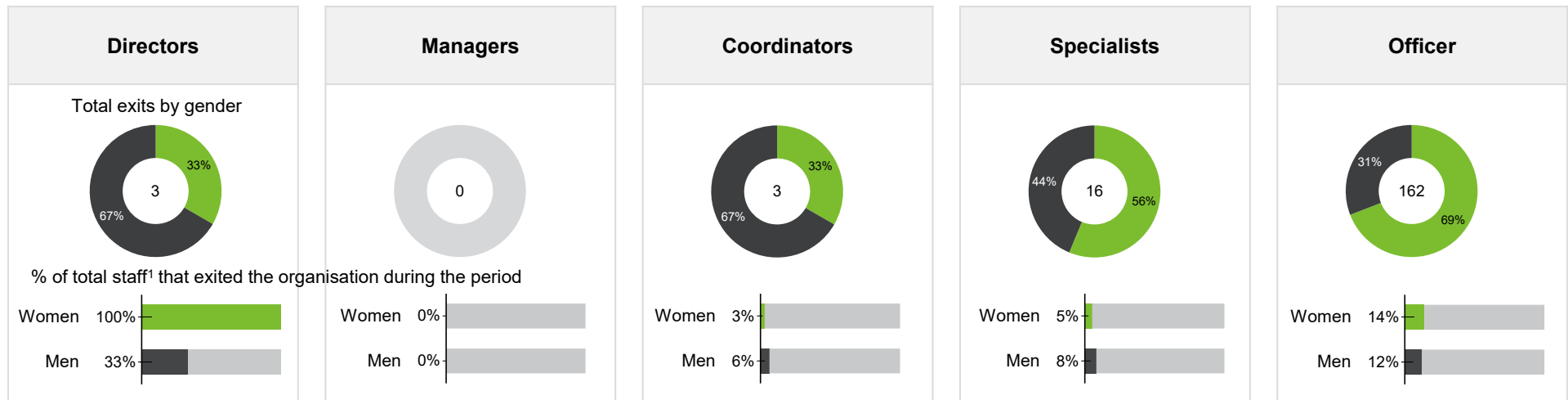
5. Recruitment and promotion practices – Exits from the organisation

KEY INSIGHT

In the period June 2020-June 2021, 184 employees exited the organisation, 61 men and 123 women

Composition of people who exited the organisation by position level and gender

Women Men Prefer to self-describe



Notes: 1. Total staff includes all employees as of 30 June 2021 and all people who exited the organisation in the period of 1 July 2020 to 30 June 2021

Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



6. Availability and use of formal flexible work arrangements

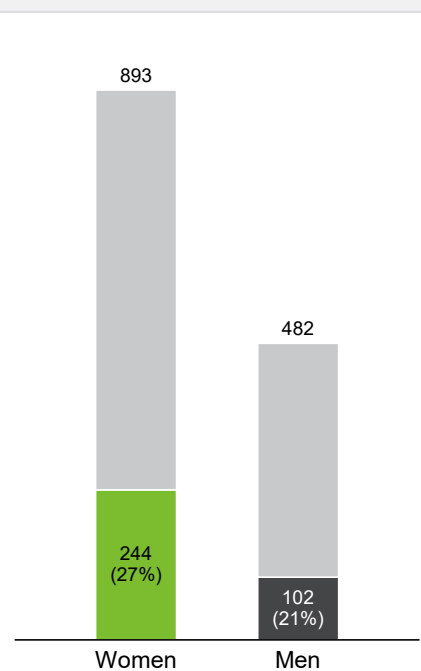
KEY INSIGHTS

27% of women and 21% of men at Whitehorse City Council are on formal flexible work arrangements¹

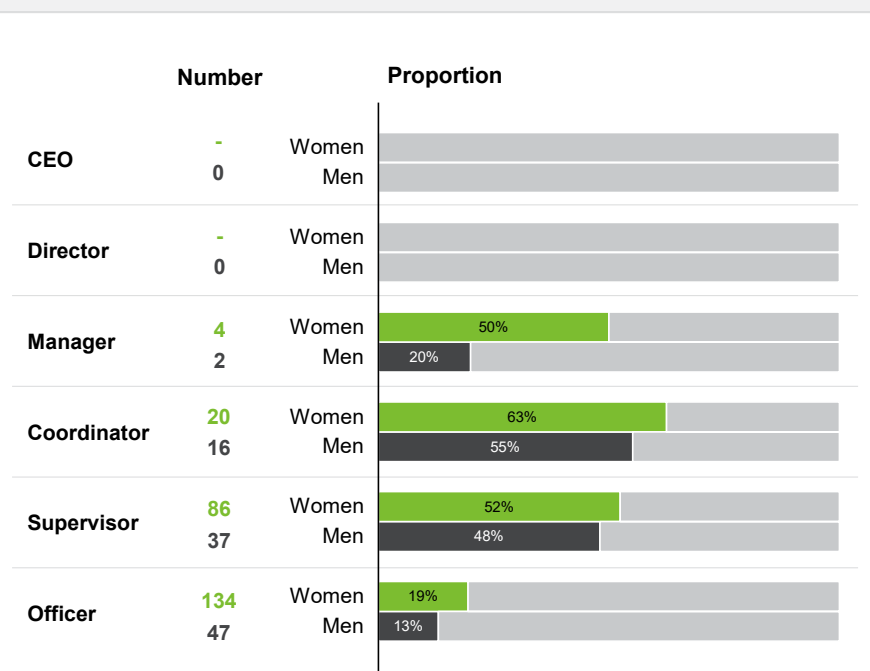
- 346 (25%) employees were on formal flexible work arrangements in June 2020-June 2021; 244 (71%) of these were women
- 6 of 23 (26%) of the Senior Leadership Team utilise flexible work arrangements, choosing to work remotely or purchase leave

Flexible work is defined as access to one or more of the following arrangements, as chosen by the employee: working more hours over fewer days, flexible start and finish times, working remotely (not related to COVID-19), working part time (negotiated by the employee), shift swap, job sharing, study leave, purchased leave or using leave to work flexible hours.

