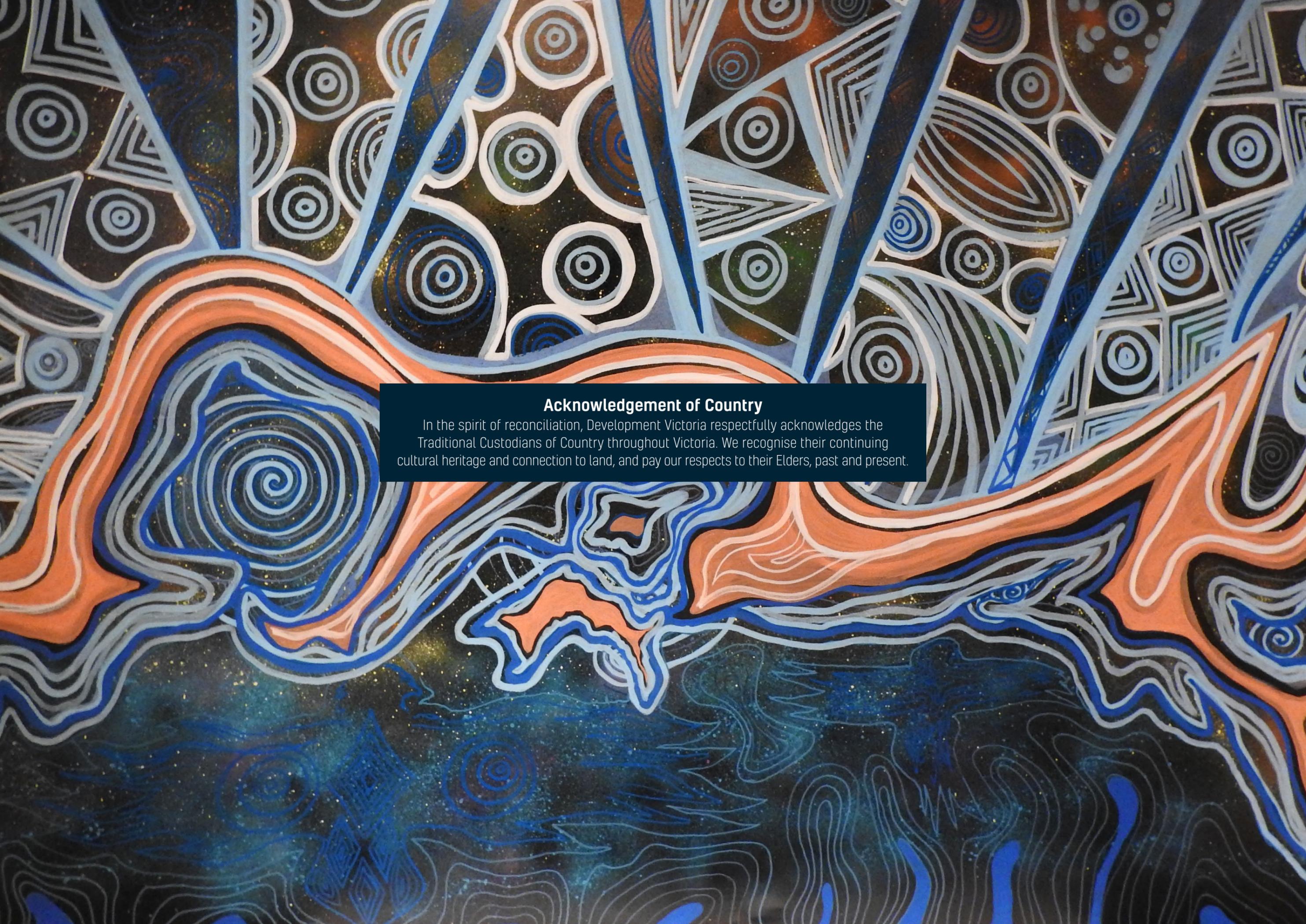


DEVELOPMENT VICTORIA

**GENDER
EQUALITY
ACTION
PLAN**

2021-24





Acknowledgement of Country

In the spirit of reconciliation, Development Victoria respectfully acknowledges the Traditional Custodians of Country throughout Victoria. We recognise their continuing cultural heritage and connection to land, and pay our respects to their Elders, past and present.

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CEO FOREWORD

At Development Victoria, our commitment to continually enhancing the experience of all our people has been a significant priority and resulted in much change and progress, especially over the last 3 years.

