

Department of Transport
Gender Equality Action Plan

2022-2025



Acknowledgement of Country

The Department of Transport proudly acknowledges Victoria's Aboriginal communities and their ongoing strength in practicing the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work, and pay our respect to their Elders past and present.

As First Peoples, Aboriginal Victorians are best placed to determine a culturally appropriate path to gender equality in their communities and we join with our First Peoples to eliminate gender based violence from all communities.

Accessible version of the document

Please email the diversity and inclusion team to obtain an accessible version of this document.

diversity-inclusion@roads.vic.gov.au

Authorised by the Victorian Government, Melbourne
1 Spring Street Melbourne Victoria 3000

Telephone (03) 9655 6666

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Key concepts and definitions

Women/woman includes cisgender women, transgender women, non-binary people and gender diverse people who may be perceived as women, female or feminine (regardless of their expression or identity), and therefore may share common barriers and challenges in the workplace.

Transgender refers to a person whose gender identity is different to their assigned sex at birth. A transgender person may take steps to live permanently in their nominated gender with or without medical treatment.

Non-binary refers to people who do not fall within the traditional binary notions of sex and gender, such as male and female. This may include people a) who identify as a gender different to their birth sex, b) who identify as neither male nor female, c) whose cultures may have their own terms for gender identities outside male and female.

Gender diverse acknowledges there are numerous ways for gender identity to be expressed. Gender diverse includes those whose gender identity differs to the cultural norms often prescribed to people of a particular sex.

Priority group refers to DoT's priority groups, being: Aboriginal and/or Torres Strait Islanders, LGBTIQ+ people, culturally and linguistically diverse people, and people with disability. Women are also classified as a priority group within DoT, but they are not included within this definition as women are highlighted separately within this GEAP.

Intersectionality refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Individual parts of someone's identity, such as cultural background, gender or sexual orientation can result in an experience of stigma, discrimination, and oppression from society. When these parts of someone's identity intersect, they may face multiple inequities. For example, a person who identifies as a woman and also identifies as culturally and linguistically diverse may experience inequities based on both these identities, as well as specific inequities for identifying as a culturally and linguistically diverse woman.

Equality is treating every individual in the same manner, irrespective of requirements and circumstances. However, equal treatment of everyone can only promote fairness if everyone starts from the same place, which is traditionally not the case for the members of DoT's priority groups.

Equity provides everyone with equal opportunities to be successful. It refers to treating everyone fairly, based on their requirements and circumstances, i.e. giving everyone what they need to be successful. Through undertaking activities that promote equity, we can achieve equality.

Sexual harassment is any unwanted or unwelcome sexual behaviour where a reasonable person would have anticipated the possibility that the person harassed would feel offended, humiliated or intimidated¹. It can be a single incident or repeated behaviour.

Everyday sexism refers to experiences of 'casual' sexism that many women experience everyday that have been normalised in society. Some examples can also come under the definition of sexual harassment or discrimination. These are commonly things women experience more than men, such as being asked to smile more, comments on appearance, leering and wolf-whistling.

Groups refers to the following work areas in DoT: Investment and Technology, Network Design and Integration, Office of the Secretary, People and Business Services, Policy Precincts and Innovation, Transport Services, Chief Investigator Transport Safety and Transport Safety Victoria. Within these groups, there are Divisions and Branches.

Groups traditionally over-represented by men refers to the following groups within DoT that have more men than women: Network Design and Integration, Transport Services and Investment and Technology².

Senior staff are defined as from Victorian Public Sector (VPS) / Victorian Roads Officer (VRO) level 5 and above.

Executive cohort includes all leadership staff above VPS/VRO 6.

Executive leadership/governing body refers to the Secretary, 5 Deputy Secretaries/ Head and 3 Executive Directors.

1 Australian Human Rights Commission, 'Sexual Harassment', <https://humanrights.gov.au/quick-guide/12096> (accessed 31 January 2022)

2 Although Policy Precincts and Innovation have more men than women, they are close to gender parity so are not included in strategies that target groups over-represented by men. Chief Investigator Transport Safety, also have a higher number of men, but only six people are in this group, so are also not included within this definition.



DIVERSITY

Message from the Secretary

Gender equality, diversity and inclusion are foundational to our vision to create an integrated transport network that provides every Victorian with access to simple, safe, connected journeys.

The Department of Transport (DoT) is committed to gender equality as aligned with the Victorian Gender Equality Act 2020. Our Gender Equality Action Plan (GEAP) 2022-2025 sets out a clear road map of how we can make significant progress to achieving gender equality by 2025.

We are committed to providing an inclusive workplace culture where our people are safe, diverse, engaged, valued and high-performing. Supportive and healthy workplaces improve workforce participation, deliver increased productivity and innovation, and enable us to meet the aspirations of Victorians for an integrated and sustainable transport system that contributes to an inclusive, prosperous, and environmentally responsible state.

Our GEAP extends beyond the progress we have made so far and takes an intersectional approach that acknowledges the additional challenges that can be experienced in the workplace by women, transgender people, non-binary people and gender diverse people who also identify as a person with disability, a culturally and linguistically diverse person, an Aboriginal and/or Torres Strait Islander, and/or from the LGBTIQ+ community.

The recently released Women in Transport Strategy 2021-2024 has played an important role at DoT and the transport sector, and our GEAP builds on the strategies identified through this program, including creating leadership opportunities for women, creating a culture that is safe and supportive for all genders, and addressing structural barriers that prevent women from entering, staying and progressing in DoT.

Our GEAP is informed by Workplace Gender Audit results inclusive of the 2021 People Matter Survey, department-wide consultation and research by RMIT, and establishes clear and achievable steps that DoT needs to take to achieve gender equality.

I am personally committed to working with you to ensure all our employees and customers feel welcome, safe, and included, through every one of us applying a gender lens to everything we do.

I look forward to all employees uniting to assist us in achieving the commitments outlined in the GEAP. Together, we can achieve gender equality.



Paul Younis
Secretary of Transport

Executive summary

Our Gender Equality Action Plan (GEAP) is the overarching plan that outlines DoT's commitment to achieving gender equality.

Overview

Our GEAP builds on the departments existing commitments to gender equality including our Inclusion and Diversity Strategy, Family Violence Strategy, Sexual Harassment Action Plan, and the industry-wide Women in Transport Strategy and Transport Personal Safety Strategy.

Our GEAP is informed by the Victorian Gender Equality ACT 2020 and guidance by the Commission for Gender Equality in the Public Sector.

GEAP strategies are designed to eliminate barriers to the participation of all women, transgender, non-binary and gender diverse people in the workplace. We aim to create a safe environment free from discrimination and harassment to ensure that our workplaces are inclusive for all.

Our GEAP includes a focus on women who identify as Aboriginal and/or Torres Strait Islander, culturally and linguistically diverse, LGBTIQ+ and/or as a person with a disability. This focus acknowledges that women across these groups face multiple, intersecting inequalities.

We recognise that workplace gender equality provides the best possible outcomes for our people and is fundamental to meeting the needs of all Victorians.

Workplace Gender Audit, consultation and RMIT research

Our GEAP is informed by a Workplace Gender Audit, comprising of workforce data and employee experience data through the 2021 People Matter Survey (PMS), a consultation process, and research conducted through RMIT University (funded by the Commission for Gender Equality in the Public Sector).

Findings highlight progress the department has already made towards achieving gender equality that can be leveraged within our GEAP. These include:

- A high level of commitment to gender equality by executive leadership.
- The Sexual Harassment Action Plan and Family Violence Strategy that outline initial steps to responding to and preventing gender-based violence in the workplace and supporting those employees who experience family violence at home.
- Existing targets for the number women and women in senior positions (VPS level 5 and above) to 50% by 2024 as aligned with the Women in Transport Strategy.
- The departments existing strategies that aim to increase gender equality including our Inclusion and Diversity Strategy, Women in Transport Strategy and Transport Personal Safety Strategy.

We acknowledge more can still be done to achieve workplace gender equality in the department. Five key areas emerged from the Workplace Gender Audit, consultation and RMIT research for the department to address. These include:

1. People leaders are not consistently held to account for achieving gender equality.
2. Recruitment and promotion practices are not free from bias based on gender, sexuality, cultural identity, race, indigeneity, and ability.
3. Further investment is required to ensure DoT promotes a culture of gender equality that is free from sexual harassment and everyday sexism.
4. DoT has significantly more men than women and there are specific groups within DoT that are traditionally overrepresented by men.
5. DoT has existing industry wide gender equality initiatives that can be leveraged internally to support the outcomes of the GEAP.

Approach

To guide the implementation of the GEAP and address the above five areas, DoT has developed an overarching vision statement, identified medium term outcomes (to be achieved by 2025) and long-term outcomes (to be achieved by 2030).

Our outcomes are themed across five focus areas aimed at ensuring we take a whole-of-organisation approach for effective change. Focus areas include:

1. Our commitment (leadership and accountability)
2. Our environments (systems, processes, policies, premises)
3. Our culture (awareness, attitudes, behaviours)
4. Our talent (recruitment, development, promotions)
5. Our community (our customers, stakeholders, and inclusive transport strategies).

The overarching outcomes that address the results of the Workplace Gender Audit, consultation and RMIT research include:

Outcome 1: Accountability for achieving gender equality is integrated in DoT's systems and culture and there is evidence that we have achieved our long-term gender equality outcomes.

Outcome 2: DoT has enabling environments (systems, processes, policies, and premises) that support the recruitment, promotion, and retention of women¹, transgender, non-binary, and gender diverse people, and DoT is on track to achieving gender pay equity.

Outcome 3: DoT has a culture that actively promotes gender equality and prevents sexual harassment and everyday sexism in the workplace. Employees who disclose experiences of gender-based violence are believed and supported, and perpetrators of gender-based violence in the workplace are held to account for their behaviour.

Outcome 4: DoT achieves and maintains gender parity including increased representation of Women (inclusive of those in DoT's priority groups) and non-binary people at all levels of DoT including in groups traditionally over-represented by men and executive leadership.

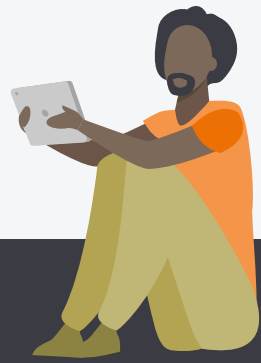
Outcome 5: A culture of gender equality extends across all transport industry programs, both internal and external facing.

Our 19 GEAP strategies have been grouped against these outcomes.

Implementation and next steps

DoT will develop annual workplans at the beginning of each year with consultation across the department. Initial priorities include developing a monitoring and evaluation framework for the GEAP and socialising the GEAP across the department.

¹ Inclusive of women across DoT's priority groups



Gender Equality Action Plan overview



Vision for Gender Equality

DoT demonstrates a culture of gender equality that is free from sexual harassment, everyday sexism, and gender stereotypes. Our workforce composition at all levels is reflective of the diversity that exists in the Victorian community, and we have gender pay equity.

Summary of strategies

- Increase accountability for gender equality behaviours and commitments.
 - Monitor and evaluate the GEAP.
 - Establish systems for data collection across gender and priority groups.
-
- Identify and implement evidence-based strategies to close the gender pay gap.
 - Promote flexible work options.
 - Refine processes/systems to support the uptake and measurement of flexible work.
 - Implement strategies across all stages of the employee lifecycle.
 - Apply an intersectional gender lens to DoT systems, processes, policies, and premises.
-
- Implement an evidence-based culture change approach for the promotion of gender equality and prevention of sexual harassment and everyday sexism in the workplace.
 - Develop, promote, and track mechanisms for effective reporting of experiences of gender-based violence, and holding perpetrators to account.
 - Provide training for people leaders on responding to and referring disclosures of all forms of gender-based violence.
-
- Special measures considered for recruitment and promotion of women and priority groups.
 - Increase promotion of Women in Transport opportunities for women within DoT (mentoring, secondment, scholarships).
 - Set specific targets for women* at DoT and in senior positions.
 - Set specific targets for transgender, non-binary and gender diverse people at DoT.
 - Focus key activities on groups traditionally overrepresented by men.
-
- Coordinate and align gender equality strategies with our transport industry partners.
 - Integrate an inclusive definition of gender beyond the binary across DoT's internal and external facing work.