Total number of people on formal flexible work arrangement¹



Breakdown of people on formal flexible work arrangements by position level²



Notes: 1. Formal flexible work arrangements are captured through the completion of Flexibility Forms. 2. Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below.

Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



6. Availability and use of formal flexible work arrangements – Employment basis

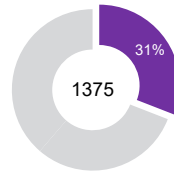
KEY INSIGHTS

The majority of women work part time or casually; 54% of full time employees are men

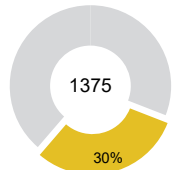
- 325 (31%) staff work full time; 46% of these are women
- 518 (30%) staff work part time; 82% of these are women
- 532 (39%) staff work casually; 67% of these are women
- 48% of men work full time; 15% work part time; and 37% work casually
- 22% of women work full time; 38% work part time; and 40% work casually

Total number of staff¹, disaggregated by employment basis

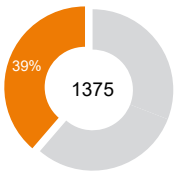
full time staff



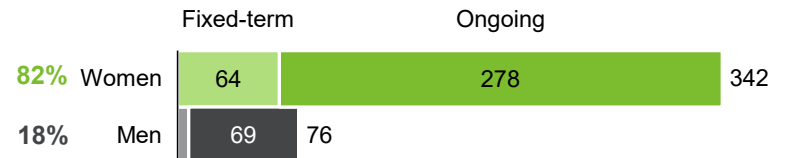
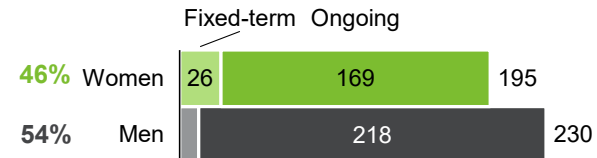
part time staff



casual staff



Breakdown of staff¹ by employment basis, disaggregated by gender



Notes: 1. Staff represented include full time, part time and casual staff, but excludes contractors.

Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



6. Availability and use of formal flexible work arrangements – Employment basis

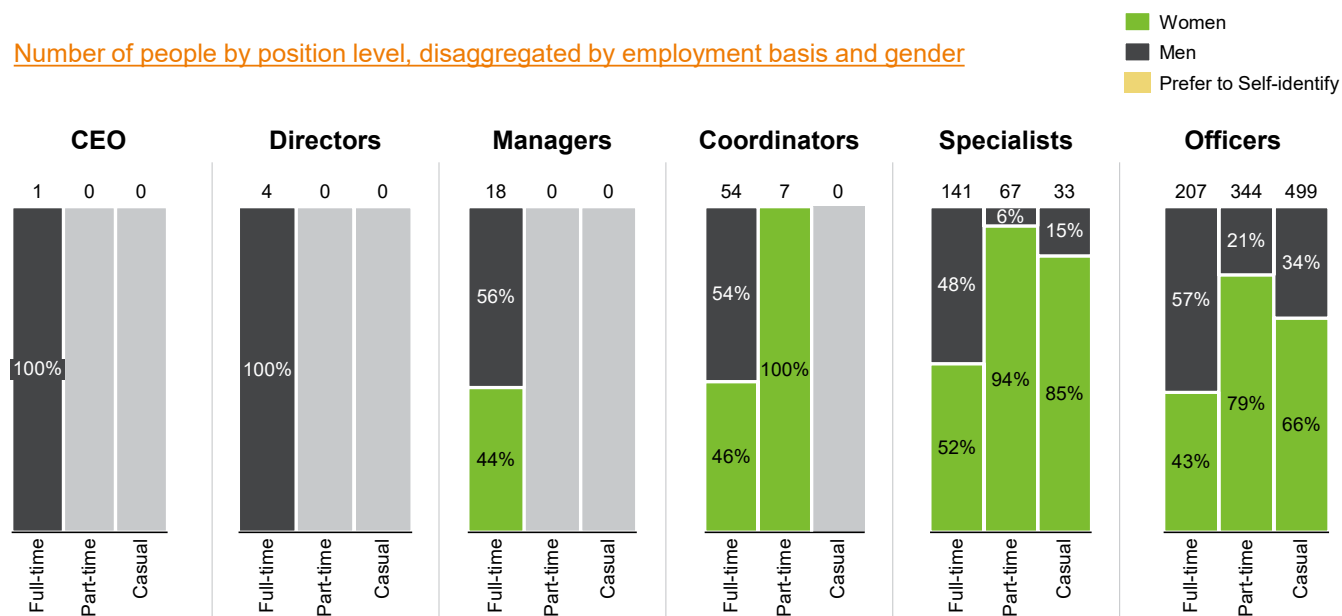
KEY INSIGHTS¹

The majority of part time and casual workers are women working at Specialist or Officer levels

- Senior Leadership Team members (**CEO, Directors and Managers**) all work full time
- 54 (88%) **Coordinators** work full time with the remaining working part time
- 141 (59%) **Specialists** work full time; 67 (28%) work part time; 33 (14%) work casually
- 207 (20%) **Officers** work full time; 344 (33%) work part time; 49 (48%) work casually
- 48% of men work full time; 15% work part time; and 37% work casually
- 22% of women work full time; 38% work part time; and 40% work casually

Gender composition by position level² and employment basis

[Number of people by position level, disaggregated by employment basis and gender](#)



Notes: 1. Percentages may not add up to 100% due to rounding. 2. Specialists include Team Leaders, they include Band 6 and above (including Maternal and Child Health Nurses, immunisation nurses) that have not already been captured as Coordinators. Officers include Band 5 and below.

Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



6. Availability and use of formal flexible work arrangements – Staff perceptions

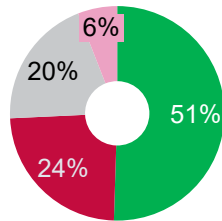
■ Agree or strongly agree
 ■ Disagree or strongly disagree
 ■ Neutral
 ■ Don't know

KEY INSIGHTS

58% of women feel that use of flexible work arrangements could be a barrier to success at Whitehorse City Council

- **Less than half of women respondents (45%) agreed** that there is a positive culture in relation to employees using flexible work arrangements
- **However, most men respondents (68%) agree** that using flexible arrangements is not a barrier to success

Q: 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'



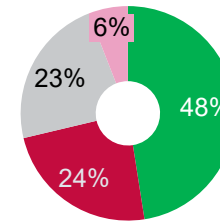
Just over half of respondents (51%) agree that Whitehorse has a positive culture in relation to employees using flexible working arrangements. The Local council average was 65%.

! However, **30% disagreed or did not know.**

69% men
respondents agree

45% women
respondents agree

Q: 'Using flexible work arrangements is not a barrier to success in my organisation'



Less than half of respondents (48%) agree that using flexible arrangements is not a barrier to success at Whitehorse City Council. The average agreement for Local Councils in 2021 was 67%.

! **30% disagreed or did not know.**

68% men
respondents agree

42% women
respondents agree

Notes: 1. Flexible work is defined as access to one or more of the following arrangements, as chosen by the employee: working more hours over fewer days, flexible start and finish times, working remotely (not related to COVID-19), working part time (negotiated by the employee), shift swap, job sharing, study leave, purchased leave or using leave to work flexible hours.
Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



6. Availability and use of formal flexible work arrangements – Caring responsibilities

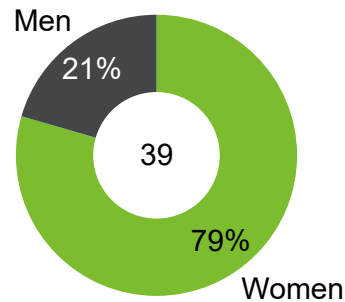
KEY INSIGHTS

In the period June 2020-June 2021, 39 Whitehorse staff took parental leave; 79% of these were women and 318 Whitehorse staff took carer's leave; 68% were women.

- The average parental leave taken by women was 12 weeks longer than the average parental leave taken by men
- In the period June 2020-June 2021, 318 Whitehorse staff took carer's leave; 24% of women and 21% of men

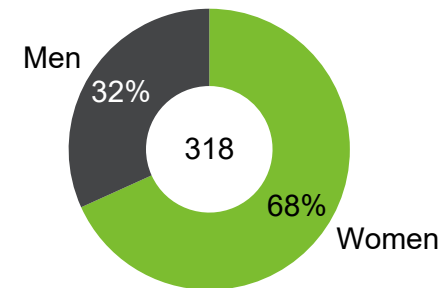


Parental leave



- 39 Whitehorse staff took parental leave between 1 July 2020 and 30 June 2021.
- 79% of staff who took parental leave were women.
- For women, the average parental leave taken was 19 weeks paid leave and 18 weeks unpaid leave.
- For men, the average parental leave taken was 2.4 weeks paid leave and no unpaid leave.
- There were no parental leave exits in June 2020-June 2021.

Carer's leave



- 318 Whitehorse staff accessed carer's leave between 1 July 2020 and 30 June 2021.
- 217 of 893 (24%) of women accessed carer's leave.
- 101 of 482 (21%) of men accessed carer's leave.
- 68% of staff who took carer's leave were women.

Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



6. Availability and use of formal flexible work arrangements – Caring responsibilities

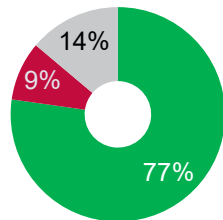
■ Agree or strongly agree
 ■ Disagree or strongly disagree
 ■ Neutral

KEY INSIGHTS

The majority of respondents agreed that Whitehorse is supportive of employees with family or caring responsibilities, regardless of gender

- Women (74%) were less likely than men (88%) to agree with this statement
- 9% of all respondents disagreed

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



There is strong agreement (77%) that Whitehorse City Council supports employees with family and other caring responsibilities regardless of gender. The average agreement for Local Councils in 2021 was 82%

88% men
respondents agree

74% women
respondents agree



Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



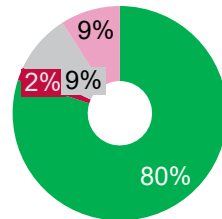
6. Availability and use of flexible work arrangements

KEY INSIGHTS

Respondents agreed that Whitehorse is supportive of employees who may require flexible work arrangements or need to take family violence leave