In developing our first Gender Equality Action Plan (GEAP), we have reflected deeply on where our efforts need to be most focussed in order to leverage the progress that we've already made, in doing so we have identified four key strategic goals of our GEAP. The key areas that shaped our strategy and action plans include:

- leadership, culture and behaviours
- policies, procedures and systems
- recruitment, reward and recognition
- data and research
- communication monitoring, evaluation and feedback

We believe that the plan we've developed, while ambitious and challenging, will elevate our workplace culture. It will also enable us to best realise our goal to be an exemplar within the industry and public sector in the area of diversity and inclusion, particularly as it relates to gender equality. Through our plan, we hope that our partnerships with stakeholders and suppliers also be positively impacted by our ethos and commitment to gender equality, such that they too can benefit and proudly share in our collective achievements and advancements. Ultimately, the outcomes will be most evident in the projects we lead and the places that we create for our Victorian communities.



Angela Skandarajah
Chief Executive Officer

ACCELERATING THE TRANSITION TO GENDER EQUALITY

Case for Change

Development Victoria is shaping the way Victorians live through our commitment to delivering outcomes that support the ongoing growth and development of diverse and sustainable communities across Victoria.

We recognise that diversity makes our communities rich and vibrant places and that there is contrast in the way that people of different backgrounds, cultures, languages, ages, abilities and genders experience the places we develop. We know that addressing gender equality will improve our decision making and performance by highlighting unhelpful work practices and attitudes that do not align with the future we envision. We believe that ending gender-based attitudes will ultimately serve to benefit everyone. We also acknowledge that change is never easy and just as with our creation of vibrant places to live, work and play, this is a long term strategy requiring sustained leadership and commitment.

We are committed to achieving equity and fairness as an ongoing intergenerational strategy, building on our organisational values of collaborate, innovate and deliver, whilst fostering meaningful and enduring relationships. We understand that deep and lasting change takes time and we are committed to the journey of continuous learning and growth necessary to realise this change.

Our commitment to change includes the promotion of intersectional gender equality in our people and practices. Our aim is for our workforce to reflect the communities we serve. By bringing together people with differing perspectives, lived experiences and skills, we can make choices that reflect our commitment to equity and fairness, while providing a progressive and connected workplace. Through a more progressive and connected workplace, we will foster an environment where innovation can flourish and agile teams adapt to change in building connected communities that create a sense of belonging and safety.

We strive to leave a strong legacy across all our work, through sustainable development and construction and nothing less than best practice. Through our people, partnerships and projects, we can make a genuine difference that raises standards and leads the way on equity and fairness.

LEGISLATIVE FRAMEWORK

Gender equality benefits people of all genders and the *Gender Equality Act 2020* (the Act) aims to level the playing field so that Victorians can have equal rights, opportunities, responsibilities and outcomes. Under Section 11 of the Act, Development Victoria must undertake a workplace gender audit that assesses the state and nature of gender inequality in the workplace as at 30 June in the Gender Equality Action Plan reporting year, commencing 30 June 2021, and each subsequent 4th year. The audit must have regard to the workplace gender equality indicators, any gender equality targets or quotas, disadvantage or discrimination that a person may experience on the basis of aboriginality, age, disability, ethnicity, gender identity, race, religion and/or sexual orientation in addition to gender inequality, or any other matters that Development Victoria considers relevant.

Under Section 10 of the Act, Development Victoria must prepare a GEAP every four years and ensure that there are adequate resources allocated to developing and implementing the GEAP. The GEAP must include the results of the workplace gender audit; strategies and measures for promoting gender equality in the workplace of the defined entity, based on the results of the workplace gender audit; and any other matters that Development Victoria considers relevant.

In preparing the GEAP, Development Victoria must consider the 7 gender equality principles, and consult with the Board, employees and employee representatives (such as relevant unions) in line with existing governance and associated processes.

Introduction to what the action plan is and how it's been developed

Development Victoria has embarked on the establishment of its first Gender Equality Action Plan (GEAP), following analysis of its gender workplace audit data (as at 30 June 2021) and insights and suggestions gathered through interactive employee consultation workshops during December 2021. A dedicated GEAP Taskforce has analysed the information, extracting key themes which have led to 4 primary strategic

goals. It should be noted that the actions are intended to be a roadmap based on the needs and experiences within Development Victoria at the time of establishing the GEAP and many of the actions are considered likely to advance overall progress. The roadmap of actions should not be treated as a checklist and therefore, each year, the actions must be reviewed to determine whether they are genuinely likely to advance progress towards achieving the goals. The action list is not exhaustive and does not replicate or include practices that are already embedded with systems and processes at Development Victoria.