Medium-term outcomes (by the end of 2025)

- Gender equitable attitudes and behaviours are the norm among employees.
 - People leaders are accountable for achieving gender goals and targets.
 - DoT measures the effectiveness of the GEAP strategies.
-
- Evidence-based action plan to close the gender pay gap is established and progressing.
 - Flexible work options, including at senior levels, are normalised and measured.
 - Parental leave is normalised for non-primary carers.
 - An intersectional approach is evident across DoT's systems, processes, policies, and premises for all genders and priority groups at all stages of the employee lifecycle.
-
- A decrease in the number of employees who support rigid/negative gendered attitudes, stereotypes, norms and practices.
 - A decrease in the gap between sexual harassment reports through the People Matter Survey (PMS) and DoT's internal reporting systems.
 - Effective systems in place for reporting disclosures of gender-based violence and holding perpetrators to account.
 - People leaders feel confident to effectively respond to and refer disclosures of gender-based violence in the workplace.
-
- 50 per cent of DoT workforce is represented by women including an increase in:
 - women who identify across DoT's priority groups
 - women in groups which have traditionally been overrepresented by men.
 - 50 per cent of women in senior positions (VPS level 5 and above) including an increase in:
 - women who identify as culturally and linguistically diverse
 - women in the executive cohort (and they are seen as a pipeline for executive leadership).
 - An increase in the number of people at DoT that identify as transgender, non-binary and gender diverse.
-
- DoT and our industry partners are aligned and coordinated in promoting gender equality, through participation in the Women in Transport program.
 - DoT's internal and external facing gender equality work is inclusive of transgender, non-binary and gender diverse people.

Long-term outcomes (by the end of 2030)

- Accountability for achieving gender equality is integrated in DoT's systems and culture and there is evidence that we have achieved our long-term gender equality outcomes.
-
- DoT has enabling environments (systems, processes, policies, and premises) that supports the recruitment, promotion, and retention of women*, transgender, non-binary, and gender diverse people, and DoT is on track to achieving gender pay equity.
- * Inclusive of women across DoT's priority groups.*
-
- DoT has a culture that actively promotes gender equality and prevents sexual harassment and everyday sexism in the workplace.
- Employees who disclose experiences of gender-based violence are believed and supported, and perpetrators of gender-based violence in the workplace are held to account for their behaviour.
-
- DoT achieves and maintains gender parity including increased representation of Women (inclusive of those in DoT's priority groups) and non-binary people at all levels of DoT including in groups traditionally overrepresented by men and executive leadership.
-
- A culture of gender equality extends across all transport industry programs, both internal and external facing.





ACCESS

What do we mean by workplace gender equity and equality?

According to the Workplace Gender Equality Agency, workplace gender equality is achieved when people can access and enjoy the same rewards, resources and opportunities regardless of gender³.

Focusing on women will be a core emphasis of our GEAP, noting the inequity between men and women in the Australian workforce. However, DoT takes an inclusive approach to defining women and acknowledges that those who identify as transgender, gender non-binary and gender diverse face stigma, discrimination and inequities in the workplace. Strategies focused on these groups are also included in our GEAP.

Gender inequity can impact men in the workplace who may feel pressured to adhere to traditional gender norms such as being the bread winner. As evidenced in DoT's workplace gender audit and consultation process, men are less likely to work part-time or take parental leave. A number of our GEAP strategies specifically aim to address these impacts through increasing the acceptability of flexible work for all genders and increasing the uptake of parental leave for non-primary carers.

Australia, along with many countries worldwide, has made significant progress towards gender equality in recent decades, particularly in education, health and workforce participation. However, the gender gap in the Australian workforce is still prevalent; women continue to earn less than men, are less likely to advance their careers as far as men and accumulate less retirement or superannuation savings.

Based on statistics obtained by the Workplace Gender Equality Agency, as of May 2021⁴:

- In Australia, the national gender pay gap is 14.2 per cent. This means on average women who work full-time earn \$261.50 per week less than men. The full-time average weekly earnings, which includes overtime payments for women was 16.8 per cent (\$323.30) less than for men.
- The average gender pay gap reaches its highest point for the over 55 years age group at 17.7 per cent. Women in this age group are more likely to have spent more time out of the workforce caring for children and other family members, which results in fewer promotional opportunities and being less likely than men to hold higher paid jobs.

Contrary to common beliefs that these discrepancies, especially the gender pay gap, do not apply to the Victorian public sector, the Victorian Public Sector Commission has identified a 9.6 per cent gender pay gap. According to data as of June 2021⁵, this disparity reflects the uneven distribution of men and women across the pay bands and roles with more women in the lowest pay third and more men in the top pay third.

Across DoT's full workforce (excluding VicRoads), irrespective of employment basis and classification, the average gender pay gap is 3.8 per cent at base salary and at VicRoads it is 5.8 per cent. Although this is less than the state and national average the pay gap increases for those at VPS/VRO level 5 and above to 7.5 per cent for DoT and 12 per cent for VicRoads.

³ Australian Government, 'Workplace gender equality: the business case', Workplace Gender Equality Agency, <https://www.wgea.gov.au/publications/gender-equality-business-case>, (accessed 31 January 2022).

⁴ Australian Government, 'Australia's Gender Pay Gap Statistics', Workplace Gender Equality Agency, <https://www.wgea.gov.au/publications/australias-gender-pay-gap-statistics>, (accessed 31 January 2022).

⁵ Victorian Public Sector Commission 'Employee pay and gender pay' <https://vpssc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/> (accessed 31 January 2022).



JUSTICE



What is discrimination on the basis of gender identity, gender expression, or sex characteristics?

The Sex Discrimination Act 1984 (Cth), including amendments in 2013, makes it unlawful to discriminate against a person on the grounds of sex, sexual orientation, gender identity (including gender expression), intersex status (sex characteristics), marital or relationship status, pregnancy, potential pregnancy, breastfeeding or family responsibilities, or in cases of sexual harassment.

Discrimination can be either direct or indirect.

Direct discrimination occurs when a person is treated less favourably than another person in the same or similar circumstances, based on their sex, sexual orientation, gender identity, gender expression, intersex status, marital or relationship status, pregnancy, potential pregnancy, breastfeeding or family responsibilities.

Examples of direct discrimination based on gender identity, gender expression or sex characteristics can include:

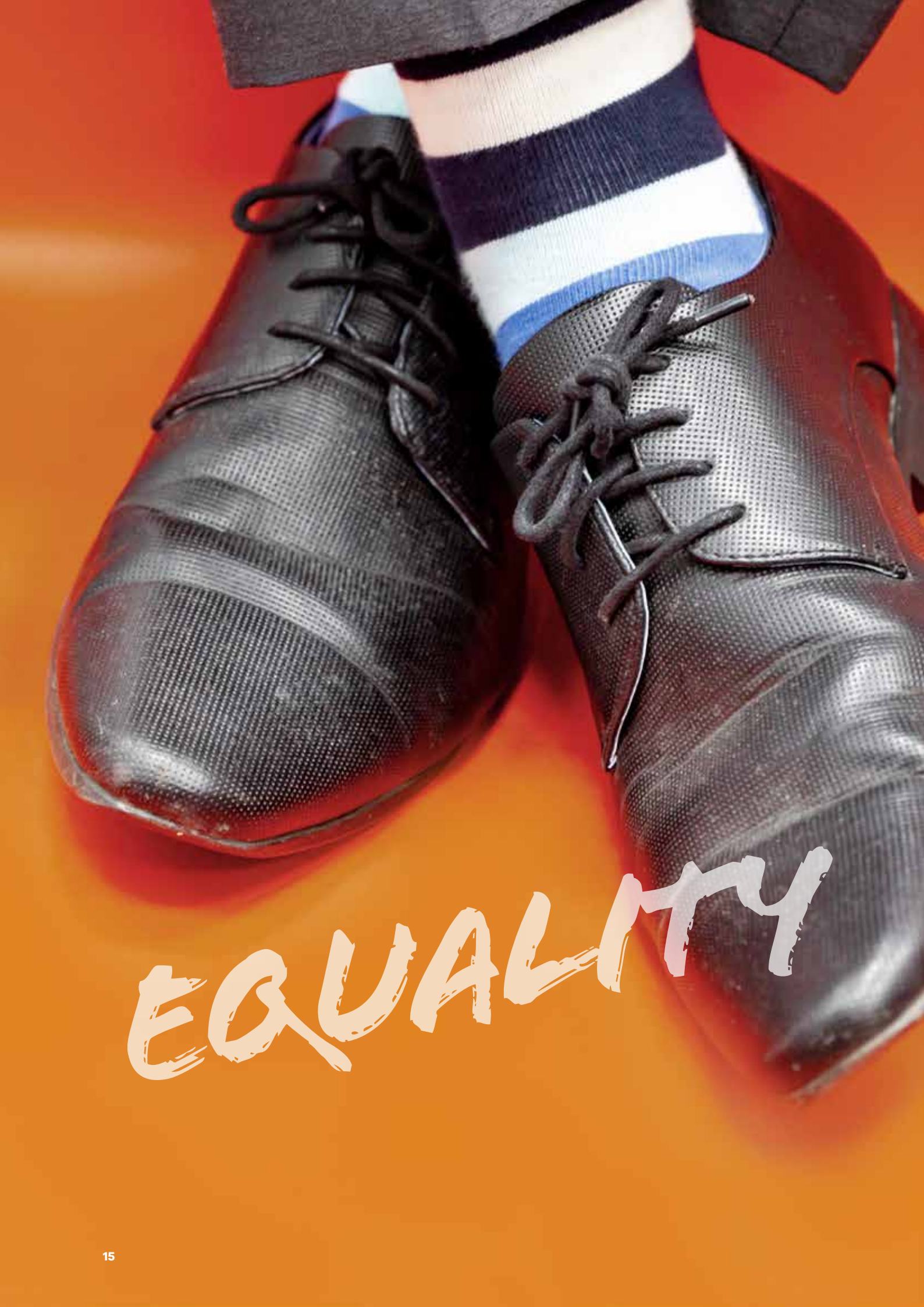
- Excluding a trans-woman or gender non-binary person from joining a women's network, or from using the women's bathroom facilities.
- Not considering a woman for a new job opportunity, promotion, or annual progression because she is pregnant or on parental leave.

Indirect discrimination occurs when there is a rule or policy that is the same for everyone, but has an unfair effect on people based on their sex, sexual orientation, gender identity (including gender expression), intersex status, marital or relationship status, pregnancy, potential pregnancy, breastfeeding or family responsibilities.

Examples of indirect discrimination based on gender identity, gender expression or sex characteristics can include:

- Staff demographic details, such as gender or sex markers, are locked/unchangeable in a learning management system and cannot be adjusted once set, preventing transgender or gender diverse employees from updating their details once they have affirmed their gender at work.
- A company policy that managers must work full-time, which may prevent someone with caring responsibilities (women in Australia take on more caring responsibilities than men) needing to work part-time, take up a manager position.

DoT is committed to identifying and eliminating all forms of discrimination.



EQUALITY

Our commitment to gender equality

DoT is committed to gender equality in our workplace and to meeting our commitments as set out in the Gender Equality Act 2020, which aims to improve workplace gender equality in the Victorian public sector, universities, and local councils. The Act commenced on 31 March 2021.

DoT is considered as a 'defined entity' under the Act and, in line with this, is required to comply with a range of obligations, including:

- Promote gender equality in policies, programs and services that impact the public
- Undertake a Workplace Gender Audit
- Develop and implement a Gender Equality Action Plan (GEAP)
- Publicly report on the progress towards workplace gender equality
- Complete Gender Impact Assessments and provide progress reports.

Our GEAP is the overarching plan that outlines our commitment to achieving gender equality and incorporates our existing commitments, including our Inclusion and Diversity Strategy, Transport Personal Safety Strategy, Family Violence Strategy and Sexual Harassment Action Plan. Our GEAP also leverages the industry-wide Women in Transport Strategy.

On 1 July 2019, through a machinery government change, the former VicRoads, former Public Transport Victoria (PTV) and little DoT came together to form the Department of Transport. This change provided the opportunity to take the best of each organisation and create an integrated, best practice approach to inclusion and diversity.

The first consolidated strategy relating to gender equality is DoT's Inclusion and Diversity Strategy 2020-2023. The Inclusion and Diversity Strategy outlines the department's commitment to providing an inclusive workplace culture where our people are safe, diverse, engaged, valued and high performing.

The second key strategy relating to gender equality at the department is the Women in Transport Strategy 2021 – 2024. The Women in Transport Program, the first of its kind in Australia, was initiated in 2017 by the then Minister for Public Transport, Hon. Jacinta Allan MP to address the gender imbalance in the public transport sector. The current strategy is the second iteration. Through collaboration and engagement with both government partners and private providers, the Women in Transport Strategy expresses an industry-wide commitment to increase gender diversity and achieve gender equality in the sector.

The third strategy related to gender equality is the Transport Personal Safety Strategy. Released in March 2022, this Strategy was developed in collaboration with the interdepartmental Transport Personal Safety Executive Committee.

The strategy aims to address three interconnected problems on the transport network: suicide and self-harm, antisocial behaviour and assault, and harassment and violence against women and girls. The strategy's purpose is that people are safe and feel safe when interacting with the transport system. This includes members of the public and transport workers.

