

WYNDHAM CITY

Gender Equality Action Plan

2021-25



ACKNOWLEDGEMENTS

Acknowledgement of Country

Wyndham City Council recognises Aboriginal and Torres Strait Islander peoples as the first Peoples of Australia. We acknowledge the Bunurong and Wadawurrung Peoples as Traditional Owners of the lands on which Wyndham City operates. The Wadawurrung and Bunurong Peoples have and always will belong to the Werribee Yalook (river), creeks, stars, hills and red clay of this Country.

The Bunurong and Wadawurrung Peoples are the first custodians of the lands, waters, seas and skies, and developers of ecological communities on these basalt plains around the Werribee Yalook.

We pay respect to their Ancestors and Elders who always have, and always will, care for Country and community today and for future generations. We acknowledge any Aboriginal and Torres Strait Islander people who live in this tradition and call us to shared responsibility. In the spirit of reconciliation, we understand the need to build strong connection between local first people and local government that enables life in this place to flourish together.

May our words and actions lead us to respect Country, learn from Elders and practice creative wisdom for future generations.

Thank you to our stakeholders

Council would like to acknowledge and thank all stakeholders who were involved in developing the Wyndham City Gender Equality Action Plan 2021-25.

Privacy Statement

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

Support available

Issues regarding gender equality can impact anyone at any time. Should this raise any issues we encourage you to contact our confidential EAP service D'Accord on 1300 130 130, your People and Capability Business Partner, a Peer Support Officer or Union Delegate directly.

A MESSAGE FROM THE CEO

I'm pleased to present the first Gender Equality Action Plan (GEAP) for Wyndham City Council.

As CEO of Wyndham City, I'm proud to lead a diverse workforce that both reflects and delivers for our growing community.

It is important that the 1,700 people who deliver a broad range of services for Wyndham residents each day feel valued for the unique skills and attributes they bring to their roles.

Wyndham's first GEAP is an opportunity for us to take stock of where we are currently and to map out a road to creating a better and more reflective workplace.

It has identified areas of improvement and, as CEO, I'm committed to driving change where it's needed and ensuring we, as a workplace, are representative of the community we serve. I'm also focussed on ensuring staff feel safe and supported in their work. We must have well understood policies to support anyone who speaks up for fairness and a better workplace.

I look forward to providing updates on our progress in the months and years ahead. Wyndham is a great place to work, with a passionate and committed workforce. This GEAP will support us to continue to build on our strengths and remain an organisation our people are proud to represent.

Stephen Wall

Chief Executive Officer
Wyndham City Council

A message from Wyndham City's gender equality steering group

Gender equality ensures everyone, regardless of gender identity, has an opportunity to make the most of their experiences, careers and talent. Equality is about valuing differences and providing tools and support so everyone has an opportunity to thrive and succeed.

In 2021, Wyndham City's Gender Equality Steering Group was established to help develop the first Gender Equality Action Plan for our organisation. The Steering Group seeks to drive practical and impactful action for lasting change that supports a diverse workplace and positive culture.

The Steering Group plays a vital role in representing and connecting our large and diverse staff group, to champion a whole-of-council approach to improve gender equality. The Steering Group brings together people from across Council, including the Executive Leadership Team, the Out and Allied, Gender Equity, and Wynability staff groups, and all Directorates across the organisation. Members represent a variety of roles, work areas, genders, cultural backgrounds, ages and sexual orientations, and contribute a richness of experience and views to this work.

We are proud to be a part of this Steering Group, whose voice will continue to empower Wyndham City to become a culturally safe and inclusive workplace for people of all genders.

Our Gender Equality Action Plan outlines a range of strategies and measures that will be implemented to support gender equality in our workplace, based on a comprehensive assessment of our existing strengths and challenges. It recognises there are still opportunities to learn, build on our accomplishments and embed the principles of gender equality in our everyday ways of working. Gender equality, and our broader diversity and inclusion objectives, must continue to be prioritised.

We thank all those who provided their insights and experiences to shape this important document. We are committed to implementing Wyndham City's first Gender Equality Action Plan and bringing our vision for a gender equitable and inclusive workplace to life.

Allison Kenwood, Melinda Fay and Mindy Allott
Gender Equality Steering Group Co-Chairs
Wyndham City Council

Glossary

G

GENDER

Gender refers to the characteristics that a society typically associates with being male or female. Gender varies from society to society and can change. Most people are born either male or female, although the way they are expected to behave is usually set by culture, religious beliefs and society. Not everyone follows these expectations. Some people face discrimination because they don't 'fit' society's expectations.

GD

GENDER DIVERSE

Gender diverse is an umbrella term that includes people whose gender identity is different from what society expects. It includes people who do not identify as male or female.

GE

GENDER EQUALITY

Under the Act, Gender equality means equality of rights, opportunities, responsibilities and outcomes between persons of different genders.

I

INTERSECTIONALITY

Intersectionality explains how people may experience overlapping forms of discrimination or disadvantage based on social characteristics such as (but not limited to) sex, gender identity, sexual orientation, ethnicity, language, religion, class, socioeconomic status, gender identity, ability or age.

IGI

INTERSECTIONAL GENDER INEQUALITY

Section 6(8) of the Act outlines that 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. The concept of intersectional disadvantage or discrimination is sometimes called intersectionality.

IGL

INTERSECTIONAL GENDER LENS

An intersectional gender lens means taking a perspective that considers people's overlapping attributes (such as age, gender, sexuality, race etc) to understand the discrimination or disadvantage they face.

LGB TIQ+

LGBTIQ+

The term 'LGBTIQ+' refers to people who are lesbian, gay, bisexual, trans and gender diverse, intersex or queer.



Contents

A message from the CEO	3
A message from Wyndham City's Gender Equality Steering Group	4
Glossary	5
Gender Equality and Inclusion at Wyndham City	8
Developing our Gender Equality Action Plan	13
Meaningful consultation and engagement	15
Workplace Gender Equality Indicators	20
Indicator 1: Gender composition of all levels of the workforce	21
Indicator 2: Gender composition of governing bodies (Councillors)	25
Indicator 3: Gender pay equity	27
Indicator 4: Workplace sexual harassment	29
Indicator 5: Recruitment and promotion	32
Indicator 6: Leave and flexibility	34
Indicator 7: Gendered workforce segregation	37
Overarching strategies	40
Leadership and resourcing	41
Measuring progress	44
Appendix A: Organisational context	45

Gender Equality and Inclusion at Wyndham City

Wyndham City Council is committed to improving workplace gender equality in alignment with the Victorian State Government Gender Equality Act 2020 (the Act). Under the Act, Council is required to:

- take positive action towards achieving workplace gender equality, and
- consider and promote gender equality in their policies, programs and services.

Gender equality refers to the equality of rights, opportunities, responsibilities and outcomes between persons of different genders. Gender equality is a basic human right, and everyone has the right to enjoy their lives without discrimination and with access to the same opportunities.

Workplace practices, policies and cultures can perpetuate gender inequality, but they can also drive and support change.

Wyndham City has used data and evidence to develop strategies that will increase gender equality for women, men and gender diverse people across a range of workplace practices, conditions and policies.



Our Vision for an intersectional and gender equitable future

This statement sets out Wyndham City's vision for gender equality in our organisation in 4 years' time, based on robust consultation with our staff.

Wyndham City is a gender equitable, inclusive and safe workplace.

Our organisation is representative of our diverse community and we respect, support and celebrate all women, men and gender diverse staff. Difference is recognised as integral part of our culture and we support all people to realise their full potential.

Wyndham City has zero tolerance for sexual harassment, discrimination or bullying and all levels of staff are empowered to recognise, address and respond to it. We listen, act and hold each other to account bravely and consistently.

Wyndham City is an employer of choice and provides equitable opportunities for career progression and flexible working and caring arrangements.

The Gender Equality Act principles are embedded in our everyday ways of working; authentic leadership, robust systems, policy and processes, and regular monitoring and reporting are the foundation of our culture, and our commitment to becoming a more gender equitable and intersectional workplace.



Intersectionality

Council understands that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience due to other characteristics, such as Aboriginality, age, disability, ethnicity, gender identity, race, religion, and/or sexual orientation.

Wyndham City recognises that understanding the other compounding factors that may contribute to gender inequality is critical in addressing disadvantage and discrimination. Further, improving this gap in our data will lead to a richer understanding of our workforce, more representative strategies for action and, in turn, improved outcomes for all staff and the organisation.

Council has taken into consideration intersectional gender inequality when developing strategies and measures to promote gender equality in their GEAP.

Wyndham Community

Wyndham is a unique local government area as one of the fastest growing municipalities in Victoria and Australia, home to a young and diverse population. In 2022 Wyndham has a forecast population of 316,048 and is forecast to increase by 222,528 to 500,000 by 2040.

Wyndham is comprised of 49.9% females, 50.1% males (ABS Census, 2016). Information regarding people who identify as 'non-binary' was not collected at that time and has since been included in the ABS Census for 2021.

