

MELBOURNE RECITAL CENTRE

GENDER EQUALITY ACTION PLAN

CONTENTS

Key Achievements	1
About Progress Reports	2
Table 1 – Gender Impact Assessment Progress	3-4
Table 2 – Strategies and Measures Progress	5-11
Table 3 – Workplace Gender Equality Indicators Progress	12-15

ACKNOWLEDGMENT OF COUNTRY

Melbourne Recital Centre acknowledges the Traditional Custodians of the lands on which we work, live, perform, and learn. We pay our respects to people of the Kulin Nation, to Elders past and present and to all Aboriginal and Torres Strait Islander Peoples. We acknowledge and celebrate their wisdom, cultures, languages, songs, and stories, as well as their enduring connection to Country.

KEY ACHIEVEMENTS

Of MRC's action items... 52% are *complete* while 24% are *in progress*.



11.7% salary gap

Represents a 6% reduction from baseline data of 12.4%



Over 300

Cumulative views by staff for our updated for HR templates and resources aimed at improving recruitment processes



95% team members

Have participated in Respectful Behaviors training (ongoing/fixed term staff)



Over 70

Cumulative views by staff for our updated for integrity policies relating to Respectful Behaviors and Complaints & Public Interest Disclosures



50% conversion

Of fixed term to continuing positions aimed at reducing job insecurity



5 workshops

run for Truth-Telling and cultural awareness for team members including one governance audit



Approx 490

Pronoun pins distributed to team members, artists and stakeholders.



1 Gender Impact Assessment

Completed with respect to reviewing casual recruitment processes (Visitor Experience team)

ABOUT PROGRESS REPORTS

The *Gender Equality Act 2020* aims to improve outcomes across the broader Victorian community by eliminating the systemic causes of gender inequality in policies, programs and services in workplaces and communities. The full Gender Equality Action Plan (GEAP) can be found [here](#) while what follows is an overview of our progress to date.

Under the Gender Equality Amendment Regulations 2023, progress reports are submitted to the Commission for Gender Equality and must include the following components:

- **Progress Audit** – conduct and report on workforce data and an employee experience survey (People Matter Survey) to enable reporting on progress against the seven workplace gender equality indicators. Note: the results of the audit are not included in this document but can be accessed directory via the CGEPS insights portal at [here](#).
- **Gender Impact Assessments (GIA)** – report on the policies, programs, and services subject to a GIA and the outcomes of those GIAs.
- **Strategies and measures** – report on our progress in implementing the strategies and measures in Melbourne Recital Centre's GEAP.
- **Workplace gender equality indicators** – report on our progress against the seven workplace gender equality indicators using the results of the Progress Audit.

Melbourne Recital Centre's progress report including key achievements is for the period 30 June 2021 – 30 June 2023.

TABLE 1: GENDER IMPACT ASSESSMENT PROGRESS

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken
What is the title of the policy, program or service that was the subject of the GIA?	Was the subject of the GIA a policy, program, or service	Provide a description of the policy, program, or service subject to the GIA.	Was the policy, program or service new or up for review?	Were actions taken to develop or vary the policy, program, or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA?	Describe the actions taken to develop or vary the policy, program, or service to meet of people of different genders, address gender inequality and promote gender equality.
Visitor Experience Recruitment Process	Policy	Recruitment processes in the Visitor Experience (VX) team for casual and part time employees.	For Review	Yes	<p>An overall review of the VX recruitment process took place. The current process was reviewed, feedback was sought from previous participants and research was conducted to assess better ways of recruiting. Key actions were identified following the assessment. These were:</p> <p>A review of position descriptions for roles within the VX team was conducted. Updates were made to ensure that position descriptions did not feature gendered language, were written in plain English and provided a clear representation of the role and general duties.</p> <p>A review of job advertisements for roles within the VX team was conducted. Advertising was adjusted to be written in plain English, to ensure it did not feature gendered language, to ensure it provided clear instructions on the application process, to better communicate the day- to-day responsibilities of the role and transferrable skills and to clearly communicate the hourly wage and not just the salary band and increment.</p> <p>The application process was updated to reduce barriers</p>