- A higher proportion of men (72%) than women (60%) agree that flexible work arrangement requests are given due consideration

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

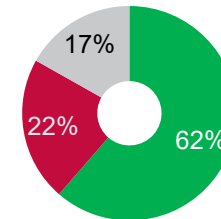


There is strong agreement (80%) that Whitehorse City Council supports employees who may need to take family violence. The average for Victorian councils was 86%

83% men
respondents agree

82% women
respondents agree

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



More than half of respondents agree (62%) that Whitehorse City Council gives due consideration to flexible work arrangement requests. The average for Victorian councils was 75%

72% men
respondents agree

60% women
respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral Don't know

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



7. Gendered segregation within the workplace

KEY INSIGHTS

Women represent the majority of clerical and administrative workers, and professional occupations, while men represent the majority of technicians and trade workers

- Women represent 87% of all **clerical and administrative workers** at Whitehorse (220 out of 254 individuals)
- Women represent 71% of **professionals** at Whitehorse, which include business, human resources and marketing professionals, education professionals and health professionals.
- Women are also overrepresented in the group of **community and personal service workers** (364 of 544 individuals)
- Men represent over 79% of all **technicians and trade workers** at Whitehorse (72 out of 91 in total)

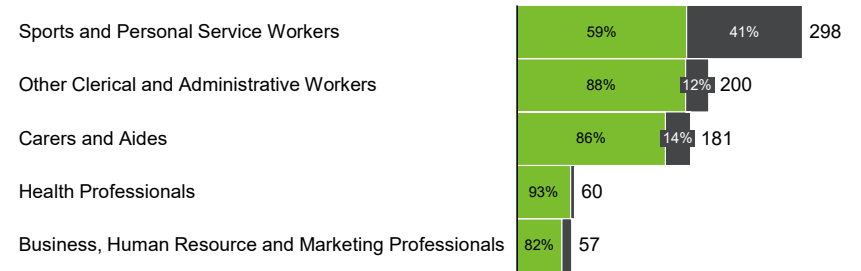


Women at Whitehorse are most likely to work in sports and personal services; administration or caring professions



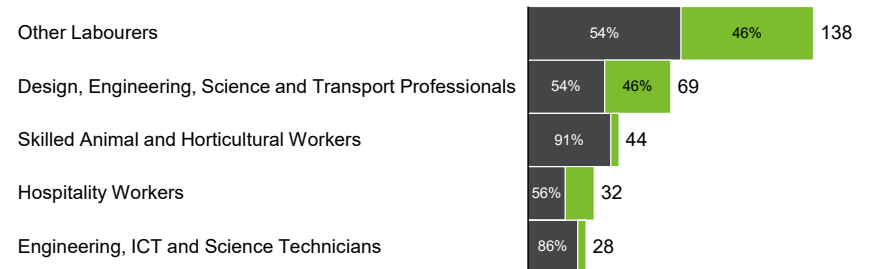
Men at Whitehorse are most likely to work in labouring, engineering, horticulture or hospitality jobs

Top occupations where women are overrepresented at Whitehorse City Council



Women Men Prefer to self-describe

Top occupations where men are overrepresented at Whitehorse City Council



Note: Occupational categories taken from the Australian and New Zealand Standard Classification of Occupations (ANZSCO) standard
Source: Whitehorse City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



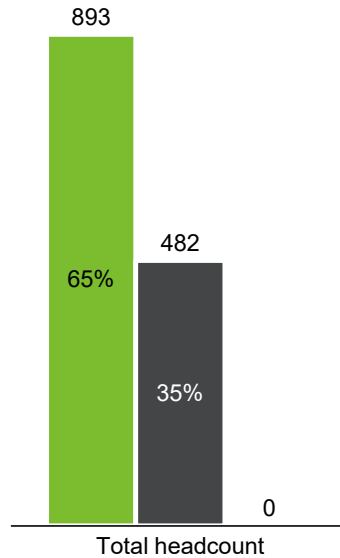
7. Gendered segregation within the workplace

KEY INSIGHTS

Community and corporate services directorates are predominantly staffed with women; the Infrastructure directorate is predominantly staffed with men

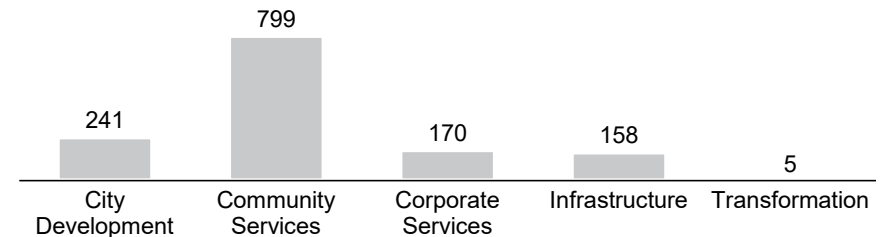
- Women make up 65% of Whitehorse's workforce; men make up 35%
- Women represent the majority of Community Services (74%) and Corporate Services (77%) directorates which make up 70% of the Whitehorse workforce
- Men overindex in City Development (47%) and Infrastructure (75%) directorates which make up 29% of the Whitehorse workforce

Total number of staff, disaggregated by gender

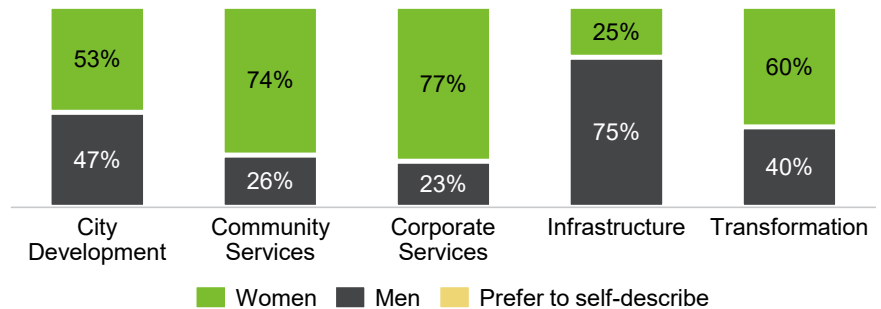


Breakdown of staff by directorate, disaggregated by gender

Total number of staff by directorate



Breakdown of gender by directorate



Source: Whitehorse City Council. (2021, August). Supplementary analysis of workforce by directorate.