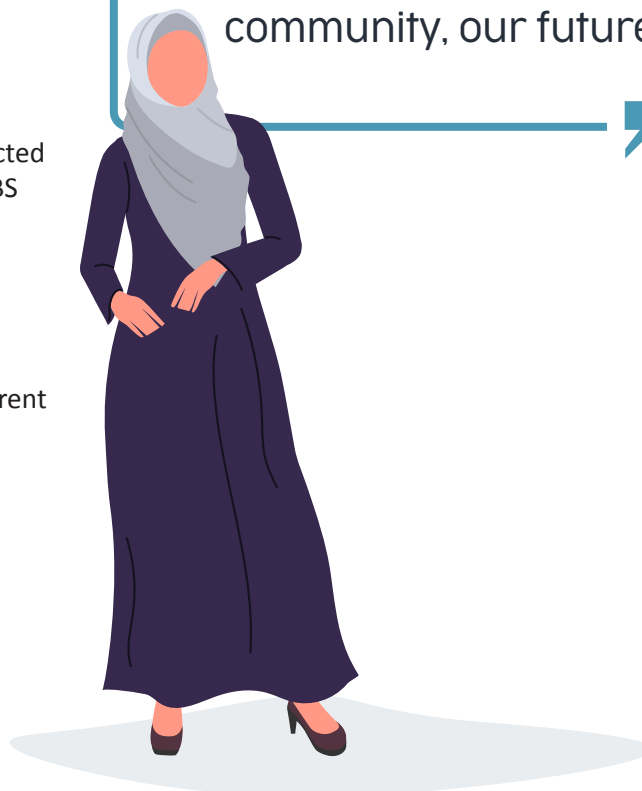
Wyndham has a highly diverse population, with 41 per cent of the Wyndham population born overseas. Residents come from more than 162 different countries and speak more than 170 different languages. Wyndham has the largest First Nations population within Greater Melbourne, with 1,732 First Nations people calling Wyndham home.

Organisational Context

Wyndham City is proud to be an inclusive and agile organisation. We strive to deliver the best service to the community and enable a culture that drives innovative and creative solutions. Our corporate vision is "diverse people, one community, our future." As at 30 June 2021, the organisational structure included six directorates with a total of 1,774 staff, headed by the Chief Executive Officer (CEO) who is employed by and reports to, the elected Council. There has since been change to this structure, with a total of four directorates headed by the CEO in 2022.

Wyndham City staff work in full time, part time, volunteer and casual positions, and are responsible for delivering a range of services and facilities that contribute to building our strong and vibrant community. These span from working in our parks and playgrounds, to the arts, tourism, community services, internal enabling services, local road projects and more.

Our corporate vision is
"diverse people, one
community, our future."



Council demonstrates commitment to working toward gender equality through our key strategic documents:

- Wyndham 2040 Community Vision
- Council Plan 2021-25
- Municipal Public Health & Wellbeing Plan 2021-25
- Strategic Workforce Plan

This commitment is underpinned by our corporate values of:



COMMUNITY FOCUS – Working for and with the community in the best interests of Wyndham.



COMMITMENT – To consistently adhere to our core values through our commitment to achieving our vision and mission.



INTEGRITY – The consistent commitment to apply moral and ethical behaviour, encompassing honesty, openness and respect.



LEADERSHIP – Creating an environment that empowers individuals, the organisation and the community to achieve our vision and mission.



RESPECT – Being conscientious and aware of others' values, beliefs and opinions, appreciating that they could be different from our own and treating them accordingly.



TEAMWORK – The ability of a group of individuals to work collaboratively and collegially to achieve

Further information on how Wyndham City works toward creating a safe, respectful and equitable workplace for people of all genders can be found at Appendix A.



Legislative context

Meeting our obligations under the Act to make meaningful progress to achieve workplace gender equality also intersects with our commitments to meet requirements under a range of other legislation and agreements, including: Sex Discrimination Act 1984 (Cth) which makes it unlawful to discriminate against a person because of their sex, gender identity, intersex status, sexual orientation, marital or relationship status, family responsibilities, because they are pregnant or might become pregnant or because they are breastfeeding.

- the [Local Government Act 2020](#), which requires us to develop and maintain a workforce plan that sets out measures to seek to ensure gender equality, diversity and inclusiveness
- the [Equal Opportunity Act 2010 \(Vic\)](#), which requires us to take a positive duty to eliminate discrimination, sexual harassment and victimisation in our workplace
- the [Fair Work Act 2009 \(Cth\)](#) which sets out minimum entitlements, enabling flexible working arrangements and fairness at work and prevention of discrimination against employees
- [Sex Discrimination Act 1984 \(Cth\)](#) which makes it unlawful to discriminate against a person because of their sex, gender identity, intersex status, sexual orientation, marital or relationship status, family responsibilities, because they are pregnant or might become pregnant or because they are breastfeeding.
- Wyndham City Council's [Enterprise Agreement 2019](#) which sets out conditions of employment in our workplace.



Developing our Gender Equality Action Plan

Purpose of the Wyndham City GEAP

To promote and collaboratively work toward intersectional gender equality within our organisation by planning, implementing and measuring our progress.

Gender equality principles

Wyndham City integrated the principles of gender equality when developing the GEAP, as noted under section 6 of the Act.

These principles are:

- 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.
- Gender equality benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice.
- Gender equality brings significant economic, social and health benefits for Victoria.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- Advancing gender equality is a shared responsibility across the Victorian community.
- 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.
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.



Gender equality brings significant economic, social and health benefits for Victoria.

Workplace Gender Audit

Wyndham City Council developed our GEAP by undertaking a Workplace Gender Audit.

Data was collected from two sources:

- a) Workforce data gathered from Wyndham City's internal systems for the period 1 July 2020 to 30 June 2021
- b) Employee experience data which was gathered via the Employee Experience Survey which was administered by an external provider, D'Accord.

The results of the audit allowed Council to identify areas for improvement under each of the seven indicators determined by the Commission for Gender Equality in the Public Sector (the Commission):

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

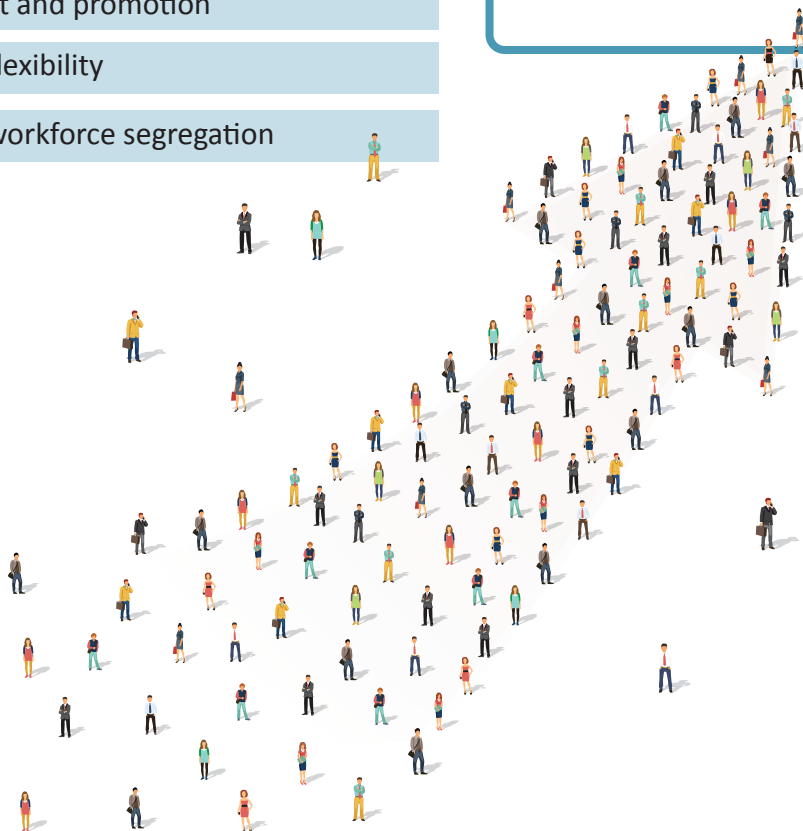
This equipped Wyndham City to establish baseline data on gender equality for the first time. From this, Council has developed strategies that will enact positive action towards improving workplace gender equality.

It should be noted that the audit includes gender-disaggregated data i.e. data that is broken down separately for women, men and gender diverse people, for each of the indicators, where the number of respondents would allow.

To protect the privacy of staff and under guidance from the Commission Wyndham City cannot use data where there are fewer than 10 people in a group.

Wyndham City presents the required data under each of the seven indicators in section 4: Workplace Gender Equality Indicators.

Council has developed strategies that will enact positive action towards improving workplace gender equality.



Meaningful consultation and engagement

Wyndham City Council's approach to consultations was designed to ensure that the obligation under the Act to undertake 'meaningful consultation' was achieved.

The Wyndham City GEAP consultation process was undertaken throughout the period beginning October 2021 through to March 2022. In addition to consulting with all Wyndham City staff, employee representatives and Councillors, internal stakeholders were further identified based on the results of the audit and employee experience survey. Findings from these consultations were critical in shaping the direction of Wyndham City's GEAP and its specific strategies for action over the next 4 years.

Wyndham City also engaged external consultants through the consultation phase to ensure our approach was based on best practice, emerging research, and that it will deliver positive and enduring outcomes for our workforce. The following external consultants assisted the internal project team:

1. GenderWorks Australia
2. Bree Gorman Consulting Pty Ltd

The consultation process consisted of the following opportunities for a range of employees, employee representatives, Councillors and other stakeholders to have their say.

Findings from these surveys were critical in shaping the direction of Wyndham City's GEAP over the next 4 years.



Facilitated workshops

A series of independently facilitated virtual consultation sessions were made widely available via Microsoft Teams for all staff, and for cohorts including Wyndham City's Out and Allied group and LGBTIQ+ staff and allies. These virtual sessions ran for 1.5 hours each, allowing a deep dive into audit results and survey findings and created a secure space for staff to share their experiences and priorities for action over the next 4 years. These sessions were held online due to the COVID-19 pandemic and subsequent stay at home orders issued by the Victorian Government.