It is critical that this plan is genuinely reflective of the role that Development Victoria plays within government, communities and as an employer. To ensure that the plan is aspirational, achievable and relevant, it will be integrated into Development Victoria's organisational strategic plan and the people strategy.

The plan identifies opportunities to continue a journey towards the realisation of optimal diversity and inclusion throughout Development Victoria and addresses each of the workplace gender equality indicators. The workplace gender equality indicators are:

- gender workforce composition
- gender composition of governing bodies
- gender pay equity
- sexual harassment
- recruitment and promotion
- leave and flexibility
- gendered work segregation

Pathway to creating Development Victoria's Gender Equality Action Plan 2021 - 2024

2021

MAR

Gender Equality Act 2020 commenced

30 JUN

Gender equality audit data prepared

OCT

GenVic engaged to support Development Victoria in creating its 1st GEAP

NOV

Development Victoria's GEAP Taskforce is established

1 DEC

Development Victoria's Gender Audit Data is submitted to the Gender Equality Commission

8 DEC

All employee consultation session held, presenting analysis of audit data against 7 GEAP indicators

15 - 16 DEC

Employee workshops held to gather input and feedback to shape DV's 1st GEAP based on audit data and 7 GEAP indicators

2022

10 - 18 Jan

GEAP Taskforce review data gathered through audit and employee consultation sessions to create the draft strategic goals and actions.

31 Jan

CPSU provided draft strategic goals and actions for feedback

1 Feb

Executive Team presented with draft strategic goals and actions for feedback

16 Feb

Development Victoria Board presented with draft strategic goals and actions for feedback

31 Mar

GEAP is submitted to the Gender Equality Commission for approval

SNAPSHOT OF DATA

Understanding our baseline

This plan has been developed following analysis of gender workplace audit data as at 30 June 2021 and insights from employee consultation workshops facilitated in December 2021. This formed the baseline for this Gender Equality Action Plan. Development Victoria is proud of its work towards gender equality within the organisation and is committed to constant improvement on outcomes. This plan identifies opportunities to continue a journey towards the realisation of optimal diversity and inclusion throughout Development Victoria and addresses each of the workplace gender equality indicators.

Indicator 1 : Composition

Development Victoria has a 54% women and 46% men workforce composition, with more women in levels 1 - 4 and more men in levels 5 - 7.5 for the relevant data collection period, Development Victoria did not have available intersectional data for its workforce.

The predominant age range is 25 - 54 years, where there are more women than men, in the 55 - 65+ years there are more men than women.

The 2021 People Matter Survey reflected high scores across recommending Development Victoria as an employer, where staff were motivated, inspired and had a strong attachment to the organisation. The survey also reflected strong confidence in many aspects of the organisation and in senior leadership to drive change.

Indicator 2 : Governing Body Composition

The Development Victoria Board and Executive Team is gender balanced.

MEN

46%



78% FULL TIME
13% PART TIME

CULTURAL DIVERSITY

70% AUSTRALIAN
13% PREFER NOT TO SAY
9% EUROPEAN
16% ENGLISH

WOMEN

54%



5% DISABILITY

7% ASIAN
2% NEW ZEALAND
1% MIDDLE EASTERN
1% AFRICAN

BOARD COMPOSITION

50%



50%



SENIOR EXECUTIVE COMPOSITION

4 MEN



5 WOMEN



Indicator 3 : Gender Pay Equity

This is recognised as a key area of work over the next 4 years and actions are already in place to start addressing this. The Average pay gap across the organisation is 16.40% and while work has been undertaken to eliminate the gap across most levels in recent years, the level that has been most complex to address is the Director level due to the number of long-serving and experienced male employees.

In addition, the focus on attracting more women to the organisation has seen much success at early career levels, which at the time of reporting has had the effect of increasing the organisation wide pay gap, however must be noted that this is not the case at the applicable job levels. It is expected that over time, the retention and promotion of female talent at Development Victoria will sustainably correct the pay gap.

Indicator 4 : Sexual Harassment

In 2020-2021 there were no reported incident of sexual harassment in the workplace. The 2021 People Matter Survey reflected an increase of 17% in staff confidence in speaking out about inappropriate behaviour and a confidence to report incidences of harassment and bullying.