					<p>to application. Applications for entry level frontline roles were not required to address key selection criteria, instead were asked three short questions for response. Cover letter and resume requirements were communicated clearly, so that it was easy to understand what was needed to assess applications.</p> <p>The interview and assessment process were updated. This included a review of candidate questions, scoring matrix, application assessment and interview process. Changes across these areas were made to address unconscious bias.</p>
--	--	--	--	--	--

TABLE 2: STRATEGIES AND MEASURES PROGRESS

Strategies and Measures	Status	Status Description
<p>List your organisation’s strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that have been outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • ‘Complete’ indicates that all planned activities related to this strategy or measure have been finalised. • ‘In progress’ indicates that the activities under this strategy or measure are progressing but not yet complete. • ‘Ongoing’ indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • ‘Not started’ indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • ‘Void’ indicates that this strategy or measure appeared in your defined entity’s GEAP but has since been cancelled. 	<p>Describe your progress made in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.
<p><i>Priority Area 1 - Build a safer, more diverse & inclusive workplace</i></p>		
<p>Goal 1 - Improve quality & quantity of intersectional data</p>		
<p>Actions - 1.1 Review HR enterprise</p>		

capability for recording intersectional data 1.2 Improve participation of People Matter Survey (PMS) 2023		
Measure - 1.1.1 Process developed for capturing data for new staff from 1 July 21 onwards	Void/cancelled	MRC has acquired ELMO, the new HR & IT enterprise system to streamline and manage recruitment, onboarding, performance management, training, and development of staff as well as record intersectional data of all staff. While the intention was roll out in early 2023, this ended up being delayed to early 2024 following resources issues in the HR management team arising from staff taking parental leave. The decision was taken to cancel this action and concentrate on collecting intersectional detail from the ELMO implementation roll out date rather than backdating to July 2021. The issue was a practical one arising from delays associated with recruiting and training up interim HR Managers which needed to occur twice as interim replacements left the organisation early in their 12 month contract.
Measure - 1.1.2 Missing data collected for new staff between 1 July 21 - 31 December 23 and uploaded in ELMO (90% complete)	In progress	As per above, the delay in ELMO launch has meant this action is in progress. The intersectional questions have been built into the ELMO system to be completed by staff when launched. The extent that they can be backdated to 1 July 2021 will depend on the system and current personnel on foot (but will not include staff who have left the organisation). Most likely, the intersectional detail will be based on a forward future date tied into the system launch for administrative ease and analysed instead when the GEAP full report is due.
Measure - 1.2.1 Increased participation for PMS 2023 (minimum 55%)	Complete	While the People Matter Survey 2023 was completed by Jun 23, the effective participation rate was 46%, a reduction from 52% reached in 2021. The target of 55% participation rate was not achieved despite 46% being above 32% (the response rate for the comparator organisations against which MRC is benchmarked). The intention behind setting the target was to ensure that responses to indicators is supported by quality and representative baseline data across all workforce segments, an issue when our organisation has double the number of casuals relative to continuing staff.
Goal 2 - Review HR policies & practice		
Actions - 2.1 Review Respectful Behaviours and Protected Disclosure policies 2.2 Review HR practices associated at recruitment		
Measure 2.1.1 - Respectful Behaviours and Protected	Complete	The Protected Disclosure (renamed Complaints & Public Interest Disclosure) and Respectful Behaviours policies were approved or finalised by Board in August