Staff survey

A survey entitled 'Help shape Wyndham City's first Gender Equality Action Plan' (the survey) was made available to all staff and sent to targeted cohorts including Wyndham City's Wynability group, Reconciliation Action Plan Management Group, and the Gender Equity staff group. This survey provided a secondary and more private opportunity for staff to share their experiences and priorities for action over the next 4 years. The survey had 68 respondents. Of these respondents 60% were women, 34% men and 6% preferred not to answer and/or selected non-binary (combined result due to low numbers of people reporting).

Targeted sessions

A series of targeted conversations and workshops were also held with key internal stakeholders to identify possible strategies and priorities for action over the next 4 years.

Specific feedback was sought from a variety of internal groups and stakeholders including the:

- Wyndham Senior Leadership Team including CEO, Directors and Managers
- Gender Equality Steering Group
- Staff Relations Consultative Committee
- Wynability (Disability reference group)
- Senior Policy & Planning Officer delivering the Reconciliation Action Plan
- Key internal enabling areas such as Governance, Communications, Organisation Planning and Strategy, and People and Capability which includes Talent Acquisition, Capability and Culture, Payroll and Continuous Improvement teams.
- A session was held with the Staff Representative Consultative Committee (including Union representatives) in October 2021.
- A consultation session was held with Wyndham City Councillors in March 2022, in line with GEAP requirements.



Consultation consisted of opportunities for a range of employees, employee representatives, Councillors and other stakeholders to have their say.



Dedicated email account

A dedicated email account 'genderequality@wyndham.vic.gov.au' was created for the life of the Gender Equality Action Plan consultations and will be extended throughout the implementation phase.

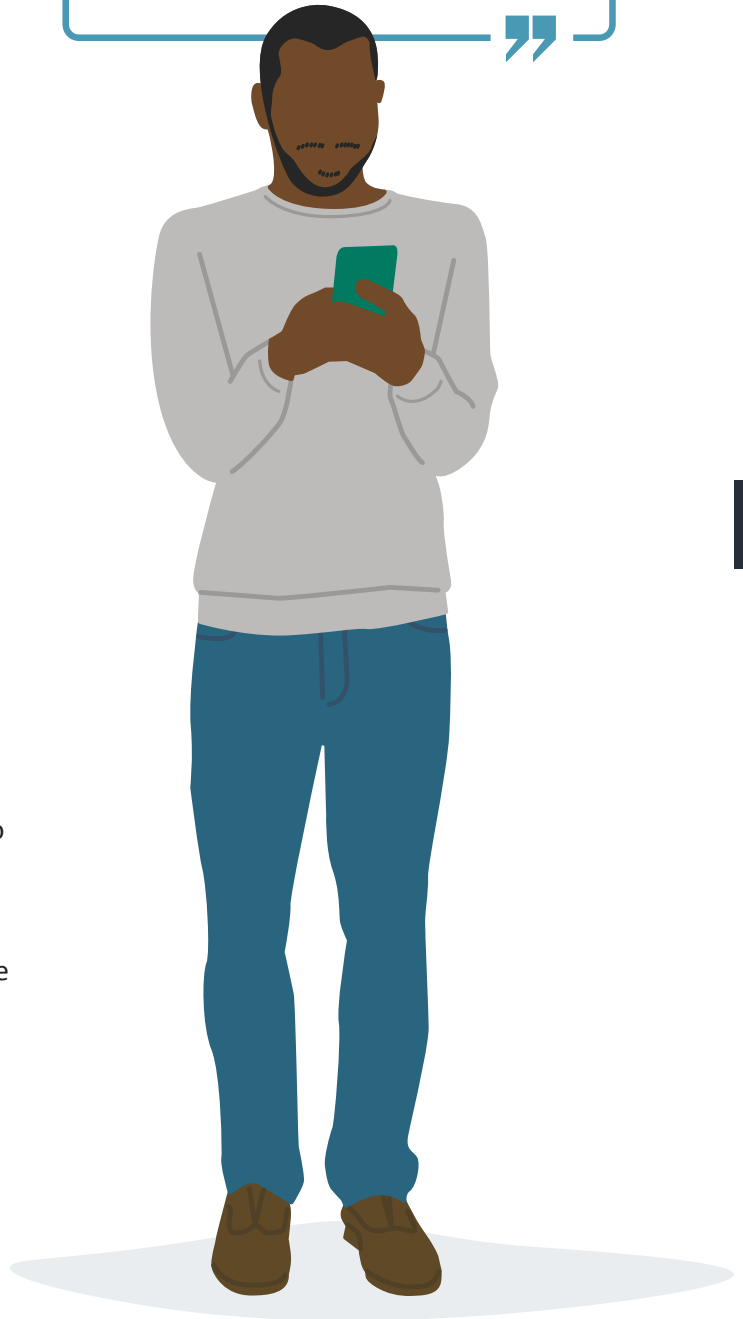
Dedicated intranet project page

A dedicated project page was created on Wyndham City's intranet platform, WYNi. This page has a permanent place on WYNi allowing all staff access to information and resources relating to gender equality and our requirements under the Gender Equality Act.

Internal communication channels

Information regarding the development of the GEAP and promotion of opportunities to get involved were included in Council's key internal communication channels on a regular basis. These include general organisational newsletters such as the Monday Memo (a weekly email to all staff), Insights (a monthly email to all staff) and the CEO Update which is a regular email sent by the Chief Executive Officer to all staff. These will continue throughout implementation of the GEAP.

The feedback captured during these sessions has been integral in shaping Wyndham City's first GEAP.



Key consultation themes



Visioning for Gender Equality



Recruitment and Promotion



Workforce composition and gender segregation



Flexible Working Arrangements and Caring Responsibilities.



Workplace culture and behaviours



Sexual Harassment and Bullying

Intersectional Gender Equality

All consultation activities highlighted and explored the concept of intersectional gender equality with participants.

Through development of the GEAP, it became apparent that our current corporate processes do not support the collection of adequate intersectional data. Therefore, Council has limited information about the composition of its workforce, with the exception of binary gender (female or male) and age. This also raised further questions about cultural safety in our organisation and whether or not staff felt they could, or should, disclose such attributes.

Consultation allowed an avenue to hear intersectional experiences and insights from staff, primarily relating to age, gender (outside of the binary) and sexual orientation. These experiences further shaped the strategies included in our GEAP. To enhance these important learnings, Council is committed to ongoing and targeted conversations with Council's staff groups that represent intersectional cohorts, and to amplify their voices, throughout the life of the GEAP and beyond.

Council is committed to amplifying the voices of intersectional cohorts throughout the life of the GEAP and beyond.



Case for Change

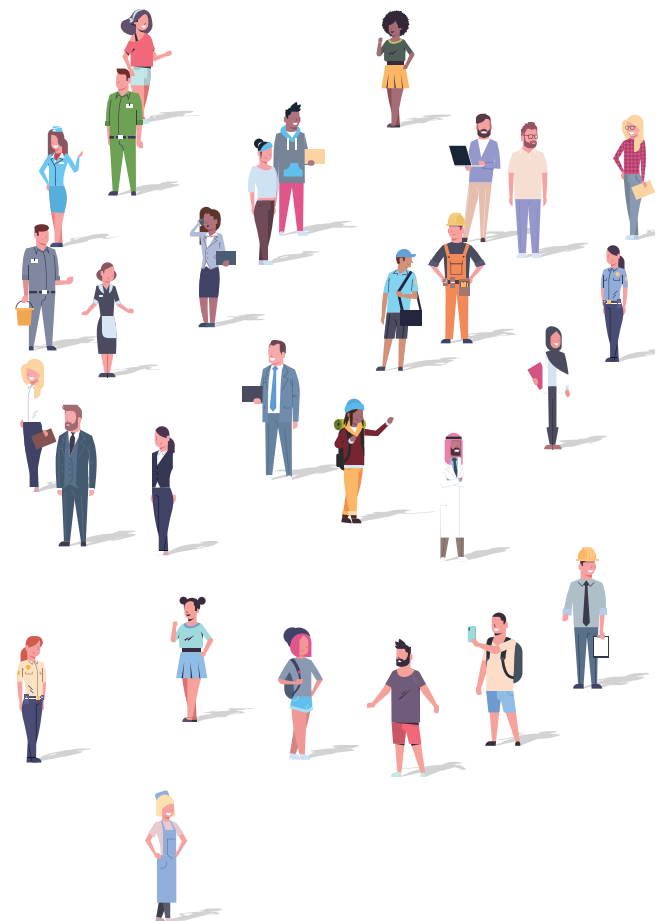
While Wyndham City has developed the GEAP in line with its requirements under the Act, we believe that intersectional gender equality will strengthen our performance as an employer, increase staff wellbeing and satisfaction, and enhance our role to serve our community.

Throughout consultation, we clearly heard the importance and value of promoting and working toward intersectional gender equality in our workplace.

Following an analysis of the workplace gender audit and subsequent consultation, the following guiding principles will overarch Wyndham City's GEAP:

- Our senior leaders will consistently and authentically demonstrate commitment to intersectional gender equality in our workplace,
- A culture of genuine engagement and authentic conversations with staff will be fostered,
- A whole of organisation accountability for gender equality will be established,
- Workforce data collection will be improved to meet legislated requirements,
- Strategic resourcing of the Gender Equality Action Plan will be ensured,
- An intersectional gender lens will be applied to the workplace policies and practices that underpin workplace gender equality,
- An intersectional gender lens will be applied to the development and implementation of Council's social strategies and action plans,
- A Communications Strategy will be developed to underpin the delivery of our GEAP and support clear and consistent messaging across all areas of Council.