Indicator 5 : Recruitment and promotion

During the reporting period, Development Victoria recruited 39 new hires, of which 23 were male and 16 were female. In the same period, there were 29 employees promoted, of which 15 were males and 14 were females. The People Matter Survey results indicated an opportunity to improve communication regarding decisions relating to promotion of employees.

Indicator 6 : Leave and Flexibility

Development Victoria staff have access to family violence leave, paid parental, and carers leave amongst a number of other entitlements.

Results of the 2021 People Matter Survey showed that 82% of respondents reported Development Victoria has a positive workplace culture towards employees with carer responsibilities. During the reporting period, equal numbers of female and male employees access carer's leave.

It was noted with concern through the audit data that more women than men were taking unpaid leave following paid parental leave.

Indicator 7 : Workforce Gender Segregation

Current workforce data indicates an opportunity to further investigate patterns of gender workforce segregation based on the higher number of women in supporting roles in the organisation. There is some evidence of historical gender stereotypical feminised roles such as Human Resources and Corporate Affairs and masculinised roles such as IT and Facilities.

GOALS

1 Strong leadership capable of driving challenge and change

PRIORITY ACTIVITIES

1. Implementation of Leadership Capability Framework
2. Investigate barriers to promotion for part-timers
3. Develop and embed inclusion KPIs into performance plans for all senior leaders

2 A strengths-based culture that recognises, respects and promotes the value of gender equality and inclusion

1. Practical tools and training to promote safe space, cultural awareness and equal voices
2. Expand roll-out of Clifton Strengths as a gender neutral tool to promote collaboration, communication and recognition.
3. Annual dedicated DEI survey

GOALS

3 Flexible, fair and equitable workplace policies, practices and data.

PRIORITY ACTIVITIES

1. Examine recruitment policies for structural inequities and implement any resulting recommendations
2. Undertake a program to collect intersectional data for all employees
3. Enhance parental leave resources and support

4 Sustainably eliminate any gender pay gaps by role type and reduce the overall gender pay gap to 8% by the end of 2024.

1. Transparent reporting of gender pay gap
2. Institute bi-annual ET talent succession roundtables
3. Implement strategy to reduce pay for Director level and above

SUMMARY OF 4 YEAR PLAN

GOALS

1 Strong leadership capable of driving challenge and change

2 A strengths-based culture that recognises, respects and promotes the value of gender equality and inclusion

2022

STRENGTHENING FOUNDATIONS

Launch Leadership Capability Framework

Deliver Cultural Awareness and Unconscious Bias Program for all Leaders

Annual Leadership Effectiveness survey

Practical tools and training to promote safe space, cultural awareness and equal voices

Expand roll-out of Clifton Strengths

Annual dedicated DEI survey

2023

BUILDING BETTER EXPERIENCES

Expand Leadership Capability Framework to all Directors and Managers

Investigate barriers to promotion for part-timers

Explore and pilot diverse matching in org-wide mentoring program

Showcase and promote examples/benefits of workgroup diversity

2024

RENEW, REVITALISE & REPLAN

Develop and embed inclusion KPIs into performance plans for all senior leaders

Independent stakeholder survey to measure perceptions of DV as inclusive partner

SUMMARY OF 4 YEAR PLAN

GOALS

3 Flexible, fair and equitable workplace policies, practices and data.

4 Sustainably eliminate any gender pay gaps by role type and reduce the overall gender pay gap to 8% by the end of 2024

2022

STRENGTHENING FOUNDATIONS

Examine and improve recruitment policies and practices including intersectional data and promotion

Workplace behaviour and sexual harassment policy and refresher training

Enhance Family Violence resources and support for employees

Transparent reporting of gender pay gap (ET, PCRC and all staff)

Create strategy to reduce pay gap for Director level and above

2023

BUILDING BETTER EXPERIENCES

Audit improvements to recruitment practices and research further opportunities (e.g. barriers to promotion, anonymous CVs, etc.)

Program to collect intersectional data for all employees

Enhance parental leave resources and support

Institute bi-annual ET talent succession roundtables

Implement strategy to reduce pay gap for Director level and above

2024

RENEW, REVITALISE & REPLAN

Implement proactive analysis of intersectional employee data at beginning of each recruitment campaign.

Review procurement practices to identify where influence of external suppliers to meet GE Act possible.