7. Gendered segregation within the workplace – Work allocation

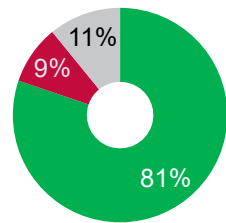
KEY INSIGHTS

The majority of respondents agree that work is allocated fairly in their workgroup, regardless of gender

- A higher proportion of men than women agreed with this statement

Q: 'In my workgroup, work is allocated fairly, regardless of gender'

Q289-293 (Org data)



There is strong agreement (81%) that work is allocated fairly, regardless of gender. The average agreement for Local Councils in 2021 was 83%.

86% men
respondents agree

79% women
respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral



Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



7. Gendered segregation within the workplace – Bullying

KEY INSIGHTS

14%¹ of respondents reported experiencing bullying in the last year compared to 16% local council average

- Men were **marginally more likely** to report experiencing bullying (14% men and 12% women)
- 54% of respondents who reported experiencing bullying reported experiencing it **at least weekly**
- 60% of those who did not submit a formal complaint believed it **would not make a difference**

Of those respondents who reported experiencing bullying:

78%	Experienced incivility (e.g. were talked down to, received demeaning remarks, weren't listened to)
48%	Experienced exclusion or isolation
34%	Experienced intimidation or threats
30%	Had essential information for their job withheld
22%	Experienced verbal abuse
20%	Were given impossible assignments
14%	Were assigned meaningless tasks unrelated to the job
10%	Had their personal property and/or work equipment interfered with

- Most respondents who reported experiencing bullying reported experiencing it **less than once a month** (34%) or **weekly** (32%). 22% reported experiencing it **once every few days**.
- **6% submitted a formal complaint** (13% local council average); 44% told a manager and 18% told Human Resources.
- The main **reasons for not submitting a formal complaint** were belief that making a formal complaint would not make a difference (60%); would have negative consequences for their career (49%); would have negative consequences for their reputation (47%); and that they did not feel safe to report the incident (28%).

Notes: 1. 14% may not reflect the number of discrete instances. This question asks respondents to indicate whether they had experienced bullying.

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.



7. Gendered segregation within the workplace – Discrimination

KEY INSIGHTS

6%¹ of respondents reported experiencing discrimination in the last year; 12% reported they were not sure if they had experienced discrimination

- Women were twice as likely to report experiencing discrimination than men (6% versus 3%).
- 60% of those who did not submit a formal complaint believed there would be **negative career consequences** if they did.

Respondents who reported experiencing discrimination categorised it as:

40%	Opportunities for promotion
35%	Other
25%	Opportunities for transfer/secondment
25%	Denied flexible work arrangements or other adjustments
15%	Opportunities for training
5%	Access to leave
5%	Pay or conditions offered by employer

- Most respondents who reported experiencing discrimination experienced it less than once a month (70%).
- Of respondents who reported experiencing discrimination, **35% told a manager** and **10% told Human Resources**.
- The main reasons for not submitting a formal complaint were belief that there would be negative career consequences (60%) or negative reputational consequences (50%), or that it would not make a difference (45%).

Notes: 1. 6% may not reflect the number of discrete instances. This question asks respondents to indicate whether they have experienced discrimination.

Source: Whitehorse City Council. (2021, June). Gender equality project. People Matter Survey. (n=363). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.

About Right Lane



Right Lane is a flourishing, top quality, management consulting firm.

We employ our distinctive ideas and processes, and our absolute commitment to delivery, to help clients we care about pursue their inspiring missions.

We work alongside clients who do great work within the sectors they operate, and we are excited to be involved in creating outcomes that truly make a difference.

We are an ethical consulting firm with a strong belief in the work we do, and with a passion to give back to the broader community with the skills and expertise available within our walls.

Right Lane was established in 1997 to help private, not for profit and public sector clients to clarify and accelerate their future plans. Over the past 24 years, we have helped the executive teams and boards of around 300 organisations to define and adapt their direction and strategy, identify and clarify their priorities, align their efforts with their aspirations, get their major projects started and finished, and measure and improve their performance.



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In 2015 Right Lane became Australia's first B Corp certified strategy consulting firm, and the first to be recertified in 2017.