A summary of other key pieces of work supporting gender equality undertaken by the department since it formed in 2019 include:

- Family Violence Strategy 2020 – 2024, Family Violence Policy and training of Family Violence Contact Officers.
- Sexual Harassment Action Plan 2020-2023, Sexual Harassment Policy and training of Sexual Harassment Contact Officers.
- Workplace Equality and Respect Self-Assessment Process conducted by Our Watch from July to September 2020, with a specific focus on training senior leaders in late 2020. The results from this process have been considered in the development of our GEAP.
- Responding to Everyday Sexism and Sexual Harassment Training conducted by Victorian Equal Opportunity and Human Rights Commission in 2020 and 2021.



VALUES

Our GEAP and gender equality principles

DoT's motivation to achieve gender equality across the transport industry is driven by a commitment to human rights.

We are committed to the gender equality principles outlined in the Gender Equality Act 2020, which have been considered in the development of our GEAP. At DoT, we understand that gender equality is central to the operation of an inclusive, safe, supportive, dynamic and productive transport industry. In making a commitment to achieve gender equality in our industry, we are making an important contribution to a large-scale state-wide movement towards a society that values human rights, equality and justice for people of all genders.

Key examples of how DoT has considered the gender equality principles within the development of our GEAP are outlined below.

Our GEAP includes setting targets for women, including at the senior level; special measures will be considered where required, specifically in groups traditionally over-represented by men. DoT acknowledges that targets alone will not attract and retain women and we will aim to address the culture and systems that create barriers for women, transgender, non-binary and gender diverse people to enter, stay, and progress in DoT.

Gender equality initiatives traditionally target women and can exclude transgender, non-binary, and gender diverse people. Our GEAP aims to redress this through an inclusive definition of women and includes strategies specific for transgender, non-binary, and gender diverse people.

We recognise that gender inequality is the key driver of violence against women and DoT is actively committed to preventing all forms of gender-based violence, including in the workplace setting. Our GEAP includes several strategies to prevent sexual harassment in the workplace, including addressing negative gender attitudes, norms, stereotypes, and practices.

Fostering an equal and diverse workforce enhances workplace culture, engagement and productivity.

To attract a diverse workforce, it is important to reduce gendered segregation and professional stereotypes that pigeon-hole men and women in specific roles. Through focusing many of the GEAP strategies on groups traditionally over-represented by men, DoT aims to decrease workplace gender segregation.

DoT is committed to an intersectional approach to gender equality. Our GEAP includes specific strategies that address gender inequities that intersect with sexuality, cultural identity, race, indigeneity, and ability.

Gender equality principles, Gender Equality Act 2020

1. All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
7. All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
8. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
9. Women have historically experienced discrimination and disadvantage based on sex and gender.
10. Special measures may be necessary to achieve gender equality.



INCLUSIVE

Inclusion and intersectionality

Implementing our GEAP presents an opportunity for DoT to acknowledge, and remove the cultural, attitudinal, and systemic barriers people may experience because of their gender and intersecting identities.

Although there are many diverse groups in Australia and the world, DoT specifically recognises the additional challenges faced by five groups that are traditionally marginalised in the workplace.

These priority groups are: women, Aboriginal and/or Torres Strait Islander people, culturally and linguistically diverse people, LGBTIQ+ people and people with disability.

This GEAP includes a focus on women who identify as Aboriginal and/or Torres Strait Islander, culturally and linguistically diverse, LGBTIQ+ and/or as a person with a disability. This focus acknowledges that women across these groups face multiple, intersecting inequalities.

- Women with disability have a considerably lower rate of workforce participation compared to men with disability⁶.
- A high proportion of transgender Victorian's report facing unfair treatment based on their gender identity⁷.
- According to the *Diversity and Inclusion in the Victorian Public Sector (VPS) – Women of Colour Network (WoCN) Summary Report (2021)*, of the women surveyed, almost 60 per cent of Women of Colour felt that career opportunities in the VPS are somewhat limited (10 per cent more than Anglo-Celtic women). This increases to almost 80 per cent for Aboriginal women⁸.

The GEAP aligns with other DoT inclusion and diversity action plans, both current and under development, as listed below:

Accessibility Action Plan 2020 – 2024:

Launched on International Day of People with Disability in December 2020, this plan is an intersectional, people-first approach committed to removing barriers for people with disability.

LGBTIQ+ Action Plan 2022 – 2024:

Due to be launched by June 2022, together with the gender affirmation guide (under development), this plan celebrates our unique differences and recognises that, as a department, these differences are one of our greatest strengths.

Culturally and Linguistically Diverse

Action Plan: Currently under development, due to be launched in quarter 3, 2022.

Whole of Transport Portfolio

Aboriginal Self-Determination Plan

2020-2023: The implementation of this plan embeds self-determination across the breadth of our activities to create a better future for Aboriginal Victorians by placing them at the heart of transport decision-making.

6 Commonwealth of Australia, 'Towards 2025: A Strategy to Boost Australian Women's Workforce Participation', Department of the Prime Minister and Cabinet, p. 36.

7 Hill, A. O., Bourne, A., McNair, R., Carman, M. & Lyons, A. (2020). *Private Lives 3: The health and wellbeing of LGBTIQ people in Australia*. ARCSHS Monograph Series No. 122. Melbourne, Australia: Australian Research Centre in Sex, Health and Society, La Trobe University, p.14.

8 *Women of Colour Network (2021). Diversity and Inclusion in the Victorian Public Sector: Summary Report (2021)*. Melbourne, Australia: Women of Colour Network, p. 11.



CLARITY

Why is DoT undertaking this work?

By achieving gender equality we will contribute to a more productive, prosperous and safe transport sector for employees and users alike.

To enable us to deliver the best possible services to Victorians, our workforce needs to reflect the Victorian community. Research shows that inclusive teams with a wide spread of diversity perform best. This includes diverse gender identities, gender expression, and sex characteristics. A diverse and inclusive workplace is clearly linked to improved profit and performance, innovation, creativity, talent management, engagement and wellbeing⁹.

Diversity Council Australia's 2021-2022 Inclusion@Work Index¹⁰ showed the impact that inclusion can have on people and culture, reporting that workers in inclusive teams are:

- **4 times less likely** to leave their job in the next 12 months
- **10 times more likely** to be very satisfied
- **4 times less likely** to feel work has a negative or very negative impact on their mental health
- **5 times less likely** to experience discrimination and/or harassment
- **11 times more likely** to be highly effective than those in non-inclusive teams
- **10 times more likely** to be innovative
- **6 times more likely** to provide excellent customer service
- **4 times more likely** to work extra hard.

Striving to achieve gender equality is not just the right thing to do, but its also directly linked to Victoria's overall economic performance by:

- increasing women's workforce participation
- future-proofing an aging workforce
- increasing organisational performance, through diverse teams
- creating an enhanced ability to attract and retain talent
- creating an enhanced organisational reputation, as an employer of choice¹¹.

⁹ Diversity Council Australia 'The Business Case for D&I' <https://www.dca.org.au/di-planning/business-case-di> (accessed 1 February 2022)

¹⁰ Diversity Council Australia (O'Leary, J. and D'Almada-Remedios, R.) *DCA Inclusion@Work Index 2021-2022: Mapping the State of Inclusion in the Australian Workforce*, Sydney, Diversity Council Australia, 2021.

¹¹ Workplace Gender Equality Agency 'Workplace gender equality: the business case' <https://www.wgea.gov.au/publications/gender-equality-business-case> (accessed 1 February 2022)



PATHWAY

Our approach

DoT has identified five focus areas to guide our actions under the GEAP, aimed at ensuring we take a whole-of-organisation approach for effective change. This approach is also aligned with other action plans stemming from the DoT Inclusion & Diversity Strategy 2020-2023.

The five focus areas are:

1. Our commitment (leadership and accountability)
2. Our environments (systems, processes, policies, premises)
3. Our culture (awareness, attitudes, behaviours)
4. Our talent (recruitment, development, promotions)
5. Our community (our customers, stakeholders, and inclusive transport strategies).

Our approach acknowledges the need to implement actions across the employee life cycle, including:

- Recruitment and on-boarding
- Learning and career development
- Performance development planning and goals
- Succession and talent planning
- Off-boarding and exits.

Additionally, our strategies and actions address the seven gender equality indicators outlined in the Gender Equality Act 2020, including:

- Gender composition at all levels of the workforce
- Gender composition of governing bodies
- Gender pay equity
- Workplace sexual harassment
- Recruitment and promotion
- Leave and flexibility
- Gendered work segregation.

PROGRESS



Governance and implementation

The implementation and progress of our GEAP will be overseen by the Gender Equality Team in People and Culture who will lead the communication and reporting of the GEAP in DoT.

This includes developing annual workplans at the beginning of each year with consultation across the department and updating all employees on progress of the GEAP at least every six months. Progress will also be reported at the DoT Inclusion and Diversity Council on a six monthly basis. This Council tracks DoT's progress across all Inclusion and Diversity strategies, including the GEAP.

There will be ongoing engagement with DoT's employee Inclusion and Diversity Network focused on gender, 'Putting Gender on the Agenda' (PGA) and the PGA will play an active role in promoting gender equality across the department.

Targeted consultation with employees will continue as required. For example, this may include additional consultation with priority groups or divisions in DoT for the implementation of key strategies.

DoT will also develop a monitoring and evaluation framework in year one to track progress against outcomes and establish processes for collecting additional and intersectional data relevant to the GEAP.

ACTION



Informing our Gender Equality Action Plan

Approach

Our GEAP is informed by a Workplace Gender Audit, comprising of workforce data and employee experience data through the 2021 People Matters Survey (PMS), a consultation process and research conducted through RMIT University.

Mapped against the Gender Equality Act's seven gender equality indicators, the Workplace Gender Audit highlighted where gender inequality persists in DoT. The analysis of the workforce gender data has been presented separately for DoT and VicRoads. This is because VicRoads has several outliers in their workforce data, including a higher percentage of women than men in the workforce.

In addition to this, in March 2021 the Victorian Government made an in-principle decision to progress a joint venture model to support the delivery of VicRoads' Registration and Licensing, and Custom Plates services. Although VicRoads will not be a defined entity under the Gender Equality Act after the joint venture comes into effect, VicRoads leadership is committed to achieving gender equality. Therefore, it is important for both organisations to record their workforce gender data separately. The PMS data has been combined for DoT and VicRoads due to systems limitations. All qualitative data sources are presented for VicRoads and DoT together and GEAP strategies apply to both DoT and VicRoads.

DoT undertook an organisation-wide consultation process with employees, including online workshops for all employees, targeted workshops for people leaders and DoT's priority groups, interviews with members of the executive cohort, and online surveys.

In June 2021, RMIT University received a research grant from the Commission for Gender Equality in the Public Sector to assess the progress of DoT's implementation of the Gender Equality Act 2020. The department was selected as the transport sector is one of many sectors in Australia where men are over-represented. Interim findings from the RMIT research project were shared with DoT in January 2022, and recommendations informed our GEAP.

To guide the implementation of the GEAP, DoT has developed an overarching vision statement, identified medium term outcomes (to be achieved by 2025) and long-term outcomes (to be achieved by 2030). Please refer to the section 'Gender Equality Action Plan overview' for the full framework.

GEAP – Long term outcomes

Following are the five long term outcomes which are informed by results of the Workplace Gender Audit inclusive of the 2021 People Matter Survey, consultation and RMIT research. Our detailed strategies have been grouped against these outcomes.

-
- Outcome 1. Accountability for achieving gender equality is integrated in DoT's systems and culture and there is evidence that we have achieved our long-term gender equality outcomes.
-
- Outcome 2. DoT has enabling environments (systems, processes, policies, and premises) that support the recruitment, promotion, and retention of women¹², transgender, non-binary, and gender diverse people, and DoT is on track to achieving gender pay equity.
-
- Outcome 3. DoT has a culture that actively promotes gender equality and prevents sexual harassment and everyday sexism in the workplace. Employees who disclose experiences of gender-based violence are believed and supported, and perpetrators of gender-based violence in the workplace are held to account for their behaviour.
-
- Outcome 4. DoT achieves and maintains gender parity including increased representation of Women (inclusive of those in DoT's priority groups) and non-binary people at all levels of DoT including in groups traditionally over-represented by men and executive leadership.
-
- Outcome 5. A culture of gender equality extends across all transport industry programs, both internal and external facing.
-

¹² Inclusive of women across DoT priority groups.

Summary of results and proposed strategies

Outlined below are DoT's key findings and strategies to address the results from the audit and consultation process. The findings and strategies are presented against each of our long term outcomes.

Please refer to Annex A for more detailed analysis of DoT's data and results against the gender equality indicators outlined in the Gender Equality Act and the Commission's minimum data standards.

Outcome 1. Accountability for achieving gender equality is integrated in DoT's systems and culture and there is evidence that we have achieved our long-term gender equality outcomes.

Key findings

Consultation feedback and RMIT research¹³ highlighted the need for increased accountability of people leaders to promote and role-model gender equality. RMIT also noted that although DoT had targets to increase the number of women in the department, no specific group or division is held accountable to achieving these targets.

