

2026 gender equality action plan (GEAP) for: Commission for Children and Young People

Cover page (recommended)

Organisation name (required)	Commission for Children and Young People
Total number of employees (and full time equivalent FTE), as at 30 June 2025	Total employees: 93 Total FTE: 85.88
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

Attestation by head of organisation (required)

I confirm that:

- ☒ I am the head of organisation (CEO or equivalent)
- ☒ I have reviewed and approved the submission of this gender equality action plan (GEAP) on behalf of my organisation (as named above), and I attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

Any comments?	<i>The Commission is committed to embedding gender equality in all aspects of our work. As CEO, I want employees to feel supported, respected and valued. Through various initiatives, the Commission celebrates diversity of both our staff and the stakeholders we work with - in particular, children and young people in the community.</i> <i>The Commission's previous GEAP enhanced many areas relating to policy development, communications and accessibility. I look forward to further enhancing the work we do in these areas, but to also make important improvements in the areas of data collection and reporting and continuing to improve the employee experience of our staff by being a respectful and supportive Victorian public sector employer.</i>
Name	Leanne Barnes
Role title	Chief Executive Officer
Signed	
Date	20 May 2025

A) Planning your GEAP

Section 1: Use insights from your previous gender equality work (recommended)

Whilst numbers remain low, the Commission has seen a greater mix in the gender profile of its workforce since 2023. Notably, there has been a clear increase in representation of men in the workforce (17.3% in 2023 to 20.9% in 2025) and in other areas such as the representation of men employed on a part-time basis (0% in 2023 to 10.5% in 2025). Men employed in senior leader roles also increased from 0% to 16.7%.

The Commission completed the majority of strategies from its previous GEAP. In particular, over ten policies were either created or refreshed to support the Commission's gender equality initiatives. Similarly, the Commission made several improvements in its structured communication with staff, undertook various accessibility work (both online and the physical office) and introduced new learning and development initiatives for staff. Areas where further work is required relate mostly to the collection and subsequent reporting of intersectional gender data. This will be addressed by new strategies within this GEAP.

Despite the lack of data, the Commission also introduced a number of policies to address inappropriate behaviours (sexual harassment) and implemented a structured procedure for the handling of all reported inappropriate behaviour types. These new policies and procedures are easily accessible on the Commission's Intranet with pages dedicated to the reporting and handling of inappropriate behaviours.

The uptake of flexible work options has also vastly improved since the previous GEAP. For instance, in 2023 men utilised an average of 3 weeks parental leave. This increased to an average of 10.5 weeks in 2025. Since 2023, the Commission has updated its flexible work policy and created a parental leave policy. Both documents have been widely circulated and promoted to staff.

The Commission is confident strategies introduced from the previous GEAP have had the intended impact. Staff are now able to access information on a variety of topics through both policy development and the implementation, availability and promotion of those policies. These new, consistent processes have addressed numerous areas and topics that were previously managed on an ad-hoc basis and lacked clearly documented processes to support decision making. Updated and new documentation has also been heavily promoted through all-staff emails, monthly internal Newsletters and being readily available on the Commission's Intranet. These include new and updated documentation relating to:

- Flexible work
- Parental leave
- Carers Leave
- Pay
- Employee health and wellbeing
- Workplace reasonable adjustments
- Expressions of interest
- Inappropriate behaviours
- Secondments
- Leave
- Exit interviews.

Staff are also able to benefit from improvements to both onboarding (reasonable adjustments, improved advertising of roles) and offboarding (exit interviews) processes. Whilst a lot of this work was to address specific GEAP strategies, the Commission is now more structured and consistent in its approach to identifying new policies and processes, periodically updating existing documentation, and promoting them broadly to staff.

Section 2: Processes, record keeping and governance (recommended)

The development of this GEAP has benefited greatly from past experiences and lessons learnt from the development of the Commission's first GEAP in 2022. Areas and tasks that worked particularly well during the development of the previous GEAP were re-applied.

The Manager, Corporate Services reports key GEAP tasks and delivery dates to the Commission's Governance Group (Commissioners, Executives, Directors) since major tasks and dates were announced. Reporting to Governance Group has been via the 'Monthly Corporate Services Report'.

The Commission's Senior Human Services Advisor and Manager, Corporate Services are the two main staff members responsible for developing this GEAP and have met regularly to discuss, plan and document GEAP planning, major tasks and key dates.