Publish remuneration ranges for most occupied roles

Create and publish dashboard (accessible to all employees) reporting on DEI measures

ACTION PLAN

2022 STRENGTHENING FOUNDATIONS

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS [2022] | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|---|--|---|
| 1, 2, 3 | 1. STRONG LEADERSHIP CAPABLE OF DRIVING CHANGE AND CHALLENGE | Implement leadership capability framework for the Executive Team and Senior Directors that ensures role modelling respectful, safe and inclusive behaviours. such as feedback in the moment and questioning and debating norms. | Executive Team and Senior Directors set clear expectations to respectfully challenge and be challenged on behaviours and mindsets that affect gender bias. | Leadership Capability Framework has been implemented and expectations regarding behaviours and competencies to support improved diversity and inclusion are communicated. |
| | | Build capability of leaders specifically in cultural awareness and unconscious bias through a dedicated learning program. | Mandated Unconscious Bias Training and Cultural Awareness training for ELT, Senior Directors and Directors. | All leaders will have completed the training. Leaders report better awareness of their own biases and the impact that this can have in their work and relationships. |
| | | Undertake leadership effectiveness survey to provide a baseline of current experience of employees. | A baseline leadership effectiveness measurement is established. | Analysis of leadership effectiveness data informs targeted capability development. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS [2022] | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|---|--|--|
| 1, 3, 7 | 2. A STRENGTHS-BASED CULTURE THAT RECOGNISES, RESPECTS AND PROMOTES THE VALUE OF GENDER EQUALITY AND INCLUSION | Develop practical tools and communications to encourage a safe space and promote a culture where great ideas come from all levels, genders and races and all voices are welcome and respected | Tools and resources promoted and made accessible to all staff. | Improvement in employee feedback relating to psychological safety measures in engagement survey data. |
| | | Deliver cultural awareness and unconscious bias training across the organisation. | Training made available to all employees. | Employee participation rate and training evaluation feedback. |
| | | Continue the implementation of the CliftonStrengths throughout the organisation to leverage the power of difference and diverse talents. | Tools and resources promoted and made accessible to all staff. | Improvement in employee feedback relating to psychological safety measures in engagement survey data. |
| | | Undertake a dedicated DEI survey to evaluate the experience of employees and assess the GEAP against survey results to ensure it addresses issues and opportunities. | Survey undertaken and results analysed and communicated back to the organisation by end of 2022. | Review of GEAP goals and actions either results in reinforcement of the plan or identifies areas to adjust and reprioritise. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS [2022] | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|---------------------|---|---|---|---|
| 1, 2, 3, 4, 5, 6, 7 | 3. FLEXIBLE, FAIR AND EQUITABLE WORKPLACE POLICIES, PRACTICES AND DATA. | Examine recruitment and selection policies and practices to identify and address potential structural inequities. | Potential improvements are identified, and a plan determined, where required, to implement any changes. | Policy review is completed, and updates are communicated to all staff. |
| | | Build capability of leaders specifically in cultural awareness and unconscious bias through a dedicated learning program. | All job ads are reviewed through online application to identify any gender-biased language. Suite of interview questions is updated to include questions that assess inclusive behaviours. | Candidate diversity is improved in traditionally gender-segregated roles. |
| | | Initiate the collection and recording of intersectional data for all new hires. | Collection of intersectional data enables improved analysis and understanding of potential biases that may impact broader diversity dimensions. | Data is recorded and available for reporting and analysis. Insights are used to target recruitment strategies, where required. |
| | | Deliver refresher communication and training on workplace behaviour, including introducing a separate Sexual Harassment policy. | Annual compliance training delivered in April 2022 is updated to include awareness of Sexual Harassment policy. | Training completion rates are monitored and reported to Executive Team. |
| | | Upskill P&C team members to identify and respond to structural inequity in HR processes. | Workshop delivered to entire P&C team by the end of 2022 targeted at enabling team to identify ways to monitor and improve policies, process and systems to improve inclusion. | After completing the training, P&C team members report improved confidence and capability to ensure HR practices are inclusive. |
| | | Develop Family Violence resources for employees and managers. | Resources prepared, promoted and made accessible via the Intranet. | Materials made available by 30 June 2022. |
| | | Train P&C team members to act as Family Violence Support Officers. | Additional two P&C team members complete training. | At least 50% of the P&C team are trained Family Violence Support Officers. |