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Appendix B - Consultation and Engagement

Refer to GEAP sections 2 & 5

Impacts of COVID-19 pandemic on consultation and engagement

In March 2020 the outbreak of a novel coronavirus was declared a pandemic and formally named COVID-19. The Australian and Victorian governments responded by introducing a series of pandemic control measures aimed at containing and minimising the transmission of the virus both from outside and within communities. The impact of the control measures in place for 2021 (and continuing) for undertaking meaningful consultation and engagement in the development of our GEAP meant that the entire consultation process was conducted in a virtual environment rather than in person as planned. All consultation activities were conducted online, using Microsoft Teams or via mobile phone for 1-on-1 interviews. Employees were able to participate provided they had a device (PC, tablet or laptop), reliable internet connection and sufficient IT proficiency to listen and contribute. This was not always the case. Discussions are not as free-flowing in the virtual environment and often commentary was being provided in virtual chat boxes limiting some expression of ideas. In addition, survey and/or consultation fatigue amongst employees is very high in 2021 which would have affected response rates to the surveys used for the Audit and development of the GEAP and motivation to participate in workshops and other engagement opportunities.

Engagement approach

This GEAP was informed by:

1. The Project Control Group and Executive Leadership Team being engaged in the first instance to set the parameters of the process for the development of the GEAP
2. The outcomes of the Audit process including employee responses to the state-government administered People Matter Survey; Audit analysis was performed by Right Lane consulting to provide a more comprehensive and objective analysis.
3. Broad engagement with all employees across the workforce, using the results of the Audit analysis to provide further insights supplementing employee experience data, and to inform priority areas for improvement and the proposed strategies. The workshop discussions were led by Gender Equality Working Group members, with specific Team workshops and individual interviews led by the gender equality project coordinator.
4. Deliberative engagement with the Gender Equality Working Group (a group of 23 employee representatives at various levels of the organisation and including full time, part time and casual employees) using the results of the Audit analysis and consideration of feedback from the employee consultation, and delved deeper into the priority areas for improvement which then informed the strategies, measures and priorities of the GEAP.

5. The collective responses to an online survey through Your Say Whitehorse using the results of the Audit analysis to provide further insights supplementing employee experience data, and to inform priority areas for improvement and the proposed strategies; the survey was designed to facilitate anonymous contributions to encourage more open and transparent feedback.
6. Engagement with the Project Control Group and People and Culture Department who further strengthened the objectives and strategies that were informed by the Gender Equality Working Group and employee engagement.
7. Engagement with Councillors regarding the services, initiatives and policies that impact gender equality in the Whitehorse community. Councillors provided their own self-described gender data for the Audit and used the results of the Audit analysis to provide high-level input to the GEAP.
8. Refinement and finalisation of the key areas to improve workplace gender equality, strategies and measures based on employee feedback which took into account current issues, long-term challenges and priorities.

Consultation schedule

	July 2021	August 2021	September 2021	October 2021
Councillors		(Mayor - Briefing: Intro to GE project)	Councillor Briefing – Intro to GE project and collection of gender data	Councillor Briefing – Audit Data and Issues
Employee Reps		Briefing: Intro to GE project	Workshop: Audit Data, Issues and Solutions	
Executive Leadership Team (ELT)	Briefing: Intro to GE project		Workshop: Audit Data and Issues	
Managers/Senior Leadership Team (SLT)	Briefing: Intro to GE project		Workshop 1: Audit Data and Issues Workshop 2: Audit Data and Issues Workshop 3: Audit Data and Issues	

<p>Employees</p> <p>Intersectional</p> <p>Different levels in organisation</p> <p>Different employment types (PT, FT, casual)</p>			<p>Workshop 1: Audit Data, Issues and Solutions</p> <p>Workshop 2: Audit Data, Issues and Solutions</p> <p>Individual interviews (upon request)</p>	<p>Your Say Whitehorse survey open – Audit Data, Issues and Solutions</p> <p>Individual interviews (upon request)</p>
Working Group	Intro to GE project	Intro to GE project and Gender Impact Assessments	<p>Workshop: Audit Data and Issues</p> <p>Workshop: Audit Data, Issues and Solutions</p>	Workshop: Strategies and Measures
Other/Focus Groups		<p>(Leisure and Rec Services) – Briefing: Intro to GE project</p> <p>(Major Projects and Bldgs) – Briefing: Intro to GE project</p>	<p>(People and Culture) – Workshop: Audit Data and Issues</p> <p>(Parks and Natural Env) – Briefing: Audit Data and Issues</p> <p>(Asset Man’ment Steering C’tee) – Briefing: Intro to GE project and Gender Impact Assessments</p> <p>(Leisure and Rec Services) – Workshop: Audit Data, Issues and Solutions</p> <p>(Strat Comms and Marketing) – Workshop: Audit Data, Issues and Solutions</p>	<p>(Youth Services) – Workshop: Strategies and Measures</p> <p>(People and Culture) – Workshop: Strategies and Measures</p> <p>(Parks and Natural Env) – Workshop: Audit Data, Issues and Solutions</p> <p>(People and Culture) – Workshop: Strategies and Measures</p>

Gender Equality Working Group

A cross-functional working group of influencers at all levels of Council to help develop and implement the GEAP across Council, made up of 23 employees, representing a diversity of work areas, work types, gender identities, ages, role types, etc. Working Group members in 2021:

Name	Department
Allison Cowley	People & Culture
Bronwyn Upston	Community Engagement & Development
Caroline Martin	Project Delivery & Assets
Colin Wilson-Evered	Community Safety
Daniel Vincent-Smith	Engineering & Investment
Debbie Seddon*	Community Engagement & Development
Eric Sun	Major Projects
Frank Perrone	Health & Family Services / Arts & Cultural Services
George Athanasiadis	Engineering & Investment
Hannah Rowlands	Strategic Communications and Customer Service
James Thyer*	People & Culture
Jane Xu	Governance & Integrity
Jo George	Executive
Julie Williamsz	City Services
Maryanne Vagg	Arts & Cultural Services
Maureen D'Arcy	Community Engagement & Development
Melanie Burgess	Engineering & Investment
Melanie Kerr	City Services
Monica Sevels	Engineering & Investment
Nicole Hoskins	Engineering & Investment
Renee Andresson	Community Engagement & Development
Ryan Hood	Community Engagement & Development
Sue Summers	Leisure and Recreation Services