Not all required workforce data could be reported by DoT as we have limited data in respect of items such as sexual orientation, disability, gender identity, Aboriginality, religion and cultural identity. These attributes have not traditionally been collected across our workforce and we currently have limited functionality across three separate human resource systems. DoT is currently in the process of implementing a new Human Capital Management system and we will seek to capture additional attributes once we have the capability to securely record this information.

Key strategies

- Setting specific targets for the number of women in a group will be directed at groups that are traditionally overrepresented by men to fast track progress towards gender equality and hold groups accountable.
- DoT will include gender equality KPIs for the executive cohort and gender equality capabilities within people leaders' performance development plans.
- Gender equality behaviours will also be applied across key DoT behavioural guidance to create change at all levels.
- DoT is in the process of implementing a new Human Capital Management system, as part of a whole-of-government approach, which will increase DoT's capacity to capture intersectional data. This will still be reliant on employees choosing to disclose information on if they identify across DoT priority groups.
- To ensure effectiveness of strategies, DoT will develop a monitoring and evaluation framework to track impact.
- DoT will again partner with RMIT to undertake an evaluation of the GEAP at the four-year mark against results of their initial research, due for release in 2022.

¹³ A. Ghalebeigi, V.Gekara, M.Safari, L.Wang, K.Douglas, S.Ferraro (2022), *Assessing Progress in the Implementation of the Gender Equality Act 2020*, RMIT University, Vic.

Outcome 2. DoT has enabling environments (systems, processes, policies, and premises) that supports the recruitment, promotion, and retention of women¹⁴, transgender, non-binary, and gender diverse people, and DoT is on track to achieving gender pay equity.

Key findings

PMS results (2021) showed that the majority of DoT employees agree that there is a positive culture within the organisation in relation to employees different gender identities. Consultation highlighted that there is a perception that women in our priority groups are discriminated against based on their identity and that this negatively impacts promotion opportunities. Being part-time was also perceived as a barrier to promotion. The Workforce Gender Audit data shows that more women than men work part-time and access parental leave.

While DoT's Inclusion and Diversity Strategy was highlighted as a strength by RMIT research, it also recommended that implementation of this strategy needs to ensure that issues across priority groups are not siloed, and that intersectionality is a predominant feature of implementation.

Addressing the gender pay gap was raised as a priority by employees through DoT's all staff consultation processes. Across DoT's full workforce (excluding VicRoads), irrespective of employment basis and classification, women are paid on average 3.8 per cent less base salary¹⁵ than men, representing a gender pay gap that is significantly smaller than the state-wide public sector average of 9.6 per cent.¹⁶ At DoT, the gap increases for women in senior positions, who earn an average of 7.5 per cent less base salary than senior men. The gap widens yet again when considering total salary¹⁷, with women in the workforce being paid 11.8 per cent less on average than men, and women in senior roles being paid 12.3 per cent on average less than their counterparts.

At VicRoads the average gender pay gap at base salary is 5.8 per cent and for total salary is 4.2 per cent. This increases at the senior level with the gender pay gap for base salary at 12 per cent and for total salary at 10.8 per cent. Although VicRoads have a greater number of women than men, there are more men than women in leadership positions.

Key strategies

- DoT will review recruitment and promotion practices through an intersectional and gender lens and increase the acceptability of flexible work arrangements for all genders and priority groups.
- Flexible work options, such as job share positions at senior levels, will be promoted across all groups in DoT and the parental leave policy will be promoted to non-primary carers.
- A review of the implementation of our Inclusion and Diversity strategy is included within our GEAP to ensure an intersectional approach and that our work across priority groups is not implemented in silos.
- DoT will undertake further review of the gender pay gap and then determine evidence-based approaches to close the gap.
- Further investigation will be undertaken to understand the drivers where the gender pay gap is high, such as for total salary compared with base salary (DoT) and an increased pay gap at senior levels; and then strategies developed to address these drivers.

¹⁴ *Inclusive of Women across DoT priority groups*

¹⁵ *The full-time annual base salary is the relevant Award/Agreement for the employee's classification, not actual earnings.*

¹⁶ *Victoria State Government, 'Employee pay and gender pay', Victorian Public Sector Commission, <https://vpssc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/>, accessed 1 February 2022.*

¹⁷ *Total salary or total remuneration includes base salary plus any additional benefits, including bonuses, superannuation, overtime, and penalties paid on overtime, allowances, higher duties and any other amounts.*

Outcome 3. DoT has a culture that actively promotes gender equality and prevents sexual harassment and everyday sexism in the workplace. Employees who disclose experiences of gender-based violence are believed and supported, and perpetrators of gender-based violence in the workplace are held to account for their behaviour.

Key findings

The majority of PMS respondents (2021) agreed that DoT encourages respectful behaviours in the workplace. However consultation feedback highlighted that more could be done to ensure a positive and gender equal culture across all areas of DoT. One consultation participant commented on the need for DoT to address the perceived “boys club” culture of DoT “which is absolutely alive and well”.

Although formal reports of sexual harassment were low (two), the 2021 PMS data shows that 91 people (three per cent) reported experiencing sexual harassment at DoT and the majority of these were women. Experiences of everyday sexism and sexual harassment were also shared and/or noted through consultation. One consultation participant stated “There needs to be an emphasis on cultural shift. Casual/subtle sexism and harassment are commonplace, and rarely reported as perpetrators are often in positions of power”. The PMS results (2021) showed that 70 per cent of women felt safe to challenge inappropriate behaviour at work while only 30 per cent of those that identified as non-binary felt safe to do so.

Consultation feedback and RMIT research highlighted the strength of the Responding to Everyday Sexism and Sexual Harassment training, facilitated through the Victorian Equal Opportunity and Human Rights Commission. However, it was noted that more people leaders need to attend this training and that when people have raised instances of sexual harassment with their leaders, responses have not always been appropriate.

Key Strategies

- DoT will engage an evidence-based culture change approach that specifically aims to increase gender equality and prevent sexual harassment and every day sexism in the workplace through challenging rigid and negative gender attitudes, stereotypes, norms and practices. While this will include all employees, a focus will be on engaging people leaders within this program, aligned with consultation feedback and RMIT research. DoT will ensure all culture change initiatives consider the needs of non-binary people and the intersectional inequities that are experienced across DoT’s priority groups.
- DoT will also increase people leader capabilities to effectively respond to and refer disclosures of gender-based violence.
- DoT has recently reviewed and improved its sexual harassment reporting process through implementation of our Sexual Harassment Action Plan. DoT will focus on promoting new processes to employees, tracking the effectiveness of these processes, and creating a culture where people feel safe to report experiences of sexual harassment.

Outcome 4. DoT achieves and maintains gender parity including increased representation of women (inclusive of those in DoT's priority groups) and non-binary people at all levels of DoT including in groups traditionally over-represented by men and executive leadership.

Key findings

Aligned with the Women in Transport Strategy targets, DoT aims to increase the number of women both within the department and in leadership roles VPS 5 and above to 50 per cent by 2024.

However the number of women in DoT has remained static for the past 12 months indicating more needs to be undertaken to achieve these targets.

As of June 2021, DoT (excluding VicRoads) had a total of 62 per cent of staff who identified as men and 38 per cent who identified as women¹⁸. There are more men than women in DoT at all senior levels (VPS 5 and above). There are only more women than men in DoT at the lowest VPS level. There are specific groups at DoT that have significantly more men than women, including Network Design and Integration, Transport Services, and Investment and Technology.¹⁹

While the DoT Inclusion and Diversity Strategy has targets for increasing the number of people within DoT across our priority groups, there are no specific targets set for women in these groups.

DoT's Inclusion and Diversity Strategy also has specific targets for people in leadership that identify as culturally and linguistically diverse, however no specific target is set for women in leadership within this group.

In the VicRoads workforce, 37 per cent of people identified as men and 63 per cent identified as women. Despite this, at senior levels, there are more men than women at VicRoads with 60 per cent of men and 40 per cent of women in leadership positions (VRO level 5 and above).

¹⁸ There was one employee who self-identified, the percentages in this report for the workforce data will be based on men and women for privacy of that one individual.

¹⁹ Although Policy Precincts and Innovation have more men than women, they are close to gender parity so are not included in strategies that target groups over-represented by men. Chief Investigator Transport Safety, also have a higher number of men, but only six people are in this group, so are also not included within this definition.

Key strategies

- To increase the number of women in DoT and in senior positions (VPS 5 and above) to 50 per cent, DoT will focus on key initiatives including:
 - setting specific targets for the number of women in DoT and in senior positions in groups traditionally overrepresented by men
 - setting specific targets for women in DoT across DoT priority groups
 - considering special measures for the recruitment and promotion of women, inclusive of women in our priority groups
 - review workforce succession planning and internal mobility practices through an intersectional gender lens.
- DoT has access to several women in leadership programs through the industry-wide Women in Transport Program, such as secondments, mentoring and scholarships. DoT will increase the promotion of these initiatives to women in DoT, specifically those in groups traditionally overrepresented by men and women that identify as culturally and linguistically diverse.

The GEAP will align closely with the DoT LGBTIQ+ Action Plan to increase the number of people in DoT who choose to self-identify their gender.

Strategies within this GEAP apply to all of DoT, including VicRoads. However, VicRoads will need to prioritise activities differently to other groups across DoT. As VicRoads has more women than men, VicRoads do not need to focus on increasing the number of women in general. However, VicRoads will consider increasing the number of people that identify as transgender, non-binary or gender diverse. The key priority for VicRoads is increasing the number of women in leadership positions.

Outcome 5. A culture of gender equality extends across all transport industry programs, both internal and external facing.

Key findings

DoT has several initiatives already in place to increase gender equality within the department and across industry, including the industry-wide Women in Transport Program. RMIT research²⁰ highlighted areas where adjustments can be made to the Women in Transport Program to strengthen the impact of the program.

RMIT research notes that more needs to be done to ensure this program goes beyond the binary and is inclusive of transgender, non-binary and gender diverse people. This was echoed by participants in the consultation process about all DoT's gender focused activities.

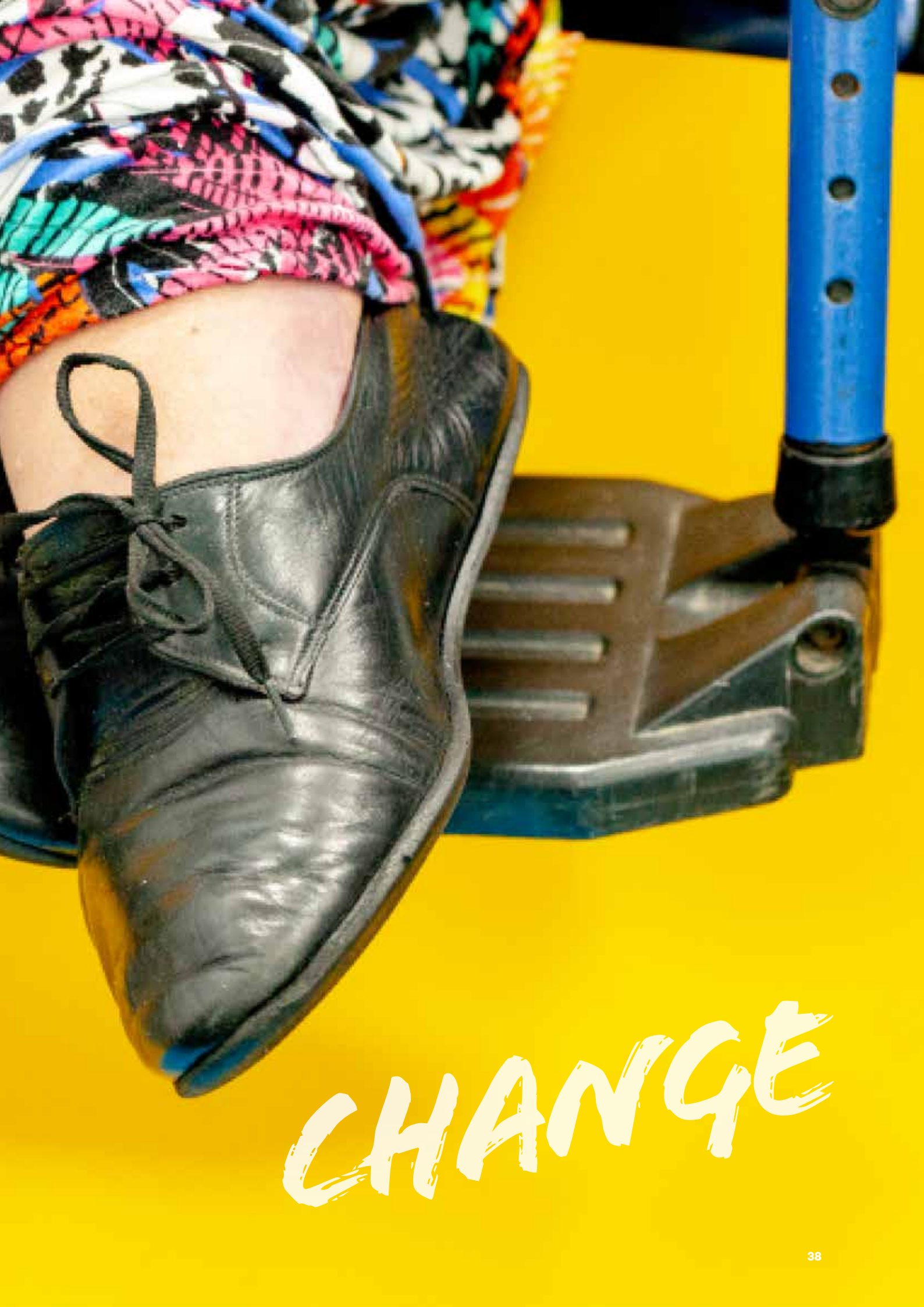
RMIT commends the approach of the Women in Transport Strategy, which aims to address the culture of the transport industry, increase opportunities for women in transport, and dismantle structures that create barriers for women entering, remaining, and progressing in the industry. However, RMIT highlights that DoT could do more to strengthen the impact of these strategies in DoT.