Disclosure policies approved by Board		2022 and February 2023 respectfully, representing completion of this milestone ahead of original timeline of March 2023.
Measure 2.2.1 - Undertake stakeholder analysis to identify gaps in HR practices that need documenting	Complete	This measure was delayed but completed by Dec 2022. The organisation had interim acting HR Managers to replace the substantive HR manager who was on parental leave and so the Governance Project Manager was brought in to assist. The stakeholder analysis involved liaising with members of the senior management team and those people managers responsible for high levels of casual recruitment.
Measure 2.2.2 - Development and promulgation of processes/resources identified by stakeholder analysis	Complete	This measure was completed by March 2023. Clearer recruitment proformas were developed outlining information required by senior management for hiring managers to gain approval for new recruitment, confirm staff appointment, development of probation criteria as well as vary/extend HR contract. The Position Description template was reviewed to include clearer statement on MRC being an equal opportunity employer as well as welcoming applications from intersectional groups/flexible working as well as using gender inclusive language and simplification of skill set required etc. Requirements for gender balance in recruitment panels and shortlists were formalised. Onboarding checklists were developed to help hiring managers step through expectation of tasks for new direct reports on the first day and weeks. Onboarding and induction materials were overhauled for improved readability and quality of information. HR 'letters of offer' were reviewed and updated to best practice and consistent with latest reforms by FairWork Commission, particularly with respect to removing confidentiality requirements of staff that traditionally silence salary discussions that disadvantage women. Delegations streamlined to enable hiring managers the ability to execute contracts to within strict parameters. All information has been uploaded onto the Staff Intranet. What was not developed and will be the subject of subsequent review in next two years are development of resources and processes/frameworks to improve and refine the performance review (including promotion process), flexible working and staff training/development (also covered under the action item in rows 38 and 40). Similarly, additional resources identified at the stakeholder analysis step have yet to be worked up and are still in progress. These include best practice resources around 'candidate interview questions', 'reference checking', and drafting Position Descriptions that are consistent for competency skills framework to ensure better alignment of duties with salary.
Measure 2.2.3 - Improved gender balance of front- and back-of house and technicians by 10%	In progress	A Gender Impact Audit on Visitor Experience (VX) recruitment (hiring of front-of-house staff) was brought forward and completed around Dec 2022 to understand if the recruitment process was adversely impacting on disadvantaged groups with the view to extending findings more broadly to all recruitment (refer also GIA tab 1). Historically, women have always outnumbered

		men in applications for front-of-house staff and vice versa for back-of-house staff. Following the GIA, changes were made to the VX recruitment process including updated position descriptions, job advertisements, interview process and application assessment to encourage equal opportunity and flexible working from all candidates. Subsequent recruitment rounds in the VX team continue to be refined, with learnings shared to be included across wider organisational recruitment in the future.
Measure 2.2.4 - Recruitment of 3 First Nations people	In progress	Preliminary work occurred in January - March 2023 with consultants NJAC being engaged to do an audit of MRC's governance documentation for cultural sensitivity relating Indigenous and First Nations people. This included review of the Reconciliation Action Plan (RAP) as well as HR related documentation and policies. This step was required ahead of strategies being developed. Cultural awareness training and workshops were also carried out by March 2023.
Goal 3 - Build capacity of staff		
Actions - 3.1 Training for staff on appropriate workplace behaviours 3.2 Training for relevant staff on carrying out Gender Impact Assessment (GIA) for externally facing programs/services 3.3 Training on LGBTQIA+ for improved inclusivity		
Measure 3.1.1 - Attendance at Respectful Behaviours training for ongoing staff (minimum 90%) and casuals (minimum 60%)	Complete	The Respectful Behaviours training for ongoing staff was implemented by January 2022 and attended by 95% staff, exceeding the target of 90%. The training for casuals was delayed due to resourcing issues but implemented by March 2023. It was attended by 50% casual staff which did not meet target set of 60%.
Measure 3.2.1 - Relevant personnel identified and completed online workshop with case-studies training for GIA	Complete	This measure was achieved by December 2022 - refer also row 20 (Measure 2.2.2 comments). The Visitor Experience Manager (VEM) was appointed to complete the GIA in relation to MRC's recruitment practices of <i>casual</i> staff and reviewed the resources on the website. This was required to understand if recruitment frameworks utilised for continuing/fixed term staff are suitable for high recruitment volume of casuals or represent barriers to entry for candidates, particularly those from vulnerable groups, seeking casual work. The VEM is responsible for significant recruitment of casuals and leads a team of 70 casual and part time personnel. Learnings gained in this part of the process will be