Refer to Section 5 below for further information regarding the establishment of a gender equality workgroup and development of strategies.

All relevant documentation relating to the development and future tracking and monitoring of the GEAP are securely stored in the Commission's records management system.

An Implementation Action Plan has been developed to track all strategies and ensure due dates and ownership of each strategy is documented. The Implementation Action Plan will also allow for consistent internal and external progress reporting.

Internally, progress is to be reported through both the 'Monthly Corporate Services Report' to Governance Group and via the monthly all-staff Newsletter to staff.

The Commission's Senior Human Services Advisor and Manager, Corporate Services will be responsible for the monitoring and overall administration of this GEAP. This will ensure all strategies and corresponding work is managed by two dedicated staff members. Both staff members have experience and expertise in managing a GEAP.

Broader organisational decision-making and approvals will be the responsibility of the Commission's Governance Group and in particular, the Chief Executive Officer. This is especially the case where decisions associated with this GEAP have direct budget implications and/or relate to major areas of risk. As is the Commission's practice, all major decisions will be documented and communicated in writing.

Section 3: Leadership commitment (recommended)

The Commission is committed to gender equality. Reporting gender equality progress to the Commission's leadership group (Governance Group) is vital for leaders to understand, champion and promote the real impact of gender equality. Through regular consultation with the Chief Executive Officer (both through the planning stages and ongoing management of the GEAP), Governance Group are committed to regular updates to staff and the celebration of key GEAP achievements. This commitment will be via: • All-staff emails to announce updates and achievements • Sharing of information via the Commission's Monthly Newsletter • Supporting and promoting the need for the Commission to collect intersectional gender data • Celebrate key initiatives and significant events through morning teas and other gatherings • Ensure gender equality is not a 'special project' but is instead embedded as part of strategic planning, risk identification and audit and risk committee discussions. To ensure leadership commitment, where applicable, the Chief Executive Officer approves the completion of all strategies via the Implementation Action Plan. Statement from the Chief Executive Officer <i>The Commission is committed to embedding gender equality in all aspects of our work. As CEO, I want employees to feel supported, respected and valued. Through various initiatives, the Commission celebrates diversity of both our staff and the stakeholders we work with - in particular, children and young people in the community.</i> <i>The Commission's previous GEAP enhanced many areas relating to policy development, communications and accessibility. I look forward to further enhancing the work we do in these areas, but to also make important improvements in the areas of data collection and reporting and continuing to improve the employee experience of our staff by being a respectful and supportive Victorian public sector employer.</i>
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B) Consult on your audit results and strategies

Section 4: Confirm consultation groups (required)

You must consult with your...	Confirm yes or no	If no, why not?
Governing body (if your organisation has one)	N/A	The Commission does not have a governing body
Employees	Yes	
Employee representatives, including relevant trade unions	Yes	
You might consult with...	Confirm yes or no	Please describe additional people and/or groups
Other relevant people	No	All relevant stakeholders were involved in the consultation process

Section 5: Document your consultation process (required)

Governing body: As described in section 4, the Commission does not have a governing body. Employee representatives: To ensure diverse representation from each division within the Commission, a workgroup was formed which comprised of the Senior HR Advisor, HR Business Support Officer, Manager Corporate Services, Director Oversight and Advocacy, Principal Policy and Planning Officer Strategy & Engagement and the Commission's Union Representative and Manager Koori Advisory & Engagement. Prior to meeting, the group were provided information about the Commission's obligations under the <i>Gender Equality Act 2020</i>, the most recent progress report and this action plan template. The intention behind this was to ensure people had time to read, digest and think about possible strategies prior to meeting. The group then met to discuss thoughts and ideas and ultimately formulate the strategies for each key indicator. Employees: Once the draft strategies were developed by the workgroup, the Chief Executive Officer approved the use of an all-staff Microsoft Teams webform (survey) to consult all staff on the draft strategies. The Survey listed each Gender Equality key indicator, its meaning, the strategies developed and a free text box for all-staff input/feedback. All staff were sent an email explaining the purpose of the Gender Equality Action Plan and were asked to complete the survey and submit their input/feedback. The survey was open for five business days and could be completed anonymously. Governance/Leadership: Finally, strategies were finalised with amendments made based on the feedback gathered from the all-staff consultation process. The GEAP template was then completed and sent the Chief Executive Officer for final review and approval.
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Section 6: Findings from your consultation (recommended)

Being a smaller origination, the Commission utilised the consultation with employee representatives as a workgroup to develop strategies. In doing so, the Commission was able to gather relevant insights and have important open discussions around wider employee perceptions about some of the key indicators which assisted with developing strategies. Consulting all staff via the online survey proved to be a great way of gaining further insights into employee perceptions of the strategies developed. Overall, the survey received a positive response, with strong buy-in and support for the strategies. In addition, employees provided valuable suggestions to further refine strategies.