We clearly heard the importance of working toward intersectional gender equality in our workplace.



Workplace Gender Equality Indicators

Wyndham City presents each of the seven Workplace Gender Equality Indicators below, with the following provided under each indicator:

- Rationale
- Workplace gender audit findings
- Case for change
- Recommendations for change at Wyndham City
- Strategies and measures

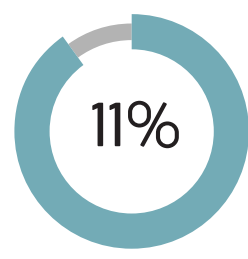


Indicator 1: Gender composition of all levels of the workforce

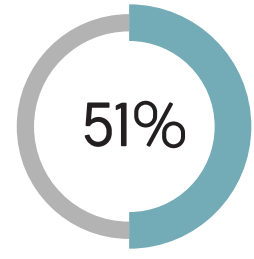
Rationale

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

Women are often underrepresented in leadership roles, and overrepresented in lower level roles.



MEN WORK PART TIME



WOMEN WORK PART TIME

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- Overall workforce split is 68%W: 32%M
- 80% of men work full time, 45% of women work full time
- 51% of women and 11% of men work part time
- 13% of women and 8% of men work casually
- Women and men represent 50% of level 1 (Directors)
- Women represent 48% and men 52% of level 2 (Managers)
- Women represent 64% and men 36% of level 3 (Coordinator)
- Women represent 64% and men 36% of level 4 (Area Leaders)
- Women represent 66% and men 34% of level 5 (Team Leaders)
- Women represent 74% and men 26% of level 6 level (all other staff)

Workforce data gaps

- Due to not meeting minimum reporting thresholds Council is unable to report on those who identify as gender non-binary.
- Council does not currently record employee data about Aboriginality, race, religion, ethnicity, disability, and sexual orientation.

Employee Experience Survey Data

- 573 respondents of 1796 staff, representing 32% of the organisation
- 63% of respondents were women, 31% men and 6% prefer not to say or left blank
- 90% of employees do not identify as having a disability, 3% do and 7% prefer not to say or left blank
- There were not enough responses (less than 10) to report on sexual orientation
- 85% of women and men agree there is a positive culture in the organisation to people of different sexes/genders
- 80% of women compared to 81% of men believe there is a positive culture in the organisation in relation to employees of different ages
- 73% of women and 71% of men believe there is a positive culture within the organisation in regards to employees who are Aboriginal and/or Torres Strait Islander
- 77% of women and 75% of men believe there is a positive culture within the organisation in regards to employees who identify as LGBTIQ+
- 69% of women and 78% of men believe there is a positive culture within the organisation in regards to employees who have a disability. 45% of people with a disability agreed with this statement

Case for change

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

- increased efficiency, productivity, innovation and creativity as a result of diverse perspectives in analysis and decision-making,
- more positive workplace cultures where diversity of thought, background and experiences are valued, and
- improved access to and retention of talent due to value placed by employees on workplace flexibility and inclusive cultures.²



It should be noted that Wyndham City experienced a shift in senior leadership gender composition following the audit period. As at 1 March 2022, the percentage of level 1 (Directors) is 67% men, 33% women. This statistical change derives from the recruitment of two men, one replacing a woman and one in a newly created role.

Significant commentary surrounded this shift throughout consultation with staff, and as such a strategy has been included in Wyndham City's GEAP to maintain strong representation of women in leadership and support emerging leaders including women, gender diverse people and people from a diverse range of identity cohorts.

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- Workplace gender stereotypes to be addressed
- Continue with strong history of women's representation in leadership
- Ensure leadership roles have access to flexible working arrangements
- Whole of organisation gender equity and bystander training
- Leadership development programs for women
- Intersectional gender equality is critical
- Workplace infrastructure can perpetuate gender inequality
- Leaders need to proactively lead on workplace gender equality

Leaders need to proactively lead on workplace gender equality.



Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 1: Gender composition of all levels of the workforce							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Maintain strong representation of women in leadership and support emerging leaders including women, gender diverse people and people from a diverse range of identity cohorts	<p>Overall workforce split is 68%W: 32%M</p> <p>Women and men represent 50% of level 1 (Directors)</p> <p>Women represent 48% and men 52% of level 2 (Managers)</p> <p>Women represent 64% and men 36% of level 3 (Coordinator)</p> <p>Women represent 64% and men 36% of level 4 (Area Leaders)</p> <p>Women represent 66% and men 34% of level 5 (Team Leaders)</p>	Manager People and Capability		✓	✓	✓	<p>Number of women represented at Director and Manager levels are maintained.</p> <p>Increase in number of gender diverse and intersectional leaders.</p>
Promote flexible modes of employment to people of all genders and at all levels	<p>80% of men work full time, 45% of women work full time.</p> <p>51% of women and 11% of men work part-time.</p> <p>13% of women and 8% of men work casually.</p>	Manager People and Capability, Coordinator Strategic Communications	✓	✓	✓	✓	Increase in promotion of flexible modes of employment to people of all genders.
Build a gender equitable and inclusive workplace culture through whole of organisation training, and review of corporate induction and code of conduct.	<p>85% of women and men agree there is a positive culture in the organisation to people of different sexes/genders.</p> <p>80% of women compared to 81% of men believe there is a positive culture in the organisation in relation to employees of different ages.</p> <p>73% of women and 71% of men believe there is a positive culture within the organisation in regard to employees who are Aboriginal and/or Torres Strait Islander.</p> <p>77% of women and 75% of men believe there is a positive culture within the organisation in regard to employees who identify as LGBTIQ+</p> <p>69% of women and 78% of men believe there is a positive culture within the organisation in regard to employees who have a disability. 45% of people with a disability agreed with this statement.</p>	Manager People and Capability, Coordinator Strategic Communications	✓	✓	✓	✓	<p>Increase or maintain % of agreement that there is a positive culture in the organisation regarding:</p> <ul style="list-style-type: none"> - people of different sexes/genders - employees of different ages - employees who are Aboriginal and/or Torres Strait Islander - employees who identify as LGBTIQ+ <p>Increase % of agreement that there is a positive culture in the organisation regarding: employees who have a disability by employees who have a disability.</p>

Indicator 2: Gender composition of governing bodies (Councillors)

Rationale

As Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy it is important that governing bodies have diverse voices at the table. Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms.³

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- 11 Councillors were elected in October 2020 to serve until October 2024.
- Council's composition is 64%W: 36%M (7W:4M)
- Council's Mayor (included in the membership of 11) is a woman.

It should be noted that the Commission acknowledges that Councils do not have control over the gender composition of the group of Councillors, as they are democratically elected. Further, as of November 2021, Council's Mayor is now a man.



Workforce data gaps

No workforce data for Councillors on aboriginality, age, cultural identity, disability, religion, sexual orientation, gender identity beyond W:M
Employee Experience Survey Data
Not applicable, no employee experience data under this indicator

Case for change

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

- increased efficiency, productivity, innovation and creativity as a result of diverse perspectives in analysis and decision-making,
- more positive workplace cultures where diversity of thought, background and experiences are valued, and
- improved access to and retention of talent due to value placed by employees on workplace flexibility and inclusive cultures.⁴

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- The behaviour of Councillors towards each other was raised as an area of employee concern
- Employees expect Councillors to model appropriate workplace behaviours
- Greater depth of information regarding gender equality and inclusion in the workplace
- Focus on ensuring intersectional data is obtained and reported on

³ The Commission for Gender Equality in the Public Sector 2021, Workplace Gender Equality Indicators

⁴ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 2: Gender composition of governing body (Councillors)							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Increase capacity and confidence of Councillors to lead on intersectional gender equality	Council's composition is 64%W: 36%M (7W:4M) Induction does not consider gender or intersectionality.	Manager Governance	✓			✓ *New term of Council	Gender Equitable and Inclusive leadership practice undertaken by all active Councillors. Intersectional gender lens applied to induction processes.
Promote a safe and respectful workplace for Councillors and the staff who attend meetings	Code of conduct does not consider gender or intersectionality. Concern from staff regarding Councillor behaviour expressed during consultation.	Manager Governance, Manager People and Capability		✓		✓	Sexual Harassment training offered to all active Councillors. Intersectional gender lens applied to Councillor Code of Conduct.
Improve data collection regarding Councillor information, particularly intersectional data	No available intersectional data for Councillors.	Manager Governance, Manager People and Capability, Coordinator HR Systems, Analytics and Payroll	✓	✓	✓	✓	Councillors provided opportunity to update their personal data on appointment to office and at any other time they choose.



Indicator 3: Gender pay equity

Rationale

Refers to equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender. The gender pay gap is persistent in Victoria and as at November 2019 stands at 9.6%. In the Victorian public sector it is 10%. The national gender pay gap for all industries is 13.8%.⁵

The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated occupations and gender discrimination in remuneration and recruitment practices.