		extended to the Operations team, the other key team responsible for significant casual recruitment of back-of-house staff including technicians.
Measure 3.2.2 - Complete one GIA	Complete	The timeline for this measure was brought forward and completed by the VEM by December 2022 ahead of recruitment drive of casuals for front-of-house around January 2023. It is anticipated that learnings from the GIA process will be rolled out to remaining staff responsible for casual recruitment and that the GIA framework will be built into the Policy Management policy more formally when this is due for review in 2025.
Measure 3.3.1 - Attendance at LGBTQIA+ training for all ongoing staff (minimum 90%) and casuals (minimum 60%)	In progress	Informal awareness and training has been initiated. In April 2022, MRC launched pronoun badges to help normalise the conversation around pronouns and gender identity supported by Minus18's <i>Inclusive Language Guide</i> that was shared with all staff. MRC celebrated International Day against Homophobia, Biphobia, Intersexism and Transphobia in Australia (IDAHOBIT) on 20 May 2022. MRC also acknowledged and promoted <i>Global Access Awareness Day</i> to get everyone talking, thinking and learning about access and inclusion and how the Centre is championing and improving access on a regular basis. Formal training has yet to be organised noting the timelines for this measure is earmarked for June 2024. Anecdotally, there is evidence of greater awareness of LGBTQIA+ issues.
Priority Area 2 - Reduce the gender salary gap		
Goal 1 - Review strategies for reduced job security		
Actions - 1.1 Analyse HR data for proactive assessment of job classification conversion 1.2 Appropriate use of HR contract classification		
Measure 1.1.1 - Process developed for conversion of casuals to ongoing	Complete	The process for conversion of casuals to continuing was documented in May 2023 and communicated to the Board. All new casual staff receive the Fair Work Commission casual employment information statement as a part on the HR onboarding pack. The 3 criteria for conversion include whether the casual employee has: 1) has been employed by MRC for 12 months; 2) has worked a regular pattern of hours on an ongoing basis for at least the last 6 months; and 3) could continue working that regular pattern of hours as a permanent employee without significant changes. HR run a report on casual employees and assess eligible staff according to the 3 eligibility criteria. HR send a letter out to those who meet the threshold for conversion inviting them to respond. The process is run annually.

Measure 1.1.2 - Report developed on status of potential conversion and remediation recommendations for fixed term to ongoing	Complete	This measure was completed by June 2023 in which a report of fixed term contracts was reviewed to assess eligibility and potential conversation to continuing positions.
Measure 1.2.1 - Resources developed to educate people managers on HR contract classification types to use	Complete	The original intent behind this measure was to help guide hiring managers on the correct contract classification of fixed term versus ongoing. To a large extent, the changes implemented by Fair Work Commission in 2023 have made this measure largely redundant given the limited nature of the use of fixed term roles now legislated by law. Notwithstanding, the Position Description template has been reviewed to include guidance notes that highlight the allowable circumstances under which a fixed term roles can be considered, the number of extensions to contract allowed and the maximum duration of that contract to ensure common understanding amongst hiring manager of when to consider use of fixed term roles.
Goal 2 - Review HR policies & practice		
Actions - 2.1 Formalise new Staff Performance & Development policy, practice and framework 2.2 Formalise and record gender equitable professional development opportunities for staff		
Measure 2.1.1 - Staff Performance & Development policy approved by Board	In progress	This policy is in the early stages of being drafted which will be held off until completion of the HR Procedures Manual to help refine high level content. With the implementation of ELMO now delayed to early 2024, we expect this policy to be delayed until Dec 2024 after completion of all HR related resources and procedures to build the final HR framework.
Measure 2.1.2 - Development and promulgation of procedures/resources that address performance review, flexible leave, remuneration & reward	Not started	This measure was earmarked for completion by Mar 2024 but will be delayed to Dec 2024 due to resourcing constraints and the fact that procedures and resources need to reflect future state post ELMO roll out.
Measure 2.2.1 - Report on suitability of ELMO for training and professional development needs	Not started	This measure will be delayed to December 2024 due to resourcing constraints and will be revisited post ELMO implementation. The measure will be modified slightly to comment on any gap analysis arising from the training/professional