2023 BUILDING BETTER EXPERIENCES

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2022) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|---|--|--|
| 1, 2, 3, 5, 7 | 4. SUSTAINABLY ELIMINATE ANY GENDER PAY GAPS BY ROLE TYPE AND REDUCE THE OVERALL GENDER PAY GAP TO 8% BY THE END OF 2024 | Implement transparent and regular reporting of gender pay gap to the ET and People, Culture & Remuneration Committee. | Monthly HR dashboard reporting to ET includes a detailed analysis of gender pay gap. Standard report detailing gender pay gap is included as a standing agenda item in the People, Culture & Remuneration Committee meetings. | Gender pay gap is actively monitored by ET and Board. Data indicates that gap is trending downward when compared between periods. |
| | | Publish bi-annual gender pay gap data via appropriate internal communication channel. | Demonstrate accountability and commitment to staff for improving the gender pay gap. | Engagement survey data indicates increased scores in the areas of D&I. Data indicates that gap is trending downward when compared to previous reporting period. |
| | | Create a strategy to reduce pay gap for Director level and above, including an implementation plan. | Strategy is committed to and endorsed by the Executive Team with shared accountability for implementing the plan. | Gender pay gap data is used to support decision making in recruitment, promotion and remuneration review processes. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2023) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|---|--|---|---|
| 1, 2, 3 | 1. STRONG LEADERSHIP CAPABLE OF DRIVING CHANGE AND CHANGE | Expand the application of the leadership framework to all Directors and People Managers. | All people leaders are set clear expectations to respectfully challenge and be challenged on behaviours and mindsets that affect gender bias. | Leadership Capability Framework has been implemented and expectations regarding behaviours and competencies to support improved diversity and inclusion are communicated. |
| | | Embed the leadership capability framework as a tool for all employees to support career progression and development. | The framework and supporting tools are used to guide career development activities that result in equitable and fair opportunities for progression. | Quality of development plans is increased with evidence of objectives aligned to the leadership capability framework. |
| | | Investigate potential barriers to the promotion of part-time employees into leadership positions. | Behaviours and decision making that prevent the promotion of part-time employees are surfaced and recommendations implemented to address issues. | Increased number of part-time employees in leadership roles. |
| | | Explore and pilot approaches to strengthen gender responsive leadership, such as embedding diverse matching in org-wide mentoring program. | Gender balanced participation in the mentoring program. Mentor matching process includes diversity criteria. | Positive program feedback (both formal and informal). |
| | | Undertake annual leadership effectiveness survey and measure and report on change from previous year. | Analysis of change in employee perceptions of leadership. | Survey results indicate improvement on previous year. |
| | | Report progress of GEAP actions to the Executive Team, Board and the Gender Equality Commission with reports published on external website and communicate internally. | Demonstrate progress, accountability and commitment to achieving goals of the Gender Equality Action Plan. | Actions for each year are completed. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2023) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|---|---|---|
| 1, 3, 7 | 2. A STRENGTHS-BASED CULTURE THAT RECOGNISES, RESPECTS AND PROMOTES THE VALUE OF GENDER EQUALITY AND INCLUSION | Develop a campaign to promote and showcase examples of workgroup diversity at Development Victoria and highlight how diverse perspectives “add” to the culture rather than “fit” the culture. | Increased appreciation by all staff for the benefits of workgroup diversity and a conscious effort made to foster inclusive behaviours that seek out and welcome diverse contributions. | Leadership Capability Framework has been implemented and expectations regarding behaviours and competencies to support improved diversity and inclusion are communicated. |
| | | Continue the implementation of the CliftonStrengths throughout the organisation to leverage the power of difference and diverse talents. | Every employee is given the opportunity to undertake strengths assessment and receive debrief coaching. | Employee participation rate and training evaluation feedback. Evidence of employees using common gender-neutral language and vocabulary to better describe, communicate and understand each other. |
| | | Undertake a dedicated DEI survey to evaluate the experience of employees and assess the GEAP against survey results to ensure actions address issues and opportunities. | Monitor and evaluate effectiveness of GEAP progress. Where appropriate, ET to agree updated actions. | Critical analysis of survey results against GEAP to evaluate effectiveness of actions against the set goals. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2023) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|---------------------|---|---|--|--|
| 1, 2, 3, 4, 5, 6, 7 | 3. FLEXIBLE, FAIR AND EQUITABLE WORKPLACE POLICIES, PRACTICES AND DATA. | Undertake audit of recruitment advertisements to ensure gender neutral and inclusive language for non-binary people. | Audit identifies any non-inclusive or gender-biased language that is adjusted for future advertisements. | Statistical evidence indicates that candidate diversity is improved in traditionally gender-segregated roles. |
| | | Research the benefits and feasibility of anonymous resumes and blind candidate evaluation processes. | Identify potential improvements to existing recruitment policies and practices. Where deemed suitable and viable, develop a plan to implement recommendations from the research. | Recommendations are adopted and a plan is in place to implement. |
| | | Undertake a program across the organisation to collect and record intersectional data for all employees. | Improved reporting of gender and intersectional employee data. | Information is confidentially captured and securely stored. Data is used for analysis and reporting purposes only. |
| | | Investigate barriers to uptake of part-time roles and unpaid parental leave by males. | Study commissioned that identifies barriers and provides recommendations to remove barriers. | Recommendations are adopted and a plan is in place to implement. |
| | | As part of new Development Victoria Enterprise Agreement, review current parental leave entitlements and seek more equitable leave such that unhelpful systemic norms associated with family caring responsibilities are discouraged. | Improvement to existing policies, benefits and parental leave practices are identified and reflected, where relevant, in the new Enterprise Agreement. | Parental leave data indicates an improved equitable update of parental leave benefits and entitlements. |
| | | Enhance existing parental leave and flexible work resources to better support employees and managers. | Employees and managers can easily access information to ensure clear and effective guidance for employees taking parental leave. | Feedback on drafted materials is sought from employees and managers. |