By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.⁶

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- On average men earn 12.7% more than women on base salary equating to 6,997 dollars (this is related to median salaries and included casual employees).
- On average men earn 7% more than women on total remuneration equating to 6,639 dollars
- Men at every level of the organisation are, on average, paid more than women at the same level with the highest differences being in leadership levels (Levels 4 and above).
- Men are paid 10.7% more than women at level 1 (Directors)
- Men are paid 11.8% more than women at level 2 (Managers)
- Men are paid 12.1% more than women at level 3 (Coordinator)
- Men are paid 11.8% more than women at level 4 (Area Leaders)
- Men are paid 3.2% more than women at level 5 (Team Leaders)
- Men are paid 2.3% more than women at level 6 (all other staff)

Employee Experience Survey Data

- Not applicable, no employee experience data under this indicator

Case for change

- At Wyndham City, women make up 68% of the workforce and are significantly over-represented in lower paid roles, resulting in a 12.7% gender pay gap. Beyond the need to meet legal and moral obligations, the organisational benefits of achieving gender pay equity include:
- increased efficiency and productivity through increased retention of staff and reduced turnover, and
- improved attraction of talent through building a reputation as an employer of choice.⁷

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- Superannuation gap to be explored
- Investigate the pay gap in more detail to discern causal factors that will inform remedial strategies

Men at every level of the organisation are, on average, paid more than women at the same level.

⁵ <https://www.wgea.gov.au/publications/australias-gender-pay-gap-statistics>

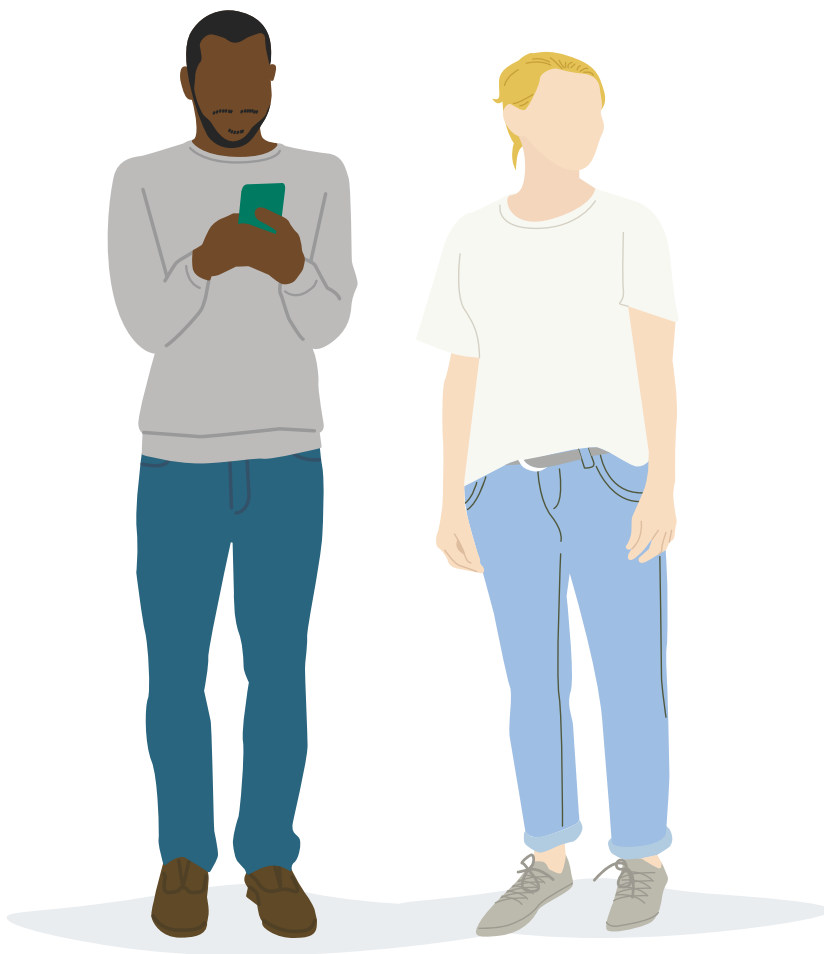
⁶ The Commission for Gender Equality in the Public Sector 2021, Workplace Gender Equality Indicators

⁷ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 3: Gender pay equity							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Better understand the gender pay gap, including its effect on superannuation, and make progress on closing it	On average men earn 12.7% more than women on base salary equating to 6,997 dollars. The superannuation gap was raised as an issue during consultations.	Manager People and Capability	✓	✓	✓	✓	Understanding of the gender pay gap achieved. Recommendations paper tabled at ELT in 2022/23.
Investigate parental leave practices that may economically disadvantage carers	Parental leave conditions for people of all genders was a strong theme during consultations.	Manager People and Capability		✓	✓		Parental leave recommendations paper tabled at ELT in 2023/24.



Indicator 4: Workplace sexual harassment

Rationale

Sexual harassment in the workplace is common in Australia and Victoria. It causes financial, psychological, and physical harm to victim survivors. It also has a significant economic cost to organisations and the community.

Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, concerns about disciplinary investigations and hearings evidentiary processes, lack of confidence in the reporting system, and a limited understanding of what sexual harassment.

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.⁸

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- 0 formal complaints received.

Employee Experience Survey Data

- 68% of women and 78% of men agree they feel safe to challenge inappropriate behaviour at work
- 85% of women and 89% of men agree that Council encourages respectful workplace behaviours
- 67% of women and 82% of men agree that Council takes steps to eliminate bullying, harassment and discrimination
- 24% of women and 19% of men have witnessed negative behaviour in the workplace in the last 12 months

- 88% of respondents indicated they had not experienced sexual harassment in the workplace in the last 12 months. Approximately 5% of women and 7% of men indicated they had experienced sexual harassment in the workplace in the last 12 months, and 5% of respondents did not answer
- Among both men and women, types of sexual harassment experienced included intrusive questions about my private life of comments about my physical appearance
- All sexual harassment experienced in the previous 12 months was from another employee.
- The most common response reasons for not submitting a complaint about experiencing sexual harassment was not thinking it was serious enough, not thinking it would make a difference, that there would be negative consequences for the person that experienced that behaviour and for their career
- Note that data on experience of bullying and harassment is provided under Indicator 7

All employees should feel safe at work and be treated with dignity and respect.

⁸ The Commission for Gender Equality in the Public Sector 2021, Workplace Gender Equality Indicators

Case for change

The Victorian Auditor General's Office (VAGO)⁹ reported that Local Government sector workplaces were not free from sexual harassment and that reporting levels were low compared to the level of experiences of sexual harassment identified through surveys.

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

The additional organisational benefits of preventing sexual harassment include:

- upholding and demonstrating Council values and behaviours,
- ensuring that all employees feel safe at work and are treated with dignity and respect, and
- having a strong culture that acknowledges that Council has zero tolerance for sexual harassment and that it can have harmful effects on a workplace environment.¹⁰

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- Leaders to be accountable for leading on prevention of sexual harassment
- Employees to have the tools to address poor behaviour in the moment (bystander training)
- Our organisation will understand of the full range of attitudes and behaviours that constitute sexual harassment
- Response to sexual harassment must be intersectional
- Organisational response to sexual harassment to be improved and build trust with employees
- Barriers to reporting to be addressed
- Must aim to close the gap between experiences of sexual harassment and number of reports
- Transparency and communication about outcomes of reports must be increased

⁹ The Victorian Auditor-General's Office (VAGO), Sexual Harassment in Local Government Report 2020

¹⁰ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 4: Workplace sexual harassment							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Strengthen prevention practices as well as organisation approach to reporting and response systems regarding sexual harassment	68% of women and 78% of men agree they feel safe to challenge inappropriate behaviour at work. 85% of women and 89% of men agree that Council encourages respectful workplace behaviours.	Manager People and Capability	✓	✓			Increase or maintain % that agree they feel safe to challenge inappropriate behaviour at work. Increase or maintain % that agree that Council encourages respectful workplace behaviours.
Ensure policies and processes regarding sexual harassment have an intersectional gender lens applied	0 formal complaints of sexual harassment were received for the audit period, while 12% of survey respondents reported experiencing sexual harassment in that same period.	Manager People and Capability		✓			Sexual Harassment Policy developed with an intersectional gender lens..



Indicator 5: Recruitment and promotion

Rationale

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with a disability or older women.

Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities.¹¹

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- 219 women (53%) and 197 men (47%) were recruited during the reporting period
- Men at 47% were recruited in numbers higher than proportion to whole of workforce data at 32%
- Men were appointed to 61% of full-time roles and women 39%
- Men were appointed to 11% of casual roles and women 89%
- Men aged 45-54 made up 62% of new hires
- During the reporting period 65 (68%) women and 31 (32%) men were promoted which follows whole of organisation employment data
- 85% of career development opportunities are accessed by women and 15% by men (note this does not include departmentally funded professional development)
- During the reporting period men held 76% of higher duties roles and women held 24%
- 80% of higher duties roles were held by full-time employees
- 70% of internal secondments held by women

Employee Experience Survey Data

- 59% of women, 61% of men and 36% of people with a disability agreed with statements that the organisation makes fair recruitment and promotion decisions, based on merit
- 63% of women, 67% of men and 45% of people with a disability agree they have an equal chance at promotion in the organisation
- 77% of women, 78% of men and 88% of people with a disability agree with statements that there are adequate opportunities to develop skills and experience
- 66% women, 74% men and 45% of people with a disability agreed with the statement that disability is not a barrier to success
- 67% women, 64% men and 64% of people with a disability agreed with statements that being Aboriginal or Torres Strait Islander are not a barrier to success
- 78% women, 82% men and 55% of people with a disability agreed with statements that cultural background is not a barrier to success
- 79% women, 80% men and 55% of people with a disability agreed with statements that sexual orientation is not a barrier to success
- 88% of women, 86% of men and 91% of people with a disability agreed that people in their workgroup actively support diverse and inclusion in the workplace
- 90% of women, 90% of men and 73% of people with a disability agree their manager works effectively with people from diverse backgrounds
- 82% of women, 83% of men and 45% of people with a disability agreed that senior leaders actively support diversity and inclusion in the workplace

Case for change

Gender bias affects recruitment and promotion processes in many ways including: gender coded wording in job advertisements; gendered bias in the evaluation of credentials; influence of gender norms and stereotypes about certain roles on selection processes; and different values placed upon aspirations of leadership/leadership roles. While gender bias in recruitment and promotion decisions may be overt or intentional, it is often neither deliberate nor recognised. Reliance on socially-constructed notions of ‘merit’, also work to entrench gender and intersectional inequalities in the workplace.