C) Consider the gender equality and the gender pay equity principles, and intersectionality

Section 7: Consider the gender equality principles (required)

The Commission promotes the rights, safety and wellbeing of children and young people in Victoria. Equality is therefore at the forefront of the Commission's work and something the Commission also attempts to achieve through its own workforce.

Prior to commencing the GEAP, the Commission's two main resources working on the project ensured the development of strategies aligned with the ten gender equality principles. Prior to workshoping strategies, the employee representative workgroup was also provided with the gender equality principles to ensure these were taken into account.

The strategies ultimately developed were free of any gender bias including any form of disadvantages or discrimination based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes. The Commission also ensured these attributes were at the forefront of strategy development for this GEAP.

Whilst the Commission's workforce profile reflects positive recruitment and promotion opportunities for women, the Commission acknowledges that it is critical to maintain these opportunities and overall positive outcomes for women, as they have historically experienced discrimination and disadvantages in workplaces due to sex and gender. Despite the Commission's workforce data showing positive results for women, initiatives to maintain these results have been central in the development of GEAP strategies.

The Commission also recognises that special measures may be required to achieve gender equality, and this can largely be achieved through strategies listed under key Indicator 5 – Recruitment and Promotion Practices in the workplace.

Section 8: Consider the gender pay equity principles (required)

Gender pay equity principles and specifically the principles outlined in the *Gender Equality Regulations 2005* has been a key focus in the development of this GEAP.

Specifically, the Commission has attempted to develop strategies to ensure the following factors are addressed:

Equal pay for equal work – the Commission consistently reviews staffing salaries and since the previous GEAP, specific Corporate Services staff now have access to an online portal containing all staff salaries. What is missing is intersectional gender data (see Section 9 below). This GEAP (and strategies) has been developed to better understand and address intersectionality and potential related pay issues.

Decisions are free from bias – unconscious bias has been a focus of this GEAP and strategies (training and review of documentation and processes) have been developed specific to the theme of unconscious bias.

Decisions are transparent – salary decisions are made based on actual information at hand. Pay equity was specifically discussed by the employee representative workgroup and initiatives to address 'ad-hoc decisions by hiring managers' were raised. Transparency directly links to one of the Commission's existing organisational values – *we are transparent and accountable*. All salary decisions are approved by the CEO who has visibility of all salaries across the Commission and is able to ensure pay equity for like roles/functions.

Different employment patterns are considered – the Commission has specifically considered the work patterns of its workforce and strategies devised to address gaps and potential issues. This GEAP has focused on collecting further intersectional gender data to better understand the impact of pay equity at the Commission.

Solutions are sustainable – as an employer, the Commission is satisfied with the positive outcomes from its previous GEAP. According to the available data, some areas have improved, which is pleasing to the Commission (see Section 12 for specific analysis). Building on these positive results, the Commission has approached this new GEAP with an intention to continuously improve and strengthen areas of work and consider new initiatives to ensure sustainable, long-term growth in areas the Commission already considers successful.

Work is done collaboratively – pay issues can often arise by ad-hoc decision making in isolation, such as salary decisions being made by hiring managers with little to no knowledge of existing salaries for staff in similar positions in other teams. With a focus on greater data collection in this GEAP, and the existing visibility of salaries by the Corporate Services team, greater transparency and collaboration in decision making is an issue the Commission has attempted to address in this GEAP. As noted above, all salary decisions are approved by the CEO who has visibility of all salaries across the Commission and is able to ensure pay equity for like roles/functions.