Targeted consultation in DoT highlighted the need for gender equality work to be better coordinated in DoT and across the transport industry.

Key strategies

- DoT and our industry partners will ensure the Women in Transport Program includes transgender women, non-binary and gender diverse people. This includes integrating an inclusive definition of women in our Women in Transport communications.
- DoT will ensure existing and external-facing gender equality work (Women in Transport Program, and the Transport Personal Safety Strategy) are coordinated and leveraged within this GEAP.

²⁰ A. Ghalebeigi, V.Gekara, M.Safari, L.Wang, K.Douglas, S.Ferraro (2022), *Assessing Progress in the Implementation of the Gender Equality Act 2020*, RMIT University, Vic.



CHANGE

Four-year Gender Equality Action Plan

Focus area 1:
Our commitment (leadership and accountability)²¹

Long-term outcome

Accountability for achieving gender equality is integrated in DoT’s systems and culture and there is evidence that we have achieved our long-term gender equality outcomes.

Medium-term outcomes by 2025

- Gender equitable attitudes and behaviours are the norm among employees.
- People leaders are accountable for achieving gender goals and targets.
- DoT measures the effectiveness of the GEAP strategies.

²¹ This Focus Area is across all Gender Equality Indicators outlined in the Gender Equality Act

Focus area 1: Our commitment (leadership and accountability)

Strategy 1.1 Gender equality behaviours promoted to all staff and gender equality goals/capabilities in people leaders' KPIs/performance plans

Key actions	Indicators*	Accountability	Y1*	Y2	Y3	Y4
<ul style="list-style-type: none"> • Include gender equality KPIs in executive performance plans. • Develop gender equality capabilities for inclusion in people leaders' performance plans. • Review workplace behaviour guidelines to include gender equality. 	<p>Executives have gender equality KPIs in their performance plans.</p> <p>At least three specific gender equality capabilities developed for people leaders to be included in their performance plans.</p> <p>Increase in the number of employees who agree that people leaders role model gender equality.</p> <p>Increase in the number of employees who have awareness and knowledge of expected gender equality behaviour.</p>	<p>Deputy Secretaries</p> <p>Executive Leaders</p> <p>People Managers</p>	●			

Strategy 1.2 Commitment to gender equality is clearly outlined in DoT's key strategic frameworks

Key actions	Indicators	Accountability	Y1*	Y2	Y3	Y4
<ul style="list-style-type: none"> • Integrate gender equality goals in DoT's Strategic Plan at the annual refresh stage. • Integrate gender equality goals and targets into divisional annual Business Plans. 	<p>Gender equality goals and targets are included in DoT's Strategic Plan and divisional Business Plans and achieved.</p>	<p>People and Business Services</p> <p>Deputy Secretaries</p>	●	●	●	

* **Notations applicable to all Focus area tables**

* **Indicators:** Refers to the four-year mark (Oct 2025) unless specified.

* **Y1:** Refers to Year 1. Timelines are high level. DoT will also be developing detailed annual workplans.

Focus area 1: Our commitment (leadership and accountability) continued

Strategy 1.3 The DoT GEAP is reviewed and evaluated, DoT has systems and processes for collecting intersectional data, and lessons are integrated into future iterations of the GEAP

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Develop a monitoring and evaluation framework for the GEAP. Collect additional baseline data. Implement system (HCM) to track and report on data that is intersectional, inclusive of gender identity and indigeneity, race, cultural identity, sexuality, and ability. Partner with RMIT to conduct an end of project evaluation. 	<p>An increase in intersectional data across gender identity and priority groups against gender equality indicators at the two-year reporting mark.</p> <p>Evidence of the effectiveness of GEAP strategies.</p> <p>Recommendations from evaluation are included in next GEAP.</p>	People and Business Services	●		●	

Focus area 2:

Our environments (systems, processes, policies, premises)²²

Long-term outcome

DoT has enabling environments (systems, processes, policies, premises) that support the recruitment, promotion, and retention of women²³, transgender, non-binary, and gender diverse people, and DoT is on track to achieving pay equity.

Medium-term outcomes by 2025

- Evidence-based action plan to close the gender pay gap is established and progressing.
- Flexible work options, including at senior levels, are normalised and measured.
- Parental leave is normalised for non-primary carers.
- An intersectional approach is evident across DoT's systems, processes, policies, and premises for all genders and priority groups across all stages of the employee life-cycle.

²² This focus area addresses the following Indicators outlined in the Gender Equality Act: Gender Pay Equity, Recruitment and Promotion, Leave and Flexibility.

²³ Inclusive of women who identify across all DoT priority groups.

Focus area 2: Our environments (systems, processes, policies, premises)

Strategy 2.1 Policies and practices focused on recruitment, career progression, and parental/carer's leave are reviewed and adapted to address intersectional gender bias

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Review and adapt key policies and practices through an intersectional gender lens to address the barriers for recruitment and progression for women, transgender, non-binary and gender diverse people and priority groups. Areas to be reviewed include: <ul style="list-style-type: none"> - Recruitment and on-boarding (processes and special measures) - Executive recruitment processes - Learning, career development and progression (including internal mobility practices and special measures) - Career breaks on account of parental leave and carer's leave. Review Unconscious Bias training from an intersectional gender lens. Increase promotion of Inclusion and Diversity Fundamentals and Unconscious Bias training to all employees, and specific targeting to people leaders. 	<p>A reduction in the number of PMS respondents in DoT's priority groups who perceive bias based on gender, race, sexuality, ability and indigeneity in recruitment and promotion practices.</p> <p>Inclusion and Diversity Fundamentals and Unconscious Bias training is held six to eight times annually and reaches minimum 150 staff (50 of which are people leaders) per year.</p>	People and Business Services	●	●		

Review and implementation to be coordinated with other relevant Inclusion and Diversity action plans.

Focus area 2: Our environments (systems, processes, policies, premises) continued

Strategy 2.2 Strategies to close the gender pay gap are established and implemented

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Further review of the gender pay gap to determine evidence-based strategies to close it. Further investigate the drivers of the pay gap (i.e. gender pay gap of total salary compared with base salary²⁴ and pay gap at senior levels) and develop strategies to address these. Capture high level gender pay gap every two years. 	<p>At least one evidence-based strategy in place and progressing to close the gender pay gap.</p> <p>High-level gender pay gap captured and shared with employees every two years.</p>	People and Business Services	●	●	●	

Strategy 2.3 An intersectional approach is embedded in the implementation of DoT's Inclusion and Diversity Strategy

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Review the implementation of the Inclusion and Diversity Strategy to ensure an intersectional approach to gender equality across priority groups and embed changes within the next iteration of the strategy. 	<p>Future iterations of the Inclusion and Diversity Strategy and associated action plans of priority groups include actions and targets to address gender inequality across priority groups.</p>	People and Business Services	●	●		

Strategy 2.4 Flexible working arrangements and acceptability of these are promoted across DoT, and systems are established to capture the uptake of flexible work arrangements

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Include messaging on flexible work in communications on gender equality. Review Flexible Work Guide – Guidelines for Managers and Employees through a gender and intersectional lens. Enable job share positions. Implement system to capture flexible work options (HCM). 	<p>Increase in positive perceptions of acceptance of flexible work across all genders and priority groups (PMS).</p> <p>Increase in flexible work data captured at the two-year reporting period.</p>	<p>People and Business Services</p> <p>All groups</p>	●			

²⁴ This action is relevant to DoT only, excluding VicRoads. Exploring why the pay gap is higher in senior roles is relevant for DoT and VicRoads.

Focus area 2: Our environments (systems, processes, policies, premises) continued

Strategy 2.5 Parental leave and the acceptability of this is promoted to non-primary carers and DoT has an increased understanding of how our parental leave policy can be improved for primary and non-primary carers against international best practice

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Promote parental leave policy to non-primary carers through internal communication channels. Research best practice approach to parental leave for primary and non-primary carers and develop recommendations for DoT. 	<p>Increase in the number of men taking parental leave by 10 per cent.</p> <p>Recommendations to improve parental leave for both primary and non-primary carers.</p>	<p>People and Business Services</p> <p>Deputy Secretaries</p> <p>Executive Directors</p> <p>People Leaders</p>	●	●		

Strategy 2.6 Tools developed for local teams to undertake an intersectional gender and safety audit and develop action and resource plans to ensure workspaces/locations/facilities are inclusive of and safe for all genders across DoT's priority groups

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Develop tools to conduct intersectional gender and safety audits of workspaces/locations/facilities in coordination with other Inclusion and Diversity action plans. For example, audit to ensure: <ul style="list-style-type: none"> All gender accessible toilets Parent/carer rooms Breastfeeding/chest-feeding facilities Prayer rooms Safety in the context of sexual harassment (i.e. zero tolerance of sexist material in workplaces) Acknowledgement of Country displayed in workspaces. Ensure that design guidelines for new buildings/properties/facilities include best practice universal design principles with all-inclusive inclusion and diversity features. 	<p>Action and resource plans developed for at least 10 per cent of locations (based on audit results).</p>	<p>People and Business Services</p>			●	●

Focus area 3:
Our culture (awareness, attitudes, and behaviour)²⁵

Long-term outcome

DoT has a culture that actively promotes gender equality and prevents everyday sexism and sexual harassment in the workplace, employees who disclose experiences of gender-based violence in the workplace are believed and supported, and perpetrators of gender-based violence in the workplace are held to account for their behaviour.

Medium-term outcomes by 2025

- A decrease in the number of employees who support rigid/negative gendered attitudes, stereotypes, norms and practices.
- A decrease in the gap between sexual harassment reports through the PMS and DoT's internal reporting systems.
- Effective systems in place for reporting disclosures of gender-based violence in the workplace and holding perpetrators to account.
- People leaders feel confident to effectively respond to and refer disclosures of gender-based violence.

²⁵ This focus area addresses the following gender equality indicators outlined in the Gender Equality Act: Workplace Sexual Harassment, and Leave and Flexibility.

Focus area 3: Our culture (awareness, attitudes, and behaviour)

Strategy 3.1 Evidence-based culture change and training program developed and implemented to promote a culture of gender equality and prevent sexual harassment and everyday sexism

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Roll out evidence-based gender equality culture change program (all staff initiatives with focus on people leaders and groups traditionally over-represented by men). Review and develop a training program to complement the culture change initiative, that may include: <ul style="list-style-type: none"> Online prevention/response sexual harassment training that has been reviewed through an intersectional gender lens Reinstating facilitated training on responding to sexual harassment and/or respectful workplace behaviours (i.e. Responding to Everyday Sexism and Sexual Harassment as run through the Victorian Equal Opportunity and Human Rights Commission), focus on people leaders Bystander training piloted. Ensure all training and culture change programs are inclusive of those that identify as transgender, non-binary, gender diverse, and priority groups. 	<p>At least 60 per cent of participants in culture change program are from groups traditionally over-represented by men.</p> <p>20 per cent of employees and 20 per cent of people leaders attend prevention of sexual harassment trainings annually.</p> <p>Reduction in adherence to negative/rigid gender attitudes, norms, stereotypes and practices (pre and post test from culture change program).</p> <p>Increase in positive responses to the PMS survey, by non-binary respondents, in relation to:</p> <ul style="list-style-type: none"> Employee perceptions of respectful behaviours in the workplace and Employees feeling safe to challenge inappropriate behaviours at work. 	All groups	● ²⁶	●		

²⁶ Majority of activities implemented in year one and year two, training held annually.