2024 RENEW, REVITALISE AND REPLAN

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2023) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|--|--|---|
| 1, 2, 3, 5, 7 | 4. SUSTAINABLY ELIMINATE ANY GENDER PAY GAPS BY JOB LEVEL AND REDUCE THE OVERALL GENDER PAY GAP TO 8% BY THE END OF 2024 | Institute bi-annual ET talent and succession roundtables to generate awareness of potential leadership talent across the organisation and develop individualised support and pathways. | Collective awareness and appreciation of potential leadership talent by key decision makers that proactively encourage career development opportunities while avoiding gender-based assumptions. | Improved succession planning practices lead to better quality development plans and equitable decision making evidenced through development and promotion opportunities. |
| | | Implement the strategy to reduce pay gap for Director level and above. | Action identified through strategy are put into practice. | Gender pay gap data is used to support decision making in recruitment, promotion and remuneration review processes. Gender pay data indicates a downward trend in the pay gap for Directors and above. |
| | | Evaluate the effectiveness of any changes to promotion practices and refine response as needed. | Analysis undertaken to monitor targeted changes, such as number of women (both part-time and full-time) applying for promotions and being successfully appointed. | Analysis indicates positive changes and outcomes. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2024) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|---|--|--|---|
| 1, 2, 3 | 1. STRONG LEADERSHIP CAPABLE OF DRIVING CHANGE AND CHANGE | Undertake annual leadership effectiveness survey and measure and report on change from previous year. | Use results to help inform focus areas and actions for next GEAP. | Results indicate improvement in targeted areas |
| | | Develop a set of inclusion KPIs for all senior leaders embedded into performance development plans and supported by 360 degree feedback. | Standardise behaviours of inclusion that all leaders are held accountable for demonstrating. | Performance evaluation data is extracted from system and analysed to measure results. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2024) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|---|---|--|
| 1, 3, 7 | 2. A STRENGTHS-BASED CULTURE THAT RECOGNISES, RESPECTS AND PROMOTES THE VALUE OF GENDER EQUALITY AND INCLUSION | Commission independent survey of stakeholders and community members to measure perceptions of Development Victoria as an inclusive partner. | The evolution of the organisation's D&I culture and capability positively impacts Development Victoria's external stakeholders, communities and project outcomes. | Survey results are reviewed by Executive Team, Board and shared with all staff. |
| | | Undertake a dedicated DEI survey to evaluate the experience of employees and assess the GEAP to ensure it addresses issues and opportunities. | Analysis of results is used to measure performance against plan and where appropriate, ET to agree updated priorities and actions. | Results are communicated to Board, ET and all staff. Data is used to inform focus areas and actions for next GEAP. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2024) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|---------------------|---|--|--|---|
| 1, 2, 3, 4, 5, 6, 7 | 3. FLEXIBLE, FAIR AND EQUITABLE WORKPLACE POLICIES, PRACTICES AND DATA. | Assess diversity data for applicable job level at the beginning of each recruitment campaign to enable proactive management of gender balance | Achieve or maintain a gender balance across all senior levels of 40:40:20 (meaning minimum 40% representation of male or female and 20% any gender). | Targeted gender outcomes are achieved and maintained at every level of the organisation. |
| | | Review our procurement practices to assess the extent to which we can influence external service providers to meet the requirements of the Workplace Gender Equality Act 2020. | Opportunities to influence service providers through procurement activities are identified and acted upon. | Evidence of service providers contributing to the achievement of gender-based outcomes on projects. |