Section 9: Consider intersectionality (required)

The Commission was committed to implementing a new system to collect intersectional gender data to comply with the *Gender Equality Act 2020* in its previous GEAP. Specifically, the strategy stated that the Commission would commence the formal collection of intersectional gender data. To date, the Commission has been unable to collect and analyse data against intersectional gender equality due to systems not being in place to collect and store this data. This has predominately been due to a reliance on the Department of Families, Health and Human Services (DFFH) to implement a new system (the Commission outsources payroll management to DFFH). To date, this has not occurred. To address this gap, the Commission has developed strategies in this new action plan to ensure intersectional gender data about its workforce is collected and securely stored. The Commission will then consider any appropriate reporting opportunities that respect and comply with privacy principles due to the size of the Commission's workforce and the potential for identifying specific employees through reporting.

Once the Commission has collected intersectional gender data regarding its workforce, areas of potential disadvantage and discrimination can be better understood. This will be critical in improving employment opportunities of the Commission's current and future workforce.

As per the Safe and Strong Victorian Gender Equality Strategy, the Commission recognises that the impact of gender equality is compounded by the way gendered barriers interact with other forms of disadvantage and discrimination. For instance, men may face discrimination when taking on career paths and caring responsibilities traditionally reserved for women. The Commission's GEAP has attempted to address intersectional gender equality by taking a holistic approach to the issue and attempting to include strategies that both improve equality of its entire workforce, as well as

directly addressing specific issues through targeted strategies (such as developing a framework to enhance recruitment opportunities for a particular demographic).

In developing the new action plan strategies via the consultation process, it was highlighted to both the workgroup and all-staff that the Gender Equality Action Plan is more than just about women versus men. It is actually about intersectional gender inequality, which is gender inequality that is compounded by disadvantage or discrimination due to other characteristics. This was important to highlight so that staff considered the indicators and formulation of strategies from this lens. This was especially useful to highlight to ensure staff understood the intention behind the strategies that had been developed, which included the need to collect additional intersectional gender data to allow for more meaningful analysis in future.

D) Making a case for change

Section 10: Make a case for change and create a vision (recommended)

This is the Commission’s second GEAP. In developing the previous GEAP, the Commission understood that it has a lot to celebrate and be proud of in terms of gender equality. The analysis of the Commission’s existing workforce has further highlighted areas of clear strength and success. In 2023, women comprised of 76% of the Commission’s workforce. In 2025 that figure increased to 79%. Pleasingly, the proportion of men has also increased in other relevant areas including the uptake of part-time employment.

As a small organisation, the Commission is now keen to maintain and support the diversity of its employees, so that it will continue to grow as an organisation that is recognised as an employer which values, encourages and supports its workforce.

Whilst the analysis of the Commission’s existing workforce has highlighted areas of strength, the Commission will consider new options to further support the diversity of employees, so that it will continue to grow as an organisation that is recognised as an employer which values, encourages and supports its workforce. In particular, one key area for change via this GEAP is the collection of additional workforce data to address gaps in current data collection and ultimately ensure the profile of the Commission’s workforce is better understood. Only then can the Commission’s workforce be fully supported.

The Commission’s vision for gender equality directly aligns to one of its overall organisational values – *We know diversity of people, experiences and perspectives makes our work stronger.*

E) Analysing your data to identify forms of gender inequality AND developing your strategies

Section 11: Identifying underlying causes of gender inequality (recommended)

The Commission’s workforce data indicates that gender inequality is primarily reflected by the overall workforce composition where women are strongly represented. While this reflects positive outcomes for women it has also resulted in an overall gender imbalance where men and self-described employees are underrepresented. A key underlying cause of this imbalance may be due to current recruitment pipeline and attraction strategies. The Commission’s application data outlined in Section 12, key indicator 5 revealed that the Commission attracts a predominantly female applicant pool. This may also reflect the nature of the Commission’s work or general perceptions of the Commission. Various data gaps limit further analysis of gender inequality within the Commission due to the small workforce size and privacy thresholds. There is also limited intersectional data available which limits the Commission’s ability to further analyse how gender inequality may be compounded by other forms of disadvantage or underrepresentation. The Commission has developed an action plan around creating inclusive recruitment practices, workforce diversity, flexible work accessibility and consistency and improved data collection to support more balanced outcomes over time.
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Section 12: Analysing your data and documenting your strategies (required)