		needs provided by ELMO (and its existing library catalogue of training) compare and those requiring bespoke attention to meet specific business needs.
Measure 2.2.2 - Development and promulgation of procedure that outlines development opportunities/secondment	Not started	This measure will be delayed to December 2024 due to resourcing constraints and will be revisited post ELMO roll out in terms of developing policy and processes related to staff performance, development & training.
Goal 3 - Build capacity of staff		
Actions - 3.1 Training for people managers on unconscious bias and role played in recruitment, promotion and remuneration 3.2 Training for people managers in effective performance management		
Measure 3.1.1 - Attendance at unconscious bias training (~30 staff, minimum 90%)	Complete	This training ended up being delayed to January 2024 due to resources and budget challenges. The training has also been reframed as "Diversity & Inclusion" with an emphasis on 'inclusive leadership' and the role of 'unconscious bias' in decision making with focus on recruitment as well as decision making generally.
Measure 3.2.1 - Attendance performance management training (~30 staff, minimum 90%)	Not started	This measure will be delayed to Jun 2025 due to resourcing constraints and will be revisited post ELMO roll out in terms of developing policy and processes related to staff performance, development & training.

TABLE 3: WORKPLACE GENDER EQUALITY INDICATORS PROGRESS

Indicator	Confirm if Progress Made	Progress Description
This column contains the seven workplace gender equality indicators.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators.	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also refer to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.
Gender composition of all levels of the workforce	Yes	The organisation has traditionally not had a major issue with imbalance of gender within the workforce. Overall, the gender composition in 2023 shows a slight increase in participation by women (56% compared with 52% in 2021) with participation by self-described gender being 2% (both years). When broken down by contract type, gender split was approximately equal for fulltime positions (unchanged from baseline data). Women's participation increased slightly for both part-time (86%) and casual roles (59%) in 2023 compared with the baseline (75% and 51% respectively). Of greater significance is the improvement in percentage of full-time and part-time roles (collectively 39%) at the expense of casual (61%). This is an improvement on baseline data which had full-time and part-time roles as being 29% compared with 71% casual in 2021. Job insecurity was addressed by GEAP actions (refer row 32 and 33 in tab 2) particularly around reviewing roles eligible for conversion; however, changes within FairWork Commission regarding legislated use of fixed term roles has also had a significant contribution to this outcome where 6 fixed term staff underwent conversion to ongoing status. People Matter Survey experience data shows confirms a majority of staff culturally identify as Australian (76% women/70% men/75% self-described) which is not substantially different from 2021. There is a broad distribution of sexual orientation with 59% women/ 60% men identifying as straight with balance comprising gay, lesbian or bisexual. There is an increase in staff identifying with disability (11% women/6%men) compared with 6% women/6%men in 2021. The workforce has shown that women outnumber men in terms of years spent in the organisation working less than 1 year, 1-2 years. Intersectional data is limited due to lack of information captured and also privacy threshold limits.
Gender composition of governing bodies	Yes	The gender composition of the Board shows that the participation by women remains static at around 75% (compare with 78% in baseline) and has the reverse problem of re-balancing in favour of men. Attempts to improve gender balance are largely outside of the organisation control as approval of board nominations is dictated by the Minister for Creative Industries. Between June 2023 and June 2021, no new Board directors were approved while one (female) director retired as her board term approached 9 years. It is anticipated that attempts to redress the balance will be progressed in the next two-year time frame, particularly following changes to the recruitment processes of directors overseen by Creative Victoria. It can be confirmed that the