Addressing bias in recruitment and promotion can provide additional organisational benefits including:

- increased diversity of our workforce through improved attraction of talent, and
- reduced turnover.¹²

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- A gender lens to recruitment processes must be applied
- We must be intentionally intersectional in recruitment
- Must commit to representing the community and consider setting targets
- Transparent processes to ensure internal recruitment is gender equitable and inclusive
- A gender lens be applied to practices that contribute to promotion
- Career planning processes and practices for all employees developed
- Must promote a positive workplace culture
- Performance management practices to be improved
- Community stereotypes to be challenged

Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 5: Recruitment and promotion							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Apply an intersectional gender lens to recruitment policy and process	59% of women, 61% of men and 36% of people with a disability agreed with statements that the organisation make fair recruitment and promotion decisions, based on merit.	Manager People and Capability, Coordinator People and Partnership		✓	✓		Intersectional gender lens applied to recruitment in 2023/24. Policies and processes updated with an intersectional gender lens in 2024/25.
Ensure that career development opportunities are gender equitable and inclusive	63% of women, 67% of men and 45% of people with a disability agree they have an equal chance at promotion in the organisation 79% women, 80% men and 55% of people with a disability agreed with statements that sexual orientation is not a barrier to success 88% of women, 86% of men and 91% of people with a disability agreed that people in their workgroup actively support diverse and inclusion in the workplace.	Manager People and Capability, Coordinator People and Partnership, Coordinator Capability and Culture		✓	✓	✓	Quarterly report created that tracks flexible working arrangements by gender, level and Directorate.

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

Indicator 6: : Leave and flexibility

Rationale

Flexible working arrangements and leave entitlements including parental leave help people of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave.

It's important that organisations collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

Family violence leave

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 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.¹³

Flexible work practices can benefit individuals, organisations and society.

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- 70% of all carers leave was taken by women
- 67% of parental leave was taken by women and 33% men, reflecting organisation composition
- Men averaged 6 weeks paid parental leave and women accessed on average 38 weeks paid parental leave
- No men accessed unpaid parental leave whereas women who did so accessed on average 36 weeks unpaid parental leave
- 5 employees accessed family violence leave during the reporting period

Employee Experience Survey Data

- 82% of women and 81% of men agree they have the flexibility to manage work and non-work activities and responsibilities
- 68% of women, 72% of men and 55% of people with a disability agree there is a positive culture within the organisation in relation to employees who use flexible working arrangements
- 65% of women and 70% of men agree that flexible work is not a barrier to success in the organisation
- 82% of women, 88% of men and 82% of people with a disability are confident that their request for flexible work would be considered
- 77% of women, 82% of men and 45% of people with a disability agree there is a positive culture around family responsibilities
- 74% of women, 82% of men and 45% of people with a disability agree there is a positive culture around caring responsibilities
- 72% of women, 77% of men and 44% of people with a disability agree family responsibilities are not a barrier to success
- 87% of women and 85% of men agree Wyndham City would support them if they needed to take family violence leave

Case for change

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

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

- improved productivity resulting from increased employee engagement and performance,
- improved well-being resulting from autonomy to balance professional and personal commitments,
- increased gender diversity as a result of flexible work arrangements enabling improved career progression opportunities for women with caring responsibilities (refer benefits of workforce gender composition), and
- increased opportunity to influence broader social norms: a commitment to increase availability and uptake of flexible working arrangements for all employees (women, men and gender-diverse staff) can have an important transformative effect on harmful gender norms in broader society, by supporting and enabling men to take on increased caring responsibilities outside the workplace.¹⁴

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- Leaders to role model flexible work and caring responsibilities and are proactive champions
- An organisational and evolutionary approach to flexible work must be developed
- A suite of communication tools is needed
- Recruitment must be leveraged to promote flexibility
- Parental leave conditions and support to be reviewed with an intersectional gender lens
- Must continue to support employees who work flexibly to progress in their careers
- Non-traditional case studies promoted and celebrated
- A gender lens to workplace environment must be applied



¹⁴ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 6: Leave and flexibility							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Increase access to flexible work for people from all areas of the organisation	<p>82% of women and 81% of men agree they have the flexibility to manage work and non-work activities and responsibilities.</p> <p>68% of women, 72% of men and 55% of people with a disability agree there is a positive culture within the organisation in relation to employees who use flexible working arrangements.</p>	Manager People and Capability, Coordinator Strategic Communications, Coordinator People and Partnership		✓	✓	✓	<p>Increase or maintain % that agree they have the flexibility to manage work and non-work activities and responsibilities.</p> <p>Increase in % that agree there is a positive culture within the organisation in relation to employees who use flexible working arrangements.</p>
Ensure parental leave conditions are best practice within the public sector and support people of all genders	<p>67% of parental leave was taken by women and 33% men, reflecting organisation composition</p> <p>Men averaged 6 weeks paid parental leave and women accessed on average 38 weeks paid parental leave</p> <p>No men accessed unpaid parental leave whereas women who did so accessed on average 36 weeks unpaid parental leave.</p>	Manager People and Capability, Coordinator People and Partnership		✓	✓	✓	Review of best practice public sector parental leave conditions undertaken.
Strengthen organisational approach and communications around responding to family violence	87% of women and 85% of men agree Wyndham City would support them if they needed to take family violence leave.	Manager People and Capability, Coordinator People and Partnership, Coordinator Social Policy		✓	✓	✓	<p>Family Violence Policy and leave provisions reviewed with an intersectional gender lens.</p> <p>Increase or maintain % that agree Wyndham City would support them if they needed to take family violence leave.</p>

Indicator 7: Gendered workforce segregation

Rationale

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is significantly 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.¹⁵

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

Wyndham City's Audit findings

Workforce data (as at 30 June 2021)

- Gendered segregation of the workforce, by ANSZCO groupings include:
 - Areas dominated by women include personal service workers (61%), education (99%), midwifery (99%), administration (72%), welfare (85%), human resources (69%), and hospitality (74%).
 - Areas dominated by men include construction (100%), automotive (100%), plant operation (100%), protective services (88%), cleaners (85%), horticulture (88%), drivers (80%), and engineering (71%).

Employee Experience Survey Data

- 83% of women, 86% of men and 91% of people with a disability agree that in their workgroup work is allocated fairly, regardless of gender
- 87% of women, 89% of men and 64% of people with a disability agree that the organisation uses inclusive and respectful images and language
- 13% of women, 8% of men and 0 people with a disability noted in the survey that they had experienced bullying in the previous 12 months
- Most common types were:
 - Incivility
 - Exclusion or isolation
- 35% of respondents reported experiencing this behaviour from a colleague, 13% from a more senior manager and 26% from an immediate manager or supervisor
- 9% who experienced bullying made a formal complaint
- Of those who didn't complain 49% didn't because they thought there would be negative consequences for their reputation and 59% didn't think it would make a difference.

Organisations can use data to help achieve better gender diversity.

¹⁵ The Commission for Gender Equality in the Public Sector 2021, Workplace Gender Equality Indicators

Case for change

Many workforces demonstrate historic gendered segregation, particularly in certain industries and occupations including building, engineering, information technology, childcare, and nursing. The organisational benefits of reducing gendered workplace segregation include:

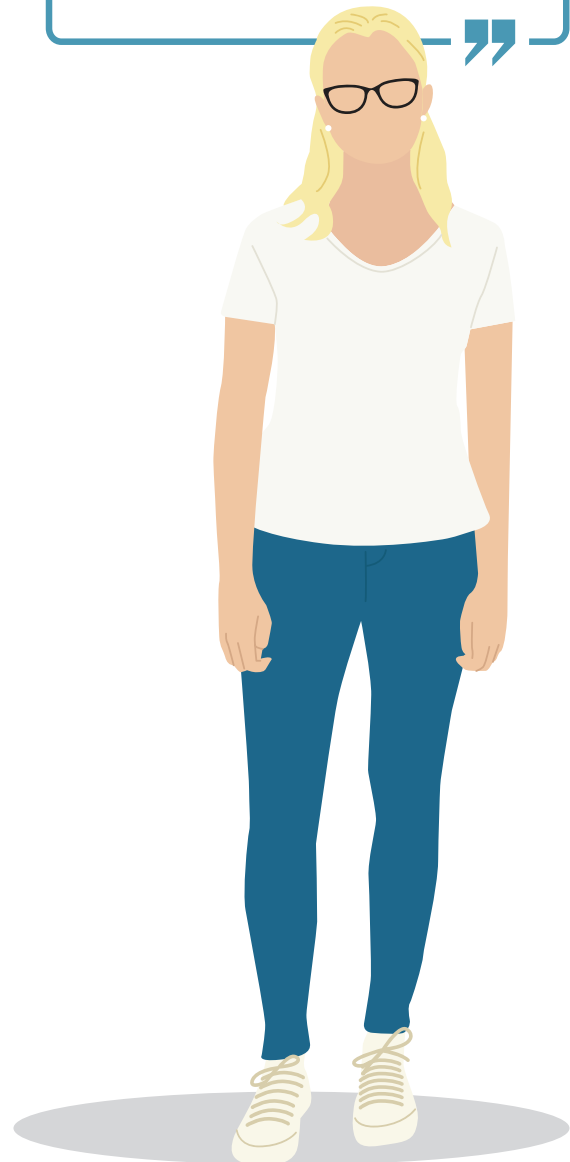
- increased opportunity to recognise, celebrate and capitalise on the benefits of diversity for our staff and broader Wyndham City community, and
- contribution to providing a safer and more equal society, with equal access to all individuals for equal power, resources and opportunities.¹⁶