Indicator 1: Gender composition of all levels of the workforce

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Gender composition of the duty holder organisation in 2025: 79.1% women, 20.9% men, 0% self-described Gender composition of part time workers in the duty holder organisation in 2025: 33.3% women, 10.5% men, 0% self-described Gender composition of senior leaders in the duty holder organisation in 2025: 83.3% women, 16.7% men, 0% self-described The Commission’s workforce as of 30 June 2025 comprised of 79.1% women and 20.9% men which indicates overall gender imbalance by an overrepresentation of women and underrepresentation of men and self-described. There is a notable 11.6% difference compared to the percentage of women working in the broader overall public sector workforce which was at 67.5% as of 30 June 2025. The absence of any employees identifying as self-described suggests an opportunity to develop and implement relevant strategies that look to address appropriate data collection and inclusivity practices and processes throughout the action plan. Part time employment data similarly reflects the overall gender composition of the workforce with women making up 33.3% of the part time workforce in comparison to men who make up 10.5% of the part time workforce. These results may also demonstrate gender inequality as women are more likely to access flexible work arrangements whereas men are less likely to access flexible work arrangements potentially due to intersecting disadvantages such as traditional norms and perceptions around caring responsibilities. The Commission’s data relating to the gender composition of senior leaders is closely aligned to the overall gender composition of the workforce with women representing 83.3% and men representing 16.7% in senior leader positions. While this indicates strong female representation in decision making positions, it also highlights a gender imbalance and therefore potential lack of diversity and different perspectives. The Commission’s data currently has significant gaps in intersectional gender data which looks to analyse intersecting disadvantages. However, this new action plan aims to address these data collection gaps which will hopefully provide more clarity around whether the gender imbalance is due to other underlying intersectional disadvantages.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Gender composition of the duty holder organisation. Gender composition of part time workers in the duty holder organisation. Gender composition of senior leaders in the duty holder organisation. Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Update new starter personal details form to collect intersectional gender data of newly recruited Commission staff	Corporate Services	31 December 2026	3, 4, 5, 6, 7
Create a web form to collect existing employee intersectional gender data	Corporate Services	31 December 2026	3, 4, 5, 6, 7
Create an internal database to store intersectional gender data	Corporate Services	31 December 2026	3, 4, 5, 6, 7
Organise and undertake an accessibility assessment of the Commission's floor to identify and assess potential issues or barriers for employees and visitors	Corporate Services	31 December 2027	1
Act on any findings from the floor assessment (where budget is available)	Corporate Services	31 December 2027	1
Review and update the Commission's writing style guides to ensure inclusive language and terms are used	Corporate Services	30 June 2027	1

Indicator 2: Gender composition of the governing body

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Gender composition of the duty holder organisation’s governing body in 2025: Not applicable. The Commission does not have a governing body.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Gender composition of the duty holder organisation’s governing body. Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
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Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Mean total remuneration gender pay gap by occupation group in 2025: - Managers: - 0.5% women, DU self-described - Professionals: 4.9% women, DU self-described - Clerical and Administrative Workers: 0.1% women, DU self-described - All occupations: - 2.4% women, DU self-described Mean total remuneration senior leader gender pay gap in 2025: - 3.4% women Supplementary measures: Mean base salary pay gap in 2025: - 4% Median total remuneration pay gap in 2025: 0% Median base salary pay gap in 2025: - 2.8% The Commission's mean total remuneration reflects that pay parity has largely been achieved with the mean total remuneration gap across all occupations sitting at - 2.4% meaning women earn slightly more than men on average. The mean total remuneration pay gap by occupation group as of 30 June 2025 reflects that of the Commission's overall workforce gender composition. The manager occupation group reflects near pay parity with a slight gap of - 0.5% favouring women. Professional roles show a 4.9% gap favouring men and clerical and administrative workers reflect a gap of 0.1% favouring men. However, it is important to recognise that the Commission has seen large improvements in these occupation groups as they continue to trend towards parity. The Commission's mean total remuneration senior leader gender pay gap sits as - 3.4% (meaning women earn 3.4% more than men). This is again reflective of the Commission's total gender composition of the workforce, specifically in leadership positions where women mostly occupy senior leadership positions at 83.3% women, 16.7% men and 0% self-described. Supplementary measures also reflect near pay parity with the mean base salary gap at - 4% and median base salary pay gap of - 2% both favouring women. The median total remuneration gap of 0% reflects parity at the midpoint of earnings across the Commission and demonstrates work towards implementing equitable pay practices in the previous action plan. There is opportunity to close the gap even further, especially in the professional and clerical and administrative occupation groups by implementing strategies to promote consistent commencing salary practices and regularly reviewing and reporting on Commission-wide workforce salaries to the Commission's Governance Group.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Mean total remuneration gender pay gap by occupation group. Mean total remuneration senior leader gender pay gap. Supplementary measures: Mean base salary pay gap. Median total remuneration pay gap. Median base salary pay gap. Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Raise awareness of managers around pay equity and create guidelines around commencing salaries	Corporate Services	31 December 2027	
Create an Aboriginal Recruitment and Employment Framework	Corporate Services	30 June 2028	1, 5