		Board Chair is assiduous in recommending shortlisted candidates for Ministerial review that are balanced for gender. A new director (male) appointed in Oct 2023 (outside of this reporting period) will aid in redressing gender imbalance.
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	While the mean salary gap has improved significantly for women over the two-year time period (2.1% at June 2023 compared with 7.6% at June 2021), the <i>median</i> salary gap has improved only slightly for women (11.7% compared with 12.4% respectively). Moreover, the median total remuneration remains static (11.6% compared with 11.4% respectively). The improvement in mean salary is partially addressed by the appointment of a female CEO during 2023. The median salary gap is informed by the disproportionately greater number of back-of-house (technical) casual staff who are predominantly men on a higher award compared with front of house casuals who are predominantly women and on a lower award. Notwithstanding, the organisation has rolled out more robust HR practices that ensures greater awareness of gender balance in recruitment panels and in shortlisting of candidates (refer action items row 19, 20, 26 and 27 tab 2) and will continue to be embedded in business practices. The fact that there has been slight decrease in median salary gap despite an increased clustering of men within casual cohort (refer also last Indicator) shows meaningful change is occurring by the organisation.
Sexual harassment in the workplace	No	While no formal complaints on sexual harassment were submitted in either 2021 or 2023, the number of informal reports based on data within People Matter Survey experience data. People experiencing inappropriate behaviour increased between the two reporting years has increased from '6% of women' to '6% women and 7% of men'. Despite actions undertaken by the organisation to address sexual harassment (refer action item row 25, tab 2), it is relevant to understand that this particular example was attributed to staff witnessing inappropriate behaviour arising from interactions with the public or audience as well as multiple staff reporting on witnessing the same event rather than staff perpetrating sexual harassment [the organisation is a music venue and interfaces strongly with external stakeholders not in direct employment]. The organisation has invested significantly in training for staff to ensure common understanding of what constitutes sexual harassment as well as empowering people to call out inappropriate activity which is embedded in the Respectful Behaviours policy. This is supported by the People Matter Survey experience data in which there is evidence for overwhelmingly positive workplace culture based on feedback from the respondents in response to management of negative behaviours (harassment, bullying, discrimination etc). For example, 96% women/93% men report <i>not</i> experiencing harassment; 78% women/80% men feel safe to challenge inappropriate behaviour; 87% women 97% men believes the organisation encourages respectful workplace behaviour; 89% women/90% men believe the organisation takes steps to eliminate bullying, harassment & discrimination. It is not possible to assess the intersectional data on this issue due to lack of granular detail and absence of data due to privacy threshold.