Recommendations for change at Wyndham City

Following audit analysis and consultation, the following underpin recommendations for change at Council:

- Recruitment practices is seen as a key lever
- Flexible work opportunities remain a barrier for women in male dominated occupations
- A gender equitable and inclusive workplace culture must be built and fostered
- Career development opportunities in occupations that are segregated are critical
- Ensure focus is on diversifying female dominated occupations as well as male
- Societal factors contribute to gendered patterns of employment. We should consider partnering with community organisations
- Investment is needed in alternative employment pathways (traineeships)
- Case studies should be used to communicate desired change
- Ensure an intersectional gender lens is applied when seeking to diversify teams
- Workplace bullying must be addressed

Career development opportunities in occupations that are segregated are critical.



¹⁶ The Commission for Gender Equality in the Public Sector 2021, Gender Equality Action Plan 2021-2025 – Guidance for Defined Entities

Strategies and measures

Based on the results of our audit and consultation findings, the below strategies and measures are proposed to increase intersectional gender equality for women, men and gender diverse people under this indicator.

Indicator 7: Gendered workforce segregation							
Strategy	Baseline / organisation rationale	Responsible	Year				Measure
			1 2022/23	2 2023/24	3 2024/25	4 2025/26	
Identify gender segregated work areas and promote gender equitable and inclusive practices to increase gender diversity of team members.	ANSCO results for key employment groups.	Manager People and Capability		✓	✓	✓	<p>Increase or maintain % that agree they have the flexibility to manage work and non-work activities and responsibilities.</p> <p>Increase in % that agree there is a positive culture within the organisation in relation to employees who use flexible working arrangements.</p>
Ensure internal and external communication products contribute to building a safe and inclusive workplace.	87% of women, 89% of men and 64% of people with a disability agree that the organisation uses inclusive and respectful images and language.	Coordinator Strategic Communications	✓	✓	✓	✓	<p>Intersectional gender lens applied to internal communications practices.</p> <p>Increase or maintain % that agree that the organisation uses inclusive and respectful images and language.</p>



Overarching Strategies

Overarching strategies					
Strategy	Responsible Work Area/s	Year			
		1 2022/23	2 2023/24	3 2024/25	4 2025/26
Senior leadership consistently and authentically demonstrates commitment	Chief Executive Officer	✓	✓	✓	✓
Develop ongoing mechanism to engage genuinely with staff	Manager People and Capability	✓	✓	✓	✓
Establish whole of organisation accountability for gender equality	Chief Executive Officer	✓	✓	✓	✓
Improve workforce data collection to meet legislated requirements	Manager People and Capability	✓	✓	✓	✓
Strategic Resourcing of Gender Equality Action Plan	Chief Executive Officer	✓	✓	✓	✓
Apply an intersectional gender lens to workplace policies and practices that underpin workplace gender equality	Manager People and Capability	✓	✓	✓	✓
Apply an intersectional gender lens to development and implementation of Council's social strategies and action plans	Coordinator Social Policy	✓	✓	✓	✓
Develop a Communications Strategy	Coordinator Strategic Communications	✓	✓	✓	✓



Leadership and resourcing

An ongoing commitment to leadership Wyndham City is committed to strong leadership and accountability in order to advance intersectional gender equality in our workplace.

Council will embed the Gender Equality Act principles in our everyday ways of working. Authentic and representative leadership, robust systems, policy and processes, and regular monitoring and reporting will be the foundation of our culture, and our commitment to becoming a more gender equitable and intersectional workforce.

Executive Leadership Team (ELT)

Wyndham City's ELT is comprised of our Chief Executive Officer (CEO) and the Directors of the four directorates: City Life, City Operations, Corporate Services, and Planning and Liveability.

ELT will consider internal quarterly and annual progress reports against GEAP Strategies to ensure we are making progress toward intersectional gender equality at Wyndham City. Additionally, ELT commits to including gender as an agenda item for the next four years to demonstrate clear and accountable leadership.

ELT have made a commitment to champion Wyndham City's GEAP and work toward embedding intersectional gender equality in our workforce over the next 4 years and beyond.

ELT have made a commitment to champion Wyndham City's GEAP and work toward gender equality in our workforce.



Gender Equality Steering Group

The Gender Equality Steering Group was established in October 2021 and is an ongoing mechanism to assist Wyndham City implement its obligations under the Gender Equality Act 2020. The Steering Group is a cross-functional working group, from across all levels and directorates of Council, to help promote Gender Equality and develop and implement the GEAP across Council.

In forming the Steering Group, diverse representation was sought, including members from different role types, levels, work locations and employment types in order to provide greatest insights on intersectionality. As a result of this targeted approach, the 22 members of the Working Group represented a broad cross section of staff characteristics and/or workplace experiences and could apply an understanding, or personal experience, of intersectionality. The Director City Life is currently the Steering Group Chair, Champion of Gender Equality to the Executive Leadership Team (ELT), and in turn updates ELT on Steering Group activities.

The membership will be reviewed every 12 months for the purpose of ensuring that the Steering Group has representation from across the organisation, new ideas, continuity and represents key priority areas of The Gender Equality Act implementation across Council.

The Terms of Reference will be updated to propose quarterly oversight of reporting on progress against GEAP strategies, prior to consideration by ELT.

Resourcing

Adequate resourcing is essential in developing and implementing Wyndham City's GEAP and meeting our commitment under the Act to make reasonable and material progress towards workplace gender equality.

The allocation of dedicated resources, including a specific budget for implementation of strategies and measures are outlined below.

Development of Wyndham City's GEAP

Development of Wyndham City's GEAP was supported by the following resources:

- 1 EFT staff resource (Inclusion Officer)
- 2x external consultants for facilitating consultation activities
- Gender Equality Steering Group
- People and Capability Department including People and Partnerships, Culture and Capability, Talent Acquisition, Continuous Improvement and Human Resource Systems, Analytics and Payroll teams.
- Research, guidelines and tools provided by the Commission.

Adequate resourcing is essential in developing and implementing Wyndham City's GEAP.

Implementation of Wyndham City's GEAP

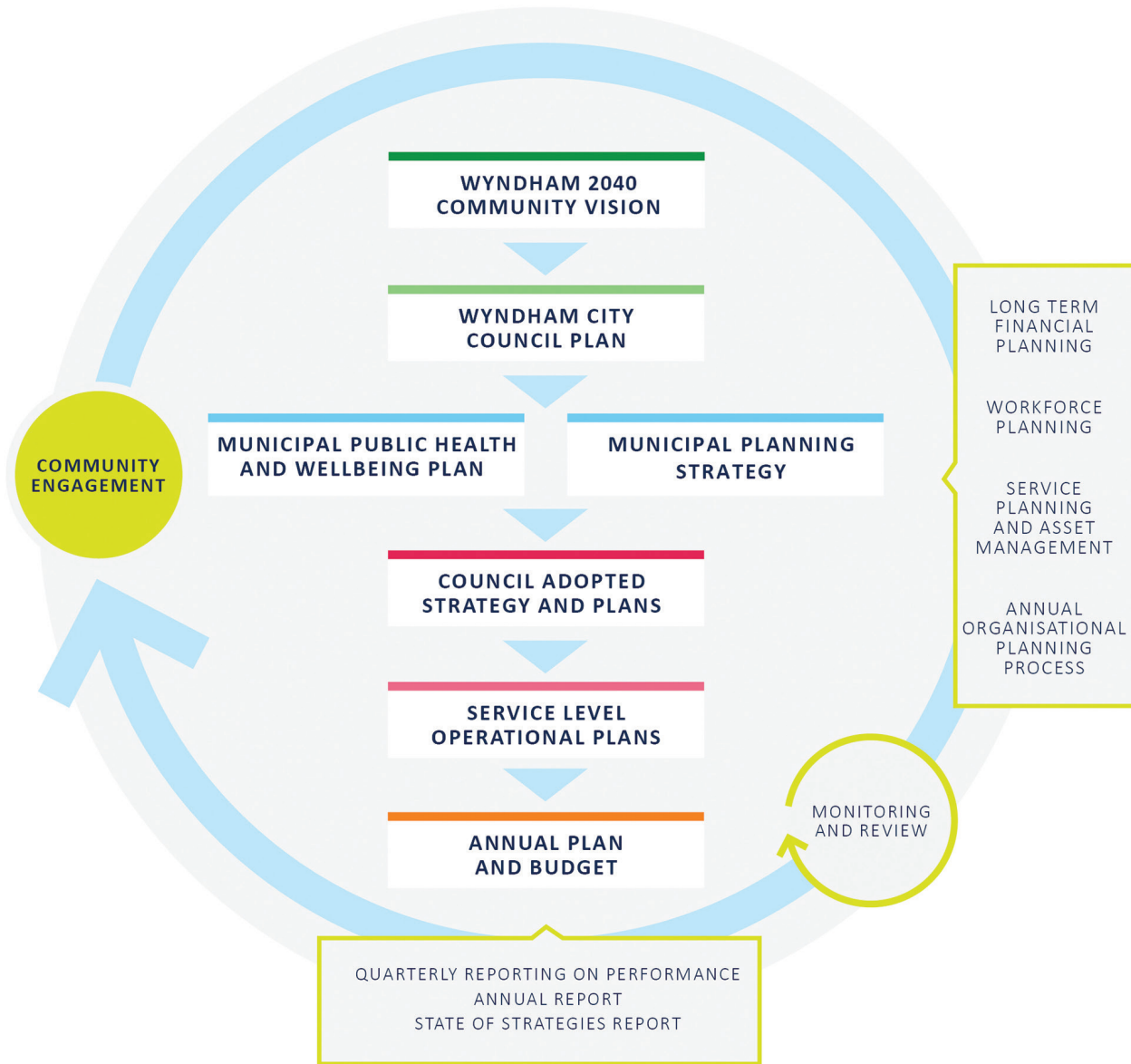
The implementation of the GEAP will require additional and dedicated resourcing to ensure the successful delivering of specific strategies. Existing staff, resources and organisational service plans will also be utilised to deliver strategies where appropriate.