| GE ACT INDICATOR | ROLE IN DECISION-MAKING | ACTIONS (2024) | TARGET OUTCOMES | HOW WE WILL MEASURE OUTCOMES |
|------------------|--|--|--|--|
| 1, 2, 3, 5, 7 | 4. SUSTAINABLY ELIMINATE ANY GENDER PAY GAPS BY ROLE TYPE AND REDUCE THE OVERALL GENDER PAY GAP TO 8% BY THE END OF 2024 | Publish remuneration ranges for the most occupied roles in the organisation by experience level. | Data is used to help determine remuneration levels for vacant roles at the commencement of recruitment campaigns and enables greater transparency and fairness in setting salaries for new hires and promotions. | The overall gender pay gap is reduced to 8% and further actions development to reduce to and maintain at 0%. |
| | | Create and publish a dashboard accessible by all employees that reports on a range of DEI measures, including gender representation by job level, pay gap and intersectionality. | Increased transparency demonstrates progress, accountability and commitment to achieving goals of the Gender Equality Action Plan. | Visibility and accessibility for all staff made available through relevant internal communication channel. |



GENDER EQUALITY ACTION PLAN

STRATEGIC RESOURCE ALLOCATION FOR GENDER EQUALITY ACTION PLAN 2021 - 2024

| GE ACT INDICATOR | GOALS | INVESTMENT |
|------------------|--|--|
| 1, 2, & 3 | STRONG LEADERSHIP CAPABLE OF DRIVING CHALLENGE AND CHANGE | <ul style="list-style-type: none"> Budget for leadership capability coaching and talent assessment program to support implementation of capability framework Budget for "Behaviours of Inclusion" program targeted at increasing cultural awareness and addressing unconscious bias Allocate capacity of OD & Engagement Manager to design and run the leadership effectiveness survey and oversee development of tools, communication plan and implementation of the Leadership Capability Framework. |
| 1, 3 & 7 | A STRENGTHS-BASED CULTURE THAT RECOGNISES, RESPECTS AND PROMOTES THE VALUE OF GENDER EQUALITY AND INCLUSION | <ul style="list-style-type: none"> Budget to recruit a dedicated D&I Manager to oversee delivery program for the GEAP and other D&I programs, such as the RAP and D&I Action Plan Budget for specialist consultancy to assist with the development of practical tools and resources to promote behaviours that foster safe spaces and encourage all voices to be heard. Budget for "Behaviours of Inclusion" program targeted at increasing cultural awareness and addressing unconscious bias for all staff Budget for 5 employees to be trained as CliftonStrengths Coaches to deliver strengths program and coaching across the organisation Allocate capacity of D&I to design and run the DEI survey Training budget allocated for P&C team to upskill in specialist survey tools to ensure sophisticated analysis and reporting of survey results (currently using Qualtrics). |

| GE ACT INDICATOR | GOALS | INVESTMENT |
|--------------------|--|---|
| 1, 2, 3, 4,5,6,& 7 | FLEXIBLE, FAIR AND EQUITABLE WORKPLACE POLICIES, PRACTICES AND DATA. | <ul style="list-style-type: none"> Budget for specialist external advice (e.g. legal review of policies and procedures) and research to be undertaken into target areas for investigation as outlined in GEAP (e.g. universities, internal auditors). Training budget to include allocation for specialist training in workplace behaviour, sexual harassment, etc, where required Cost of specialist software application to assess recruitment practices (e.g. gender neutral job ads) Budget for specialist support to configure existing talent management systems to enable the collection of intersectional data. Training budget allocated for P&C team members to undertake Family Violence Support Officer training Budget allocated for "Systems of Inclusion" workshop for P&C team to increase capability to identify and address potential structural inequities in HR policies and processes. |
| 1, 2, 3, 5 & 7 | SUSTAINABLY ELIMINATE ANY GENDER PAY GAPS BY ROLE TYPE AND REDUCE THE OVERALL GENDER PAY GAP TO 8% BY THE END OF 2024 | <ul style="list-style-type: none"> Budget provision to correct gender pay gaps, either during the annual remuneration review process or on a special needs basis, at the discretion of the CEO Budget provision for specialist remuneration advice, as required, to support role assessment and decision making. Resource allocation from Finance and ICT team to develop dashboard reports and other analytical tools |

GENDER EQUALITY ACTION PLAN

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