Commence reporting to the Commission's Governance Group on workforce salaries	Corporate Services	31 December 2027	
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Indicator 4: Sexual harassment in the workplace

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Anonymous experience rate of sexual harassment in 2025: DU Number of formal reports of sexual harassment in 2025: 0 Supplementary measures: Participants who said they reported sexual harassment in 2025: DU Reasons for not making a formal sexual harassment complaint in 2025: DU Satisfaction with handling of workplace sexual harassment complaint in 2025: DU Satisfaction with handling of formal workplace sexual harassment complaint in 2025: DU Based on the People Matter Survey 2025, due to the small workforce size of the Commission and privacy thresholds that there were less than 10 people who said they experienced sexual harassment, the results were not published. There were also 0 formal reports of sexual harassment in 2025. The lack of reportable data does not confirm that employees have not experienced inappropriate behaviours and the result of 0 formal sexual harassment reports can be due to various factors, such as fear of negative consequences, lack of confidence in reporting systems or concerns regarding confidentiality. The People Matter Survey 2025 results reflected below provide useful insights into employee experiences relating to sexual harassment: 0% of respondents said they witnessed sexual harassment of a colleague 70% of respondents agreed with the statement “My organisation takes steps to eliminate bullying, harassment and discrimination” 87% of respondents agreed with the statement “My organisation encourages respectful workplace behaviours” 67% of respondents agreed with the statement “I feel safe to call out inappropriate behaviour at work” Whilst the responses are mostly positive, with only 67% respondents indicating they feel safe to call out inappropriate behaviours at work, this provides opportunity for the Commission to strengthen its processes around sexual harassment and more broadly negative behaviour reporting through the strategies developed in this action plan specifically around developing and implementing easily accessible anonymous reporting options. This strategy was raised by staff via the all-staff consultation process.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Anonymous experience rate of sexual harassment. Number of formal reports of sexual harassment. Supplementary measures: Participants who said they reported sexual harassment. Reasons for not making a formal sexual harassment complaint. Satisfaction with handling of workplace sexual harassment complaint. Satisfaction with handling of formal workplace sexual harassment complaint. Additional measures (optional): Participants who said they witnessed sexual harassment of a colleague Participants who said “My organisation takes steps to eliminate bullying, harassment and discrimination” Participants who said “My organisation encourages respectful workplace behaviours” Participants who said “I feel safe to call out inappropriate behaviour at work”
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Update the Commission’s Equal Opportunity Employment policy	Corporate Services	30 June 2028	1, 5
Update the L&D matrix and training on Respectful Workplace Behaviours and review frequency of training	Corporate Services	31 March 2029	5
Review the Sexual Harassment Policy	Corporate Services	31 December 2026	
Create a dedicated page on the intranet which hosts a permanent anonymous feedback webform for staff to submit inappropriate behaviour complaints	Corporate Services	31 December 2026	