Recruitment and promotion practices in the workplace	No	<p>The organisation has attempted meaningful change to improve and formalise quality of recruitment through its actions (refer action items row 19, 20, 26, 27, 38, 40 in tab 2) despite the baseline numbers not necessarily showing imbalance at a high level. The Gender Impact Assessment was completed on Visitor Experience recruitment of casual to improve this practice (refer 1st tab). The organisation continues to show either gender balance improvement or maintenance over the two year period with respect to recruitment (65% women in 2023 compared with 57%); higher duties (42% women in 2023 compared with 67%); permanent promotions (50% women in 2023 compared with 67%); exits (60% women in 2023 compared with 45%), noting that the organisation has a relatively small cohort numbers of continuing and part-time roles and hence is subject to fluctuations when generating statistics. There continues to be an absence of data on career development opportunities which will be addressed in the next two years following implementation of the new HR-IT software system ELMO. There were no internal secondments in the reporting period compared with on in 2021. Further analysis of gender balance at recruitment shows an increased participation of women relative to baseline (32 women and 20 men hired compared with 13 women and 11 men) for casual appointments. For ongoing/fixed term recruited positions, similar trends are observed with 11 women and 8 men recruited (compared with 7 women and 4 men in 2021). The increased recruitment reflects greater organisational activity post pandemic. Exiting staff reflects the gender balance of recruitment (60% women/40%men). Purging and cleanup of casual workforce data in anticipation of roll out of ELMO shows that 36 women and 24 men left the organisation or were deactivated (reflecting similar trend of casual recruitment of 32 women and 20 men). The People Matter Survey experience data changed categories between 2023 and 2021 making direct comparison and confirmation of progress difficult. For this reason, we have conservatively chosen 'no' in response to column C despite the organisation making significant changes. In 2023, 72% women/67% men did not experience barriers to success while 72% women/83% men did not witness barriers to success for <i>other</i> employees. In response to the statement of recruitment processes being fair, 67% women/67% men agreed or strongly agreed while only 41% women/47% men believed promotion processes are fair. While a good result, this indicates that some work is still required and acknowledges the fact that the work done to formalise and strengthen recruitment practice did not include development of processes around formalising promotion. Relatively unchanged is the response for staff having 'equal chance for promotion' (57% women/63% men agreed or strongly agreed at compared with 68% women/40% men in 2021). More neutral is the result for 'staff learning and development needs being addressed' which remained relatively unchanged between reporting years (52% women/53% men agreed or strongly agreed in 2023 compared with 53% women/50% men in 2021). These aspects of of promotion and learning needs was earmarked for attention in the second half of the GEAP and will be the focus of attention in 2024 and 2025.</p>
Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and	Yes	<p>The small cohorts involved in flexible leave make it difficult to make meaningful comparison of statistically significant change. Progress has been classified as 'Yes' based on the continuing capturing of flexible leave data. The organisation had one female staff member on a formal flexible work arrangements (1% of the workforce establishment) representing an increase of one from zero. Two staff (100% women) took up parental leave (14 weeks average for each) compared with the baseline in 2021 in which 3 staff (33% men/67% women) utilised 21- and 31-weeks parental leave respectively. No senior leaders were on a formal flexible work arrangement. No domestic leave was taken up; no parental leave exits were recorded. Moreover, the People Matter Survey experience data supports that a significant minority of staff have caring</p>

<p>- flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities</p>		<p>responsibilities and have requested a wide array of flexible working practices on par with the baseline data. Approx 76% women/70% men/75% self-described did not request flexible working changes implying approx 24% women/30% men/25% self-described have done so which is an increase from baseline (18% women/17% men). The reasons for this span work-life balance, health, caring reasons, disability etc (in decreasing order). The organisation believed management supports flexible work (78% women/83% men) while staff are confident that requested flexible work arrangement would be given due consideration (72% women/63% men). The latter is similar to the position identified in the baseline data (74% women/87% men).</p>
<p>Gendered segregation within the workplace</p>	<p>No</p>	<p>Unfortunately, the data in 2023 shows more gendered clustering is occurring compared with the baseline data in 2021, particularly with respect to 'technicians and trades workers' (89% men compared with 69%) and 'labourers' (78% women compared with 73%). Clustering for those employee classification involving head counts lower than the privacy threshold of 7 are not included here (eg 'sales workers' (100% women compared with 60% noting head count is only 2). All other occupations have retained gender balance. This result is surprising considering the number of casuals recruited during most recent audit number 32 women and 20 men (compared with 13 women and 11 men in the 2021 baseline), a class of contract that dominates both the 'technicians/trades' and 'labourers'. While it may account for increased clustering with 'labourers', it does not explain increased clustering within 'technicians'. Further analysis between June 21 and Jun 23 revealed that fewer female technicians were hired than men and that more female technicians left the organisation accounting for the increased clustering within technician class. Despite the clustering, which historically correlates with increased incidence of bullying and discrimination, the People Matter Survey experience data suggests work culture has not significantly changed compared with baseline data in 2021 with the following results recorded. 'People in my workgroup treat each other with respect' - 91% women/83% men (unable to compare with 2021); 'My workgroup work is allocated fairly regardless of gender' - 80% women/83% men (compared with 91% women/87% men in 2021); 'My organisation uses inclusive and respectful images/language' - 85% women/93% men (compared with 79% women/87% men in 2021); 'I feel culturally safe at work' - 87% women/90% men (compared with 85% women/90%men in 2021); 'I can be myself at work' - 89% women/83% men (unable to compare in 2021); 'Manager treat employees with dignity and respect' - 91% women/97% men (unable to compare in 2021).</p>