Focus area 3: Our culture (awareness, attitudes, and behaviour) continued

Strategy 3.2 Intersectional gender equality messaging is communicated across DoT

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Develop and roll out a gender equality communications strategy to support the promotion of the GEAP and gender equality messaging across DoT. Host at least one event per year that promotes gender equality (i.e. celebrating International Women's Day across the organisation). Quarterly progress updates on the GEAP to DoT's employee networks across all priority groups, with opportunities to feed into actions that impact their specific cohort. 	<p>Increase in staff understanding of gender equality and how DoT is achieving this.</p> <p>Event/s held for International Women's Day.</p>	People and Business services	●	●	●	●

Strategy 3.3 Effective systems and processes in place for supporting staff who experience gender-based violence and for holding perpetrators to account in the workplace

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Develop and roll out the DoT Family Violence Action Plan. Review and refresh the DoT Family Violence and Sexual Harassment Contact Officer Program. Promote and track recently reviewed and amended reporting mechanisms for sexual harassment. Review application process and recording mechanisms for family violence leave. Review and track processes for holding perpetrators to account. Training for people leaders on responding to, referring, and reporting disclosures of gender-based violence in the workplace (including family violence and sexual harassment). Review family violence and sexual harassment policies through an intersectional gender lens. 	<p>Accurate reporting of family violence leave.</p> <p>Increase in the use of family violence/sexual harassment contact officers.</p> <p>20 per cent of people leaders report increased confidence to respond to and refer disclosures of violence in the workplace annually.</p>	People and Business Services	● ²⁷			

²⁷ Majority of activities implemented in year one, training held annually

Focus area 4:

Our talent (recruitment, development, promotions)²⁸

Long-term outcome

DoT achieves and maintains gender parity including increased representation of Women (inclusive of those in DoT's priority groups) and non-binary people at all levels of DoT including in groups traditionally over-represented by men and executive leadership.

Medium-term outcomes by 2025

- 50 per cent of DoT workforce is represented by women including an increase in:
 - women who identify across DoT's priority groups
 - women in groups which have traditionally been overrepresented by men.
- 50 per cent of women in senior positions including an increase in:
 - women who identify as culturally and linguistically diverse²⁹
 - women in the executive cohort (and they are seen as a pipeline for executive leadership).
- An increase in the number of people at DoT that identify as transgender, non-binary and gender diverse.

²⁸ This focus area addresses the following gender equality indicators outlined in the Gender Equality Act: Gender Composition of Governing Bodies, Gendered Work Segregation, Recruitment and Promotion, Gendered Composition at all levels of the workforce.

²⁹ Aligning with DoT's action plan for people who identify as culturally and linguistically diverse (in development).

Focus area 4: Our talent (recruitment, development, promotions)

Strategy 4.1 The number of women³⁰ in senior positions³¹ is increased through

- establishing specific targets
- succession planning
- special measures for women and priority groups in promotion practices, considered as required

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> • Set targets for women in senior positions across groups. • Set targets for women in the executive cohort across groups. • Set targets for women who identify as culturally and linguistically diverse (with a focus on women of colour), proportionate to the workforce across groups. • Apply an intersectional and gendered lens to succession planning. • Use of special measures to promote women and women who identify as culturally and linguistically diverse (focus on women of colour) as required (including acting positions), and education of these practices for people leaders. 	<p>Targets for increasing the number of women³² in senior positions are reflected in the divisional business plans.</p> <p>Increase in women in senior positions in line with specific targets established across groups.</p>	All groups	●	●	●	●

³⁰ Including those who identify as culturally and linguistically diverse.

³¹ VPS level 5 and above

³² Including those who identify as culturally and linguistically diverse.

Focus area 4: Our talent (recruitment, development, promotions) continued

Strategy 4.2 The number of women at DoT in areas traditionally over-represented by men, and the number of women across priority groups, is increased through:

- establishing targets
- succession planning
- special measures for women and priority groups in recruitment practices, considered as required

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> • Set specific targets for women in groups traditionally over-represented by men at DoT. • Set targets for women at DoT across all priority groups. • Apply an intersectional and gendered lens to succession planning. • Use of special measures for women and priority groups in recruitment as required and education of these practices for people leaders. 	<p>Targets for increasing the number of women is reflected in the divisional business plans within the following groups:</p> <ul style="list-style-type: none"> • Network Design and Integration • Transport Services • Investment and Technology. <p>DoT has specific targets for increasing the number of women across all priority groups and these are reflected across all divisional business plans.</p> <p>Increase in the number of women in DoT, including across priority groups, in-line with specific targets set across groups.</p>	<p>Deputy Secretaries</p> <p>Executive Directors</p>	●	●	●	●

Strategy 4.3 The number of people at DoT that identify as transgender, non-binary and gender diverse is increased

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> • Set targets for people who identify as transgender, non-binary and gender diverse across DoT. • Ensure cultural change activities within the GEAP align and are coordinated with cultural safety activities within the LGBTIQ+ Action Plan. <p><i>The development and implementation of the Gender Affirmation toolkit and training, included within DoT's LGBTIQ+ Action Plan, also supports the creation of a culture that is inclusive of all genders.</i></p>	<p>DoT has specific targets for increasing the number of people who identify as transgender, non-binary and gender diverse and this is evident across DoT divisional business plans.</p> <p>An increase in the number of people that self-identify their gender identity in DoT, aligned with specific targets set.</p>	All groups	●	●	●	●

Focus area 4: Our talent (recruitment, development, promotions) continued

Strategy 4.4 Leadership development opportunities for women are promoted to women in groups traditionally over-represented by men and culturally and linguistically diverse women, and systems established to track career progression at DoT

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Target promotion of leadership development opportunities for women and culturally and linguistically diverse women (focus on women of colour) in groups traditionally over-represented by men (including secondment, mentoring and scholarship programs) available through the industry-wide Women in Transport Program. Develop system for tracking career progression/promotion data within DoT (HCM). 	<p>10 per cent of those participating in Women in Transport leadership initiatives are from groups traditionally over-represented by men, and 5 per cent identify as culturally and linguistically diverse.</p> <p>Career progression data available at next two-year reporting period.</p>	<p>People and Business Services</p> <p>Network Design and Integration</p> <p>Transport Services</p> <p>Investment and Technology</p>	●	●	●	●

Focus area 5:

Our community (our customers, stakeholders, and inclusive transport strategies)³³

Long-term outcome

A culture of gender equality extends across all transport industry programs, both internal and external facing.

Medium-term outcomes by 2025

- DoT and our industry partners are aligned and coordinated in promoting gender equality, through participation in the Women in Transport program.
- DoT's internal and external facing gender equality work includes transgender, non-binary and gender diverse people.

³³ Strategy 5.2 in this focus area supports to address the gender equality indicators, outlined in the Gender Equality Act of: Gendered work segregation and gendered composition at all levels of the workforce.

Focus area 5: Our community (our customers, stakeholders, and inclusive transport strategies)

Strategy 5.1 The DoT GEAP is coordinated with DoT industry-wide gender equality initiatives and key stakeholders

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Coordination of the GEAP with implementation of the industry-wide Women in Transport Strategy and key components of the Transport Personal Safety Strategy which aims to improve the safety of women and girls on public transport. Consider links with the Building Equality Policy (construction industry). Coordination with other transport entities implementing a GEAP. 	<p>All DoT gender equality activities are aligned and coordinated.</p> <p>Six monthly stakeholder coordination meetings.</p>	<p>Policy, Precincts, and Innovation</p> <p>People and Business Services</p> <p>Key stakeholders</p>	●	●	●	●

Strategy 5.2 DoT entry pathways for women³⁴ are developed specific to our partnerships in the education sector, through the Women in Transport program

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Strengthen processes to ensure access to opportunities at DoT for students participating in the Women in Transport activities specific to partnerships with the Mary Jane Lewis Foundation and Monash University. 	<p>Processes established for women participating in Women in Transport scholarship/vocational placements to access opportunities at DoT.</p>	<p>People and Business Services</p>	●	●		

Strategy 5.3 Key public-facing/industry-wide strategies promoting gender equality have inclusive messaging for transgender women, gender non-binary people and gender diverse people

Key actions	Indicators	Accountability	Y1	Y2	Y3	Y4
<ul style="list-style-type: none"> Integrate gender inclusive messaging within the implementation of Women in Transport Program. Ensure coordination with the LGBTIQ+ Action Plan. 	<p>Inclusive definition of women in new Women in Transport communication material and the next iteration of the strategy post 2024.</p> <p>Messaging includes non-binary and gender diverse people.</p>	<p>People and Business Services</p> <p>Transport Communications and Experience</p>			●	●

³⁴ Inclusive across DoT priority groups.

Legislative frameworks

The GEAP was informed by the following legislative frameworks:

- Gender Equality Act 2020 (Vic)
- Workplace Gender Equality Act 2012 (Cth)
- Equal Opportunity Act 2010 (Vic)
- Charter of Human Rights and Responsibilities Act 2006 (Vic)
- Sex Discrimination Act 1984 (Cth)
- Occupational Health and Safety Act 2004 (Vic)
- Work Health and Safety Act 2011 (Cth)
- Privacy and Data Protection Act 2014 (Vic)
- Family Violence Protection Act 2008 (Vic)
- Privacy Act 1988 (Cth)
- Fair Work Act 2009 (Cth)
- Transport Integration Act 2010 (Vic)

Preparation of the GEAP also took into account:

- Safe and Strong: Victoria's Gender Equality Strategy 2016
- Ending Family Violence: Victoria's Plan for Change 2016
- Pride in our future: Victoria's LGBTIQ+ strategy 2022-2024
- Diversity and Inclusion in the VPS – Women of Colour Network Summary Report, June 2021
- Free from Violence: Victoria's strategy to prevent family violence
- Dhelk Dja: Safe our Way – Strong Culture, Strong Peoples, Strong Families
- Everybody Matters: Inclusion and Equity Statement
- Code of Conduct for Victorian Public Sector Employees 2015
- Workplace Gender Equality Agency

The following DoT-related documents were also considered:

- DoT Inclusion & Diversity Strategy 2020-2023
- Women in Transport Strategy 2021-2024
- Family Violence Strategy 2020 – 2024 and Policy
- Sexual Harassment Action Plan 2020 – 2023 and Policy



SUPPORT

Annex A: Data analysis

This analysis includes results of the Workforce Gender Audit, the 2021 People Matter Survey (PMS) and findings from the consultation process and research conducted by RMIT. Workforce Gender Audit and PMS data are provided against the Commission for Gender Equality in the Public Sector minimum standards.

Methodology

Workforce Gender Audit

The analysis of the workforce gender data has been presented separately for DoT and VicRoads. This is because VicRoads has several outliers in their workforce data, including a higher percentage of women than men in the workforce, a different span of control and a flatter structure than DoT. DoT has 10 spans of control and VicRoads has eight.

In addition to this, in March 2021 the Victorian Government made an in-principle decision to progress a joint venture model to support the delivery of VicRoads' Registration and Licensing, and Custom Plates services. Although VicRoads will not be a defined entity under the Gender Equality Act after the joint venture comes into effect, VicRoads leadership is committed to achieving gender equality. Therefore, it is important for both organisations to record their workforce gender data separately.

People Matter Survey data

The PMS results cannot be separated by gender and organisation, so the below results are combined for VicRoads and DoT. The PMS results have been provided against The Commission for Gender Equality in the Public Sector minimum standards, which specifically request the percentage of PMS respondents who agreed with specific statements by gender, against the gender equality indicators.

The number of people who responded to the PMS overall was 2833. The below table shows the number of people that responded to the survey by gender.

PMS respondents'		
	Per cent	Total
Man	47.3%	1341
Woman	36.7%	1039
Prefer not to say	15.1%	427
Non-binary	0.5%	15
I use a different term	0.4%	11
Total		2833

Consultation approach

The department approached the consultation process for our GEAP development in two separate phases, conducted as per the obligations under the Gender Equality Act 2020.

- **Phase 1** – Sharing results of workplace gender audit, including PMS results, and seeking feedback on priorities for focus areas in the GEAP (September – October 2021)
- **Phase 2** – Feedback on proposed strategies and measures (December 2021 – January 2022).

A variety of consultation methods were used, including online workshops for all staff, targeted workshops and meetings and online surveys. The department took a combined consultation approach for all staff, including core DoT staff and VicRoads.

A number of specific groups were invited to participate and contribute towards the consultation process and development of our GEAP including:

- DoT Executive Leadership Group, including the Secretary, 5 Deputy Secretaries/Head and 3 Executive Directors.
- Unions that represent employees:
 - Community and Public Sector Union (CPSU)
 - Professionals Australia (PA)
 - Australian Workers Union (AWU)
 - Australian Services Union (ASU)
- DoT priority groups and relevant staff networks:
 - Women – *Putting Gender on the Agenda*
 - Aboriginal and/or Torres Strait Islander Australians – *Song Lines*
 - People with a disability – *DoTability*
 - LGBTIQ+ – *Pride*
 - Culturally and Linguistically Diverse people – *CALD*

In total, almost 400 voices were heard as part of this process.