Indicator 5: Recruitment and promotion practices in the workplace

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Gender composition of recruited employees in 2025: 73.3% women, 26.7% men, 0% self-described Gender composition of employees who were promoted in 2025: 71.4% women, 28.6% men, 0% self-described Perceptions of recruitment, by gender in 2025: 72.3% women, DU men, DU self-described Perceptions of promotion, by gender in 2025: 61.7% women, DU men, DU self-described The gender composition of recruited employees in 2025 were mostly women sitting at 73.3%, 26.7% of men and 0% self-described. This reflects the broader workforce composition where women are already majority. Likely contributing to these recruitment outcomes is what our application data shows us which indicates stronger interest in Commission roles by female candidates with the gender composition of applications received for the period 1 July 2024 – 30 June 2025 the following: • Women: 579 • Men: 257 • Self-described: 5 The gender composition of employee promoted in 2025 were mostly women sitting at 71.4%, 28.6% men and 0% self-described. The reflects the broader workforce composition and appears to be a proportionate representation promotion rate. The strong representation in women progressing through promotion also reflects strong representation of women in senior leader positions. There is opportunity to create equitable progression opportunities The above data indicates that there is opportunity for improvement in the Commission’s recruitment practices to include strategies that aim to create a more diverse candidate pool such as targeted recruitment, removing bias from recruitment processes and developing tools for equitable skill development which may lead to more promotion opportunities. People Matter Survey 2025 perceptions of recruitment is viewed as positive for women sitting at 72.3% responding favourably. While data for men and self-described employees is unavailable due to privacy reporting thresholds, the data that is available suggests that recruitment practices are viewed as fair. The lack of reportable data means we are unable to compare whether these views are shared across all genders. Perceptions of promotion were viewed as less favourably by women compared to recruitment. 61.7% of women responded positively. Data for men and self-described employees is unavailable due to privacy reporting thresholds. The perceptions of promotion may be due to the Commission’s size and therefore, less vacancies being available to allow for promotions. That said, the Commission still views this as an opportunity to strengthen career development pathways via training options and other strategies.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Gender composition of recruited employees. Gender composition of employees who were promoted. Perceptions of recruitment, by gender. Perceptions of promotion, by gender. Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Commence reporting to the Commission’s Governance Group on employee gender profiles and intersectionality	Corporate Services	31 December 2027	1, 3, 7
Commence annual reporting of employee gender equality data trends relating to recruitment, higher duties and internal promotion to the Commission’s Governance Group	Corporate Services	30 June 2029	1, 3, 7
Ensure recruitment processes are free from any unintentional or unconscious gender or other bias by exploring Unconscious Bias training for all staff	Corporate Services	31 December 2028	1, 3, 6, 7
Create more guidance on forming panels for recruitment	Corporate Services	30 June 2027	1
Update request to recruit form to include more information about targeted recruitment/special measure roles	Corporate Services	31 December 2027	1
Create a training toolkit with options of training to help people develop skills for leadership roles	Corporate Services	31 December 2028	1, 7

Indicator 6: Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Average weeks of parental leave, by gender in 2025: 11.8 women, 10.5 men, DU self-described Uptake of flexible work, by gender in 2025: 54.2% women, 20% men, DU self-described Perceptions of flexible work culture, by gender in 2025: 76.6% women, DU men, DU self-described Supplementary measures: Gender composition of parental leave takers in 2025: 66.7% women, 33.3% men, DU self-described Gender gap in carer's leave in 2025: 31.3% women, 25% men, DU self-described The Commission's data reflects that family, caring and flexible working arrangements are available and actively utilised across the organisation. Average weeks of parental leave taken by women was 11.8 and for 10.5 for men, which is reflective of the gender composition of parental leave takers in 2025 with 66.7% being women and 33.3% being men. This is also reflective of the Commission's overall gender composition of the workforce. Flexible work arrangements are largely utilised by women which was sitting at 54.2% in comparison to 20% of men. This may suggest that more women are accessing flexible work arrangements due to caring responsibilities, which would also align with the high percentage of woman who took parental leave. Perceptions of flexible work culture by gender in 2025 were positive, sitting at 76.6% for women. This suggest that employees believe the Commission supports flexible working arrangements. Due to privacy thresholds data for men and self-described are unavailable. The lack of reportable data means we are unable to state whether these views are shared across all genders. There is an opportunity to strengthen the utilisation of flexible working arrangement across the Commission to ensure a consistent approach applies across the organisation regardless of gender.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Average weeks of parental leave, by gender. Uptake of flexible work, by gender. Perceptions of flexible work culture, by gender. Supplementary measures: Gender composition of parental leave takers. Gender gap in carer's leave. Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Re-word standard wording regarding flexible work options on position description and advertisements	Corporate Services	30 June 2029	5
Include a section in the interview guide regarding flexible work options to be mentioned by the panel chair during interview	Corporate Services	30 June 2029	5
Create a dedicated intranet page around availability and utilisation of terms, conditions and practices and promote the dedicated intranet page	Corporate Services	31 December 2027	
Create a dedicated HR section in the all-staff Newsletter for regular promotion of Gender Equality and Diversity	Corporate Services	31 March 2027	1
Review flexible work practices at the commission and discuss consistency in approaches across senior leadership and different teams	Corporate Services	31 December 2027	
Create a MS Teams channel for HR topics	Corporate Services	31 December 2028	1

Indicator 7: Gendered segregation within the workplace

Describing the problem (see [step 2](#))