*Denotes Chair

Naomi Hirst – Gender Equality Project Coordinator

Appendix C – 2021 People Matter survey results

Refer to GEAP Section 3

Workforce Intersectional data

Gender:	57% women; 33% men; 9% prefer not to say; 1% I use a different term
Age:	30% 45-54 yrs; 25% 55-64 yrs; 21% 35-44 yrs
Employment:	28% 2-5 yrs; 26% 10-20 yrs; 20% 5-10 yrs 77% ongoing employees 71% not a manager; 23% manager of people (but not of Managers)
Disability:	89% no disability; 8% prefer not to say; 3% yes
Sexual Orientation:	89% Straight; 12% prefer not to say; 4% Gay or Lesbian; 1% Bisexual
Aboriginal or Torres Strait Islander:	95% not Aboriginal or Torres Strait Islander; 5% prefer not to say; 1% yes
Flexibility:	23% working from alternative location; 22% do not use any flexible arrangement; 18% flexible start and finish times
Language Other than English:	75% no other language than English; 20% yes; 5% prefer not to say
Cultural Identity:	73% Australian; 10% prefer not to say; 5% English/Irish/Scottish and/or Welsh; 4% European; 2% East and/or South-East Asian
Country of birth:	74% born in Australia; 12% prefer not to say
Caring responsibilities:	26% no caring responsibilities; 18% primary school aged children; 14% secondary school aged children

Appendix D – Council’s Gender Equality Vision defined by the Workplace Gender Equality Indicators

Refer to GEAP Section 3

1. Gender composition at all levels of the workforce

- Embed understanding of the importance of gender equality, diversity and inclusion
- Greater gender balance of the Senior Leadership Team (more women)
- Reconsider model of ‘leadership’ and understand impacts of gender on it (flexibility, working hours, etc); increase appeal of senior roles to all genders
- Increase diversity of workforce overall (gender, ethnicity, age, etc)
- Create and demonstrate an inclusive and welcoming culture in relation to employees who identify as LGBTIQ+ and/or as Aboriginal or Torres Strait Islander
- Understand intersectional composition of workforce and increase trust to share information

2. Gender composition of governing bodies

- Maintain gender balance and recognise/celebrate it
- Understand intersectional composition and increase trust to share information
- Embed understanding of the importance of gender equality, diversity and inclusion
- Reconsider the model of ‘involvement’ to be a Councillor and understand the impacts of gender on it (flexibility, working hours, etc); increase appeal of governance role to a diversity of individuals

3. Gender pay equity

- Increase understanding and transparency of salary determinations (include above award/annualised components)
- Review/investigate remuneration model and understand impacts of gender on it
- Reduction in gender pay gap at equivalent levels

4. Workplace sexual harassment

- Reduce experiences of sexual harassment (by other employees and by public) but increase safety to report
- Create and demonstrate a safe/supportive culture in relation to employees reporting sexual harassment and challenging inappropriate behaviour
- Reconsider reporting model
- Increase awareness and accessibility of reporting channels
- Increase education of what constitutes sexual harassment and casual sexism

5. Recruitment and promotion practices

- Increase diversity of workforce with targeted recruitment
- Reconsider recruitment processes and understand impacts of gender on it (especially for PT and casual)
- Demonstrate a consistent, transparent and fair approach to recruitment
- Reconsider model of career progression and understand impacts of gender on it (flexibility, access to training/development, etc)
- Create and demonstrate a supportive culture for staff retention and career development (training, secondments, upskilling, etc)
- Embed understanding of benefits of diversity of employees and employment types, utilising internal workforce, etc

6. Leave and flexibility

- Reconsider approach to flexible working arrangements and understand impacts of gender on it
- Increase understanding, consistency and transparency of application of flexible work policy
- Create and demonstrate a supportive culture in relation to flexible working arrangements
- Increase use of flexible work arrangements (across genders, levels, employment types, etc)
- Embed understanding of flexibility as an asset (work/life balance, staff retention, career progression, reflect values etc)

7. Gendered work segregation

- Increase diversity in all work teams (gender, age, ethnicity, etc) and promote open-minded and flexible approaches to this
- Reconsider recruitment/retention approaches and understand impacts of gender on it
- Embed understanding of inclusive/welcoming work environments
- Create and demonstrate a safe/supportive culture in relation to employees reporting and challenging inappropriate behaviour
- Reduce experiences of bullying (by other staff and by public)
- Reduce experiences of discrimination (by other employees and by public)
- Reconsider reporting model

Appendix E – Council’s commitment to Gender Equality

Refer to GEAP Section 5

Our GEAP builds on and adds to the activities Council has undertaken in previous years to address gender inequality i.e. creation of the Family Violence Prevention (FVP) Action Plan, unconscious bias training, supporting employee participation in women’s leadership programs, creation of the Men’s Action Group, renaming of Maternal and Child Health Centres to Family Centres, recognition of International Women’s Day events, increased Council subsidy for tenancy of Council’s sports grounds and pavilions to sporting clubs with women/girls teams participating, etc.