RMIT partnership

In June 2021, RMIT University received a research grant from the Commission for Gender Equality in the Public Sector to assess the progress of DoT in the implementation of the Gender Equality Act 2020. The department was selected due to recognition that the transport sector is one of many sectors in Australia where men are over-represented. The project aimed to identify any obstacles which might be hindering progress and develop a framework that could be applied to the broader public sector.

The project was designed to respond to the research question of “How effectively have the case entities (Department of Transport and Major Transport Infrastructure Authority) implemented the Act and what is the specific evidence of progress?” RMIT research methodology included policy and strategic document analysis, a series of one-on-one interviews with senior leaders, and focus groups across our various groups and divisions. The research applies across DoT, including VicRoads.

Results

Indicator 1: Gender composition at all levels of the workforce

Overview

Women are often under-represented in leadership roles, and over-represented 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, organisations can see where they could benefit from greater gender diversity and take action to support women into senior roles.³⁵

While DoT's workforce has a significantly higher proportion of men than women (62 per cent and 38 per cent respectively) it is the reverse in VicRoads (37 per cent and 63 per cent respectively). Women across both DoT and VicRoads are more likely than men to work part-time, and their positions, overall, are more precarious, with more women employed on a fixed-term basis. At VicRoads, there are only women fulfilling part-time, fixed-term roles. Additionally, despite there being more women overall at VicRoads, there are more men holding roles at the most senior classification levels.

“Ultimately gender composition at all levels, including governing bodies, is required in order to endorse, implement, support and drive... cultural and departmental change.”

— Consultation participant

³⁵ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>, accessed 1 February 2022

1.1 Overall gender composition of the workforce, DoT

The Department of Transport as at June 2021 had 3,515 employees in its workforce.



1.2 Overall gender composition of the workforce, by employment type, DoT

Classification	Men	Women	Total
FTO – Full Time Ongoing	67%	33%	2633
FTT – Full Time Fixed Term	58%	42%	573
PTO – Part-Time Ongoing	18%	82%	234
PTT – Part-Time Fixed Term ³⁶	39%	60%	58
Casual	44%	56%	16

³⁶ 1 person has self identified their gender in this category and has not been included to ensure confidentiality.

1.3 Overall gender composition of the workforce, VicRoads

VicRoads as at June 2021 had 1,148 employees in its workforce.



1.4 Overall gender composition of the workforce, by employment type, VicRoads

Classification	Men	Women	Total
FTO – Full Time Ongoing	35%	65%	676
FTT – Full Time Fixed Term	57%	43%	291
PTO – Part-Time Ongoing	14%	86%	175
PTT – Part-Time Fixed Term	0%	100%	6
Casual	No casual workforce	No casual workforce	

The majority of all genders agreed with the PMS statement that there is a positive culture within my organisation in relation to employees of different sexes/genders. However, it is worth noting that employees who identify as non-binary had the lowest rate of agreement with the statement, while men and women reported the highest rate of agreement. This potentially points to a discrepancy in the lived experience and/or perception of non-binary employees and those who identify as men and women within the organisation.

1.5 Employee experience data (PMS), DoT and VicRoads combined

	M	W	NOT	NB	UDT
Percentage of agreement with the statement:					
There is a positive culture within my organisation in relation to employees of different sexes/genders	80%	83%	63%	60%	73%
M – Men	W – Women	NOT – Prefer not to say	NB – Non-binary	UDT – Uses a different term	

1.6 Consultation findings, DoT and VicRoads combined

Issues

- An embedded male workplace culture is one of the main obstacles to achieving gender equality across the workforce.

Suggestions

- Preference the recruitment and promotion of women into senior roles.
- Add a 'gender equality' indicator to people leaders' KPIs.
- People leaders need support, including clear guidelines, on prioritising gender considerations alongside competing operational KPIs.

Indicator 2: Gender composition of the governing body

Overview

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.

The Victorian Government has made a commitment that at least 50 per cent of all new appointments to courts and paid government boards will be women.

Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms.³⁷

DoT's executive leadership team acts as the governing body, including VicRoads. As such, analysis for this indicator is combined for DoT and VicRoads.

The executive leadership team comprises of nine people. The gender composition is 67 per cent men, 33 per cent women. Unfortunately, data was not collected on other factors, including disability, Aboriginality, ethnicity, religion, sexual orientation, or gender identity beyond man or woman.

³⁷ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>, accessed 1 February 2022

2.1 Gender composition of the governing body for DoT, inclusive of VicRoads



2.2 Consultation findings, DoT and VicRoads combined

- Despite the benefits of diverse representation at the governing level, this area was ranked as a low priority by employees within the consultation.
- There is a high level of commitment to gender equality within the executive leadership.
- Some staff feel that certain groups of women (e.g. migrant women, women with a disability, or Aboriginal and/or Torres Strait Islander women) are more likely to be “left behind” when it comes to promotion or recruitment into higher level positions, including executive leadership.

Indicator 3: Gender pay equity

Overview

The gender pay gap is persistent in Victoria and at November 2019 stood at 9.6 per cent. In the Victorian public sector, it was 10 per cent.

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.³⁸

DoT (not including VicRoads)

Across DoT's full workforce, irrespective of employment basis and classification, women are paid on average 3.8 per cent less base salary³⁹ than men, representing a gender pay gap that is significantly smaller than the state-wide average of 9.6 per cent.⁴⁰ At DoT, the gap increases for women in senior positions, who earn an average of 7.5 per cent less base salary than senior men.⁴¹

The gap widens yet again when considering total salary⁴², with women in the workforce being paid 11.8 per cent less on average than men, and women in senior roles being paid 12.3 per cent on average less than their male counterparts.

3.1 Gender pay gap for DoT

Mean base salary gap	Mean total salary gap	Median base salary gap	Median total salary gap
3.8%	11.8%	3.8%	10.7%

This table includes the median gender pay gap in line with GEAP data minimum standards. In addition, we have included the mean gender pay gap.

³⁸ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators/>, accessed 1 February 2022.

³⁹ The full-time annual base salary is the relevant Award/Agreement for the employee's classification, not actual earnings.

⁴⁰ Victoria State Government, 'Employee pay and gender pay', Victorian Public Sector Commission, <https://vpssc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/>, accessed 1 February 2022.

⁴¹ "Senior" is defined as VPS level 5 and above.

⁴² Total salary or total remuneration includes base salary plus any additional benefits, including bonuses, superannuation, overtime, and penalties paid on overtime, allowances, higher duties and any other amounts.

VicRoads

At VicRoads, there are far more women employees than men overall (63 per cent and 37 per cent respectively), but there is a concentration of men in senior positions. The median base salary is -4.0 per cent and the median total salary gap is -5.8 per cent, indicating that women earn more than men. The difference between what we see in the mean and median pay gaps is likely explained by a small number of men working at the highest payment levels, and the vast majority of women employees working at the at the lower end of the pay scale.

It would be a mistake to assume that the pay gap issue does not need addressing in VicRoads. When it comes to women in senior roles, we see that they are paid less base salary by 12 per cent and less total salary by 10.8 per cent on average (mean). In an overall sense, this data highlights that actions aimed at promoting and recruiting women to senior levels will likely assist VicRoads increasing gender pay parity across the full workforce.

3.2 Gender pay gap for VicRoads

Mean base salary gap	Mean total salary gap	Median base salary gap	Median total salary gap
5.8%	4.2%	-4.0%	-5.8%

This table includes the median gender pay gap in line with GEAP data minimum standards. In addition, we have included the mean gender pay gap.

3.3 Consultation findings, DoT and VicRoads combined

Gender pay equity was rated as a high priority by employees in consultations.

Indicator 4: Sexual harassment in the workplace

Overview

Sexual harassment in the workplace is common in Australia, including 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.⁴³

While only two formal reports of sexual harassment were made at DoT in the 2020-21 reporting year, and zero at VicRoads, there were 91 respondents to the 2021 PMS who reported having experienced sexual harassment in the workplace in the previous 12-month period, accounting for three per cent of respondents. Acknowledging the prevalence of workplace sexual harassment across all sectors, industries and employment levels in Australia⁴⁴, it is reasonable to assume that sexual harassment is present and needs addressing at both DoT and VicRoads.

The two main reasons provided by PMS respondents as to why they chose not to make a formal complaint included:

- They "didn't think was serious enough" (47 per cent)
- They believed there would be "negative consequences for their reputation" (42 per cent).

It is worth noting that, reflective of broader society, the majority of people who reported having experienced sexual harassment within the department are women.

"I think there needs to be an emphasis on cultural shift. Casual/subtle sexism and harassment are commonplace and rarely reported as perpetrators are often in positions of power."

— Consultation participant

⁴³ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>, accessed 1 February 2022.

⁴⁴ The most recent national survey on sexual harassment in Australian workplaces revealed that one in three Australian workers had experienced workplace sexual harassment in the last five years. [<https://humanrights.gov.au/our-work/sex-discrimination/publications/everyones-business-fourth-national-survey-sexual>], accessed 1 February 2022.

4.1 Formal reports of sexual harassment (2020-2021)

DoT	2
VicRoads	0

Below shows that non-binary PMS respondents consistently reported the least favourable responses in terms of DoT and VicRoads as safe, respectful workplaces where inappropriate behaviour is challenged and steps are taken to eliminate it. On each of the key sexual harassment survey statements, men reported the most favourable responses.

4.2 Employee experience data (PMS), DoT and VicRoads combined

Percentage of survey respondents who experienced sexual harassment					
	M	W	NOT	NB	UDT
	2%	4%	3%	0%	9%

Percentage of survey respondents who agreed with minimum standard statements					
	M	W	NOT	NB	UDT
I feel safe to challenge inappropriate behaviour at work.	77%	70%	52%	33%	64%
My organisation takes steps to eliminate bullying, harassment and discrimination.	78%	75%	59%	27%	64%
My organisation encourages respectful workplace behaviours.	91%	89%	73%	60%	91%

M – Men W – Women NOT – Prefer not to say NB – Non-binary UDT – Uses a different term

4.3 Consultation findings, DoT and VicRoads combined

- Education regarding gender-based violence, including prevention and response is required.
- Focus on cultural change initiatives for people leaders is required.
- Need to ensure resources are allocated to developing specifically designed activities to promote and support gender equality efforts, particularly in the pursuit of a fundamental cultural change (e.g. regular expert-led seminars and workshops on workplace gender inclusivity, targeted social activities, social training for people leaders on handling gender-related issues etc.).

Indicator 5: Recruitment and promotion

Overview

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 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.⁴⁵

Career development and progression is not yet mapped at DoT, so the introduction of tracking for this metric in future will provide greater insight into the movement of employees throughout the organisation, including promotions. Even without additional data specifically around promotion, we do know that there are more men in senior roles than women across both DoT and VicRoads, yet there are more women than men employees at VicRoads overall. At DoT there are 61 per cent of men and 39 per cent of women in leadership positions (VPS level 5 and above) and at VicRoads there are 60 per cent of men and 40 per cent of women in leadership positions (VRO level 5 and above).

⁴⁵ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>, accessed 1 February 2022.

PMS results showed that 75 per cent of those who identify as men and women agreed that gender is not a barrier to success at DoT. The PMS data reveals that participants who identify their gender beyond the binary responded more negatively overall than participants who identified as men and women to all statements regarding recruitment and promotion. Consultation also highlighted that some minority groups and DoT’s priority groups are perceived to experience bias in recruitment and promotion practices.

“Please give women who have spent half their working lives for government a promotion. We work so hard and are still at VPS 4.1 after 30 years in service.”

— Consultation participant

5.1 Employee experience data (PMS), DoT and VicRoads combined

Percentage of survey respondents who agreed with minimum standard statements					
	M	W	NOT	NB	UDT
My organisation makes fair recruitment and promotion decisions, based on merit.	55%	57%	29%	13%	55%
I feel I have an equal chance at promotion in my organisation.	46%	47%	26%	27%	36%
Gender is not a barrier to success in my organisation.	75%	75%	55%	53%	55%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation.	66%	66%	53%	40%	36%
Cultural background is not a barrier to success in my organisation.	75%	75%	60%	53%	73%
Sexual orientation is not a barrier to success in my organisation.	76%	77%	61%	47%	55%
Disability is not a barrier to success in my organisation.	68%	64%	53%	27%	45%
Age is not a barrier to success in my organisation.	67%	70%	48%	47%	45%

M – Men W – Women NOT – Prefer not to say NB – Non-binary UDT – Uses a different term

5.2 Consultation findings, DoT and VicRoads combined

- DoT needs to provide clear essential structures, strategies, and processes for supporting and encouraging people leaders to promote women.
- Employees in DoT's priority groups feel that their identity can be a barrier to success in DoT, and that there needs to be more focus of reducing unconscious bias at the people leader levels.

Indicator 6: Leave and flexibility

Overview

Flexible working arrangements and leave entitlements, including parental leave, help Victorians 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. On average, women do nearly twice as much unpaid work as men.

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.

Family violence causes significant trauma to a victim survivor, which can affect their ability to work. Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or the victim missing work to attend to housing and legal matters.

Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence.⁴⁶

There is currently limited consolidated data available on flexible working arrangements across both DoT and VicRoads.

The following minimum standards for workforce data was not available for either DoT or VicRoads:

- Proportion of the workforce using formal flexible working arrangements by gender
- Number of people who exited the organisation during parental leave by gender.

Parental leave was accessed predominantly by women across both DoT and VicRoads.

We know that Covid19 has changed the way we work over the past two years. DoT will be transitioning to flexible ways of working in 2022, where we will continue to support work-from-home practices for many employees, while maintaining the important benefits of interacting with colleagues in our workplaces. This will maintain the benefits of remote working, balanced with operational needs and our people's preference for a mix of home and office-based working.

⁴⁶ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>, accessed 1 February 2022.

6.1 Gender composition of people in the organisation who have taken parental leave (DoT).

Overall in DoT, 203 employees took parental leave.



6.2 Gender composition of people in the organisation who have taken parental leave (VicRoads).

At VicRoads 43 employees in total took parental leave.



The PMS results do provide insights into employees' perceptions around flexibility at work. While most employees agree that flexible working arrangements are supported, only just over half of non-binary employees agree with the statement: I am confident that if I requested a flexible work arrangement, it would be given due consideration (53 per cent) and: My organisation supports employees with family or other caring responsibilities, regardless of gender (53 per cent). While there may be a range of reasons for this, one possible explanation for the first statement is that non-binary employees do not feel as supported or safe requesting flexibility at work. For the second statement, they may feel restricted by the limited/rigid definition of "family" and "carer" provided by the workplace (i.e. definitions that preference "biological family" over "chosen family").

"I think there is a lot more work to be done in the space of flexibility and leave. It's not enough just to "allow" staff to work part time/flexible/job share hours. There needs to be a support structure behind this. For example, support for People Leaders to understand how to give their staff a *reasonable* workload to fit within their reduced number of hours. Currently everyone I know who works part time/flexible hours ends up working through lunch breaks and after hours to keep up with their excessive workload which is not appropriate to their shorter hours."

— Consultation participant

6.3 Employee experience data (PMS), DoT and VicRoads combined

Percentage of 91 survey respondents who agreed with minimum standard statements					
	M	W	NOT	NB	UDT
My organisation would support me if I needed to take family violence leave.	77%	83%	67%	67%	73%
I am confident that if I requested a flexible work arrangement, it would be given due consideration.	83%	83%	72%	53%	82%
My organisation supports employees with family or other caring responsibilities, regardless of gender.	84%	85%	70%	53%	82%

M – Men W – Women NOT – Prefer not to say NB – Non-binary UDT – Uses a different term

6.4 Consultation findings, DoT and VicRoads combined

- Employees would appreciate opportunities for part time staff to job share, as well as being able to access further professional development, even when on leave.
- Managers need to be encouraged and supported to recruit flexibly.
- Executive leadership reported through the RMIT consultation process that more flexibility has been introduced to allow people to effectively navigate work/life balance, thus allowing more women to have and care for children without significantly compromising their careers.

Indicator 7: Gendered work segregation

Overview

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 or more men, and consider how to achieve better gender diversity.⁴⁷

While data analysis by ANZSCO codes (Australian and New Zealand Standard Classification of Occupations) reveals some useful information regarding gender, it is limited and, as such, a breakdown of data against each of the DoT and VicRoads groups by gender is also included.

7.1 Gender composition of ANZSCO code major groups at DoT

ANZSCO	Men	Women	Total number
Managers	63%	37%	937
Professionals	59%	41%	1217
Technicians and trades workers	86%	14%	287
Community and personal service workers	75%	25%	59
Clerical and administrative workers	49%	51%	868
Sales workers	Not represented		
Machinery operators and drivers	100%	0.0%	7
Labourers	99%	1%	133

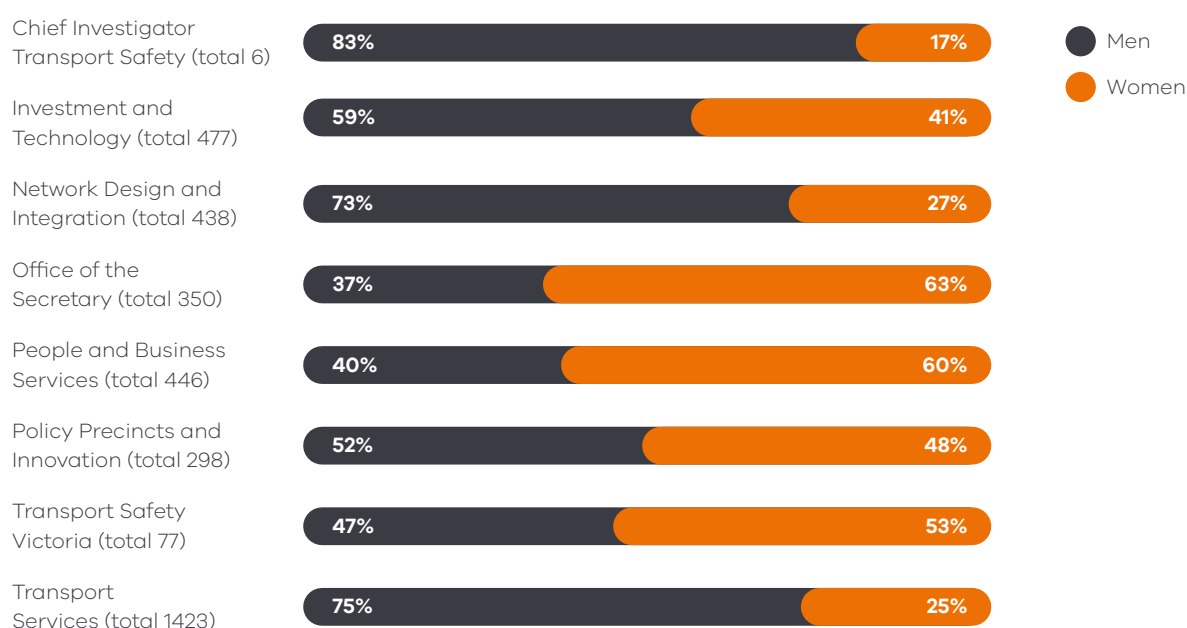
⁴⁷ Victoria State Government, 'Workplace gender equality indicators', Commission for Gender Equality, <https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators>, accessed 1 February 2022.

7.2 Gender composition of ANZSCO code major groups at VicRoads

ANZSCO	Men	Women	Total number
Managers	49%	51%	51
Professionals	51%	49%	63
Technicians and trades workers		Not represented	
Community and personal service workers		Not represented	
Clerical and administrative workers	36%	64%	1034
Sales workers		Not represented	
Machinery operators and drivers		Not represented	
Labourers		Not represented	

Analysis by DoT groups shows that the areas traditionally over-represented by men within the organisation are related to Transport Services, as well as Network Design and Integration and, to a lesser extent, Investment and Technology.

7.3 Gender composition of employees by groups at DoT



7.4 Gender composition of employees by groups at VicRoads



7.5 Consultation findings, DoT and VicRoads combined

- More targeted action required for areas of the business where there are low numbers of women in leadership.
- More targeted actions required where there are high numbers of men, including the setting of specific targets for women in these groups.

Annex B: Strategic resource strategy

Core GEAP resourcing		
Approach: A dedicated Gender Equality Team.		
Detail	Resources	Time
<p>To provide oversight and lead:</p> <ul style="list-style-type: none"> • Development of the GEAP • Monitoring, reporting and evaluation • Development of annual workplans • Leading oversight and coordination of GEAP implementation across the organisation • Gender equality analysis, main streaming and technical advice • Oversight of gender equality culture change initiatives • Development of gender equality focused tools and resources • Women in Transport initiatives, including increasing the internal focus in DoT. 	<p>1x Manager, Women in Transport and Gender Equity VPS 6 (FT)*</p> <p><i>* Funding till 2023, however an extension to this position will be sort to continue leading implementation of the GEAP till 2025.</i></p> <p>2x Senior Advisor VPS 4/VPS 5 (FT), Gender Equity.</p>	<p>70% of time on the GEAP.</p>
Approach: Annual gender equality implementation budget.		
Detail	Resources	Time
<p>The Inclusion and Diversity Branch budget will continue to include annual funding for GEAP implementation.</p>	<p>The budget will cover costs associated with:</p> <ul style="list-style-type: none"> • Gender equality culture change training program • Events • Consultancies for strategic input • GEAP Evaluation by RMIT • Further review of the gender pay gap. 	<p>N/A</p>

Core GEAP resourcing continued

Approach: Annual budget submission to support significant costs that arise after further investigation i.e. inclusive facilities.

Detail	Resources	Time
A budget submission may be sought to cover costs that arise out of an intersectional gender and safety audit on workspaces/ locations and facilities, i.e. gender neutral accessible toilets and parent rooms.	Proceeding with a budget submission will be determined on the outcome of the intersectional gender and safety audit on workspaces/locations and facilities, including required costs of addressing gaps and an assessment of what DoT will be able to absorb.	To be determined

Supporting GEAP resourcing

Approach: Leveraging on from the Women in Transport Program.

Detail	Resources	Time
The Women in Transport Program and the GEAP will be closely coordinated and the GEAP will leverage key approaches already established through the Women in Transport Program to ensure efficiency of resources and a collaborative approach.	<p>Total investment of Women in Transport Program is \$6.25 million (activity implementation).</p> <p>Steering Committee with industry-wide representation (39 members).</p> <p>Five working groups (113 members) with industry-wide representation across the following areas:</p> <ul style="list-style-type: none">• Women in Transport Leadership Program, AFLW Employment Program and Male Allies Program• Transport Industry Secondment Program and Outreach Program• Gender ethical procurement• Transport industry standards• Transport industry guidelines for gender equality training.	DoT Gender Equality team will dedicate approx. 25% of their time to activities that intersect between Women in Transport and the GEAP.

Supporting GEAP resourcing continued

Approach: Coordination with the Transport Personal Safety Strategy.

Detail	Resources	Time
Aligned actions will be coordinated with the internal gender equality initiatives under the GEAP.	<p>No costs required for strategy implementation.</p> <p>Interdepartmental Transport Personal Safety Executive Committee.</p> <p>Director Transport & Environment Policy.</p> <p>Principal Policy Officer Personal Safety, Policy & Reform.</p>	Approx. 1 hour bi-monthly, Principal Policy Officer Personal Safety.

Approach: Coordination and collaboration with other Inclusion and Diversity priority groups.

Detail	Resources	Time
<p>Several GEAP actions need to be applied across all DoT priority groups and are also referenced in other Inclusion and Diversity Action Plans.</p> <p>To best utilise resources, these actions will be undertaken in coordination and collaboration with DoT's broader Inclusion and Diversity Branch.</p> <p>The "Putting Gender on the Agenda" Committee is a peer network/working group across DoT that will be utilised for increasing staff awareness on gender equality and running gender equality focused events.</p>	<p>The Gender Equality Unit sits within the broader Inclusion and Diversity Branch.</p> <p>The Inclusion and Diversity Branch has four advisors across DoT's priority groups which will be accessed to ensure an intersectional and inclusive approach for Implementation of the GEAP.</p> <p>DoT's internal gender equality network, 'Putting Gender on the Agenda' consists of 18 committee members.</p> <p>The Inclusion and Diversity Branch have an annual budget to support implementation costs.</p>	<p>Approx. 1 day per month x 4 advisors and 1 X manager.</p> <p>The Director of Inclusion and Diversity will provide oversight to gender equality activities on average 1.5 days per week.</p> <p>The PGA committee members will dedicate an approx. 1.5 hours per month.</p>

Supporting GEAP resourcing continued

Approach: Support from Payroll Systems Branch for data collection and reporting.

Detail	Resources	Time
<p>To support the following tasks in the GEAP:</p> <ul style="list-style-type: none"> • Ongoing data collection • Gender pay gap audit every two years (high level) • Reporting to the Commission for Gender Equality in the Public Sector every two years • Full gender audit every 4 years. 	<p>This support will be absorbed by the Payroll Systems team and a consultant will be sourced to support at key reporting times.</p>	<p>Approx.15% of Payroll Systems time.</p>

Approach: Integration of gender equality strategies across the department, drawing on existing resources.

Detail	Resources	Time
<p>Core to this approach is embedding gender equality within existing processes and systems.</p> <p>Gender equality costs associated with this approach will be absorbed within each group.</p>	<p>Gender Equality activities will be owned by the relevant business owner across the department.</p> <p>All staff will be encouraged to participate in a suite of gender equality trainings.</p>	<p>Approx. 20% of people leaders participate in approx. 3-6 hours of gender equality training annually.</p> <p>At least 20-25 senior staff to participate in the equivalent of three and a half days training, challenging rigid and stereotyped gender norms.</p> <p>Approx. 20% of staff participate in approx. 3-6 hours of gender equality training annually.</p>

Notes