Analyse audit data (required)	Critical performance measures: Occupational gender segregation in 2025: - Managers: 80.4% women, 19.6% men, DU self-described - Professionals: 83.3% women, 16.7% men, DU self-described - Technicians and Trade Workers: DU - Community and personal service workers: DU - Clerical and administrative workers: 72.7% women, 27.3% men, DU self-described - Sales Workers: DU - Machinery Operators and Drivers: DU - Labourers: DU The Commission’s data in 2025 indicates occupational gender segregation with women representing a large portion across the three reportable occupational groups. Women represent 80.4% of managers, 83.3% of professionals and 72.7% of administrative workers. Men represent 19.6% of managers, 16.7% of professionals and 27.3% of administrative workers. However, this data is aligned to and reflective of the Commission’s overall workforce gender composition. Data for self-described is unavailable. The data is a positive result showing the Commission successfully supports progression of women into management and professional roles. This is a positive outcome when compared to traditional workforce patterns where women are underrepresented in leadership and higher paid roles. There is an opportunity for the Commission to strengthen the overall workforce gender diversity through the strategy listed below as well as the strategies listed throughout this action plan, that also relate to this key indicator. In particular, improvements can be made when it comes to recruitment and promotion practices and data collection, to better understand workforce representation.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Occupational gender segregation. Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Develop a Workforce Diversity and Inclusion Framework	Corporate Services	30 June 2029	1, 3, 4, 5, 6

Additional areas of focus (optional):

Describing the problem (see [step 2](#))

Analyse audit data (required)	
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Setting metrics (see [step 6](#))

Measures (required)	Performance measures: Additional measures (optional):
Target/s (recommended)	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
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F) Resourcing your GEAP

Section 13: Identifying current and required resources (recommended)

The strategies outlined in this GEAP are the responsibility of the Commission’s Corporate Services team. In particular, the Senior Human Resources Advisor and Manager, Corporate Services will be responsible for managing the associated work. Administrative support will also be provided by other members of the Corporate Services team.

Due to the Commission’s size, full time dedicated resources are not possible. However, based on experiences of the Commission’s previous GEAP, the two main resources mentioned above are deemed sufficient to ensure this work is appropriately managed and strategies implemented.

Section 14: Developing a resourcing plan (required)

The Commission sees the development and ongoing management of the GEAP as a shared responsibility across the Commission. That said, appropriate ownership of responsibilities has been identified to ensure the GEAP is appropriately developed and managed over its lifespan.

Development of the GEAP
The development of the GEAP is the responsibility of the Commission’s Senior Human Resources Advisor and Manager, Corporate Services. As a small statutory authority, the Commission considers two dedicated employees to be appropriate resourcing and mirrors the dedicated resourcing from the previous GEAP.

Implementation of Strategies
All strategies will be assigned and be the responsibility of a specific Commission employee relevant to the nature of the associated work. The tracking and reporting of progress (including the overall management of an Implementation Action Plan) will be the responsibility of the Senior Human Resources Advisor and Manager, Corporate Services. The Implementation Action Plan will include due dates and timelines to ensure strategies are appropriately tracked and managed.

Reporting
Internal reporting of the progress of strategies will be the responsibility of the Manager, Corporate Services. Reporting includes monthly reporting to Governance Group via the ‘Monthly Corporate Services Report’ and more broadly to all-Commission staff via the monthly Newsletter.

Employee workgroup
The Commission’s employee workgroup has played a critical role in the development of GEAP strategies. Over the lifecycle of the GEAP, the workgroup will also be utilised on an ad-hoc basis to discuss new concepts relating to gender equality and their potential impact on the GEAP.

Chief Executive Officer
The Commission’s Chief Executive Officer is fully committed to the GEAP and will be responsible for approving all decisions, including approving the closure of associated work (including GEAP strategies). The Chief Executive Officer will also approve any requests from the Manager, Corporate Services for changes to GEAP resourcing, including allocating additional resources to the GEAP over its lifecycle.

Technological resources
Some technological resources will be required to support this GEAP. This includes a Microsoft Teams webform to capture gaps in gender equality data, along with an appropriate, secure system to record new intersectional gender data. Decisions regarding technological resources will be made within available (and approved) budgets to ensure any associated financial costs do not inhibit the Commission’s ability to implement particular strategies.

Any other additions or comments (optional)