Many of the strategies and actions of the GEAP are collaborative in nature, involving the combined efforts of different Council departments and stakeholder organisations. In addition to the Council Plan, Council’s commitment to addressing the many and varied contributing factors towards workplace gender equality are also referenced in:

- The Whitehorse Health and Wellbeing Plan 2021-2025;
- The Whitehorse FVP Action Plan 2021-2025; and
- The strategic Workforce Plan 2021-25

All these plans have been created in accordance with the requirements of the applicable Victorian legislation, have been informed by the Community Vision 2040 and have been developed with the broad and deliberative engagement requirements of the Acts and Council’s Community Engagement Policy.

Appendix F – Resource Plan for GEAP implementation

Refer to GEAP Section 5

These projections are based on a set of assumptions and reflect Council decisions, strategies and other influencing factors, both internal and external, at a point in time. It is understood that the budget allocation will be subject to Council’s annual budget approval process. The GEAP will be reviewed annually and updated alongside Council’s annual budget process where required.

	2022/23	2023/24	2024/25	2025/26 6 months
Employee resource requirements				
Salaries budget for Community Development Officer - Gender Equality and Child Safety - To support implementation of the GEAP including reporting requirements; and keep gender equality on Council’s agenda	undisclosed	undisclosed	undisclosed	undisclosed
Contribution/input from existing employees/teams: <ul style="list-style-type: none"> • People and Culture • Strategic Communications • Comm Engagement and Development • Information Technology • Transformation • Finance • Governance and Integrity • Project Delivery and Assets • Gender Equality Working Group 				
Operational resource requirements				

<p>Training/Education budget for development and delivery</p> <ul style="list-style-type: none"> - Gender Impact Assessment training - all-employees education/training programs (compliance, awareness-raising and/or skill building training) 	undisclosed	undisclosed	undisclosed	undisclosed
<p>Promotional budget for development of all-employees education and/or awareness campaigns</p>	undisclosed	undisclosed	undisclosed	undisclosed
<p>Project budget (external consultant)</p> <ul style="list-style-type: none"> - Gender pay gap analysis 		undisclosed		

Appendix G – Measuring Progress of our GEAP

Refer to GEAP Section 6

Monitoring and reporting on the progress of the GEAP is a key focus for Council. The GEAP will be implemented, reported, evaluated and reviewed as part of an ongoing process. Performance will be measured against the strategies and measures identified in the GEAP via Council's quarterly reporting process, will be reported back to Executive Leadership Team (ELT) quarterly and to the workforce annually through internal reporting processes (through the senior leadership team, The Loop, CEO updates, employee forums, etc) and to the community through the Council Annual Report. Council will also monitor the progress of the GEAP as part of existing actions within the 2021-2025 Council Plan, Health and Well Being Plan and Family Violence Prevention Action Plan. Monitoring will be supported through Council reporting cycles across each relevant department. Annual Progress Reports will be endorsed by ELT and shared with all employees and Councillors; these reports will be used to inform the Progress Reports submitted to the Commission.

While reporting will track progress, regular reviews will also ensure the GEAP continues to meet the needs of the organisation in an environment facing ongoing changes and challenges. Review of the GEAP progress/achievements will be conducted annually with consultation (i.e. Working Group) to ensure Strategies and Measures continue to align with resources, organisational development and employee expectations. If any changes to the GEAP are required, they will be endorsed by ELT and communicated to the Commission, to all employees and published on Council's website.

Updates of key actions contributing to the improvement of gender equality will be communicated on Council's website. As is referenced in Section 4 of the GEAP, Council will create a page/information base on the intranet and/or the website for public and broader employee access, to communicate updates on GEAP progress and other Council obligations under the Gender Equality Act (including Gender Impact Assessments/GIAs) to the workforce and the community.

GEAP Monitoring and Reporting Plan

Timing	Action
Quarter 1 1 July – 30 September	
July	Monitor GEAP strategy achievement and report GEAP progress through Council Annual Report process
July	Develop GEAP annual progress report in consultation with the Gender Equality Working Group that is endorsed by ELT and communicate a summary to all employees and Councillors.
July August September	Deliver monthly progress report on the GEAP to the Transformation Steering Committee as part of the Transformation Program.
Quarter 2 1 October – 31 December	
October	Monitor achievements of the GEAP and report on progress through the Council Plan annual reporting cycle.
October (2025 only)	Submit GEAP Progress Report to the Public Sector Gender Equality Commissioner. The reporting period for this progress report is 1 July 2024 to 30 June 2025. Once submitted this report will be communicated to all Council employees and published on Councils intranet and corporate website.
October November December	Deliver monthly progress report on the GEAP to the Transformation Steering Committee as part of the Transformation Program.
Quarter 3 1 January – 31 March	
January	Monitor achievements of the GEAP and report on progress through the Council Plan annual reporting cycle.
January February March	Deliver monthly progress report on the GEAP to the Transformation Steering Committee as part of the Transformation Program.
February (2024 only)	Submit GEAP Progress Report to the Public Sector Gender Equality Commissioner. The reporting period for this progress report is 1 July 2021 to 30 June 2023. Once submitted this report will be communicated to all Council employees and published on Councils intranet and corporate website.
Quarter 4 1 April – 30 June	
April	Monitor achievements of the GEAP and report on progress through the Council Plan annual reporting cycle.
April May June	Deliver monthly progress report on the GEAP to the Transformation Steering Committee as part of the Transformation Program.
TBC	Development of next GEAP 2027-2031



ACKNOWLEDGEMENT OF COUNTRY

Whitehorse City Council acknowledges the Wurundjeri Woi-wurrung people of the Kulin Nation as the traditional owners of the land. We pay our respects to their Elders past, present and emerging.

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