The implementation of Wyndham City's GEAP will include the following resources:

- 1 EFT staff resource, Gender Equality Project Coordinator in the People and Capability Department **(NEW)**
- Budget for all staff training and development, including Gender Impact Assessment specific training **(NEW)**
- Budget for internal awareness and education campaigns **(NEW)**
- Budget for consultant for project work on pay gap analysis **(NEW)**
- Gender Equality Steering Group (representation from across Council; meeting at least 4 times per year for 1-2 hours)
- Wyndham Senior Leadership Team (representation from across Council; meeting at least 2 times per year for 1-2 hours specific to the GEAP and GIAs).
- Existing staff and operational resources across multiple departments including People and Capability, Strategic Communications, Strategic Marketing and Tourism, Information Management and Governance.
- Research, tools and guidelines provided by the Commission

Budget allocation is subject to Council's annual budget approval process. The GEAP will be reviewed and updated alongside Council's annual budget process where required.

Wyndham City's Planning and Reporting Framework



Measuring progress

In line with its Integrated Strategic Planning and Reporting Framework, Wyndham City is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for both staff and the broader community. Performance reporting by Council is essential for ensuring transparency and accountability.

Regular reporting will allow Council to monitor if the GEAP is achieving positive change for workplace intersectional gender equality.

The Wyndham City GEAP will be monitored, reported against and reviewed, commencing in 2022/23 financial year.

Internal Reporting

Council will report on its progress internally to the Gender Equality Steering Group and the Executive Leadership Team (ELT).

Annually

Annual Progress Reports will be endorsed by ELT and made available to all staff, Councillors, and to the community through Council's Annual Report. The Annual Report is a legislative requirement which outlines Wyndham City's activities, achievements, challenges, and financial performance for the financial year.

Progress will also be reported in Council's Annual State of Strategies Report. The State of Strategies Report is an annual snapshot of the progress made by Council against the action plans of its Council adopted strategies and plans.

Every two years

Under the Act, Council must report to the Commission on the progress made through the strategies in the GEAP every second year, commencing in October 2023. Council will provide progress reports to the Commission in 2023 and 2025.

These reports will be made available to staff (via internal communication channels) and the community (via Council's website) in order to demonstrate if Wyndham City is making reasonable and material progress in relation to gender equality in our workplace.

The Wyndham City GEAP will also be reviewed regularly to ensure it continues to meet the needs of the organisation, with the first review due in 2023. Any review will be undertaken in consultation with the GEAP's governance structure; the Gender Equality Steering Group, and the broader organisation. If any changes to the GEAP are required, they will be endorsed by ELT and communicated to the Commission, all staff and published on Council's website.

Ongoing communication

Council is committed to ongoing and regular communication regarding the implementation of the GEAP to our organisation. This may include any relevant achievements such as policy updates, process or service improvements, or completed and enhanced programs.

Regular reporting will allow Council to monitor if the GEAP is achieving positive change for workplace intersectional gender equality.

Appendix A: Organisational context

Through the following organisational policies, strategies and plans we work toward creating a safe, respectful and equitable workplace for people of all genders:

- Accessibility Action Plan
- Child Safe Code of Conduct*
- Child Safe Policy*
- Corporate Code of Conduct*
- Enterprise Bargaining Agreement (EBA)
- Equal Employment Opportunity, Discrimination and Harassment Policy*
- Family Violence Policy*
- Family Violence Toolkit and Guidelines*
- Health and Safety Policy*
- Performance Management Policy*
- Reconciliation Action Plan
- Reportable Conduct Policy*
- Toward Equality Policy Statement*

Council's current Enterprise Agreement (2019) includes provisions for:

- Parental Leave
- Family Leave
- Family Violence Leave
- Affirmation and Transition of Gender Leave
- Cultural and Ceremonial Leave
- Compassionate / Bereavement Leave
- Wellbeing Leave
- Purchased Leave
- Study Leave
- Staff Development and Career Progression
- Individual Flexibility Arrangements
- Flexible Considerations for Employees
- Workplace Health and Wellbeing
- Equal Employment Opportunity / Workplace Harassment

The 2022 Enterprise Agreement is currently being negotiated and will have an intersectional gender lens applied where possible.

In addition, Council delivers the following mandatory training to all staff to comply with relevant legislation and ultimately ensure safety and knowledge:

- Bullying and Harassment*
- Corporate Code of Conduct*
- Cyber Security
- Equal Employment Opportunity*
- Fraud Awareness
- Health and Safety – Ergonomic Training
- Health and Safety Fundamentals
- Introduction to Privacy in the Victorian Public Sector

*These policies articulate the minimum standards and behaviours of staff and volunteers in regard to legal, safe actions and zero tolerance of actual or threatened physical assault or abuse.

Family Violence support

Wyndham City is committed to supporting staff who experience violence and will support people to access the supports and services they may need. Council has support systems in place to assist staff who may be experiencing Family Violence, including leave and workplace adjustments, access to the Employee Assistance Program, Family Violence Contact Officers, Inclusion Officer, Wellbeing Officers, People Business Partners and Peer Supporters.

Wyndham City's Family Violence Policy and Guidelines demonstrate a commitment to providing a workplace in which violence is not tolerated or excused.

Council's Employee Assistance Program offers staff support services including confidential counselling to all employees free of charge.

Inclusion

Council employs a full time Inclusion Officer to support initiatives that build a strong workplace culture that underpin Wyndham City being an inclusive environment for all employees.

Additionally, Wyndham City demonstrates its commitment to inclusion and intersectionality through a variety of important plans and staff groups including:

- Wynability – an internal staff reference group with an interest in accessibility and inclusion of people with disability. Staff from across the organisation come together to talk about and deliver activities that increase accessibility.
- Out and Allied – an internal staff group for people that identify as LGBTIQ+ and their allies. It aims to seek an increase in inclusion and organisational awareness on a safe and inclusive workplace.
- Aboriginal Employee Advisory Group – an internal group for staff that identify as Aboriginal or Torres Strait Islander to reflect on their experiences and how to develop an inclusive and culturally sensitive workplace.
- Gender Equity Staff Reference Group – an internal staff group that explores gender equity in the workplace, connects, shares information, and develops strategies and activities.
- Accessibility Action Plan – guides our work to being an accessible and inclusive place to work. It seeks to increase the access, inclusion and equitable participation of people with disability within Council and the greater community.
- Reconciliation Action Plan – Wyndham City has an ongoing commitment to Reconciliation and working to increase outcomes for Aboriginal and Torres Strait Islander people. This is articulated in our Reconciliation Action Plan (RAP). The 2022-24 RAP is currently being developed and has been aligned to the GEAP where possible.
- Towards Equality – supports the achievement of our vision of a safe, inclusive community where all people, regardless of their gender, have equal access to, resources, power and opportunities, are treated with dignity, respect and fairness, in a life free from all forms of violence.
- Staff Relations Consultative Committee (SRCC) – this committee facilitates and enhances the cooperation of Council and staff in increasing efficiency, productivity and competitiveness of Wyndham City, as well as enhancing training, career opportunities and job security for Wyndham staff.
- Wyndham City Wellbeing Steering Committee – this committee was formed to support the Wellbeing and Injury Management Officer and the People Services Team, to improve the health and wellbeing of employees at Wyndham City Council.

Wyndham City also recognises a number of days or periods of significance in our work calendar. These days include:

- International Women’s Day
- Cultural Diversity Week
- Harmony Day
- DAHOBIT
- National Reconciliation Week
- NAIDOC Week
- Wear it Purple
- 16 Days of Activism
- International Day of People with Disability



Wyndham City Council
45 Princes Highway, Werribee, VIC 3030

Phone: 1300 023 411
Translating and Interpreting services: 13 14 50

mail@wyndham.vic.gov.au



www.wyndham.vic.gov.au/



www.facebook.com/wyndhamcitycouncil



www.twitter.com/wyndhamcouncil



