

# Gender Equality Action Plan

## Progress Report Summary, 2024





# Contents

- 5. Background
- 6. Foreword from CEO
- 7. Strategies and measures
- 13. Workplace Gender Equality Indicators
- 22. Challenges and Key Findings

Through the Gender Equality Action Plan, The Gordon, is committed to consider and enhance the needs of people of all genders. We are a safe, respectful and inclusive space where all difference is understood, acknowledged, and celebrated for the beauty of diversity in lived experience.

The Gordon acknowledges the Wadawurrung, Woiwurrung and Boonwurrung people as the Traditional owners of the land on which we live and work. We pay our respects to Elders, past, present and emerging who have taught their children and adults on this land.





**The Gordon recognises  
our significant role as an  
education institution to  
lead the way in ensuring  
equality for all.**

As a public institute, it's important we're open and available to everyone.

At The Gordon, everyone is welcome to access the education they choose.

We send the next generation of the workforce into the community and therefore have a critical role in demonstrating diversity and inclusion to our students.





Image: Corinna Eccles proud Wadawurrung woman, traditional owner, community leader and The Gordon Board member. Corinna presenting at The Gordon's NAIDOC week dinner at the Davidson Restaurant.



## Background

The Gordon is a defined entity under the Gender Equality Act 2020.

Under the Act, a defined entity has obligations to promote gender equality in the workplace, including developing and submitting a Gender Equality Action Plan (GEAP).

In accordance with the Act The Gordon submitted our [Gender Equality Action Plan \(2021 – 2025\)](#) and as required will do so every fourth year, with progress reporting every second year.

Through the Gender Equality Action Plan, The Gordon is committed to consider and enhance the needs of people of all genders.

The following report outlines progress during the reporting period relating to The Gordon's GEAP Strategies and measures and Workplace gender equality indicators.



*Image: Activities during Respect & Equality at TAFE week. The Gordon united with Victorian TAFEs & Dual-Sectors to promote respect, equality and inclusion throughout campuses and their commitment to being 'A place for everyone'.*

## Foreword from CEO

In our Gender Equality Action Plan 2021-2025, we laid out a vision for The Gordon: a workplace where respect, diversity, and equity are foundational to our success.

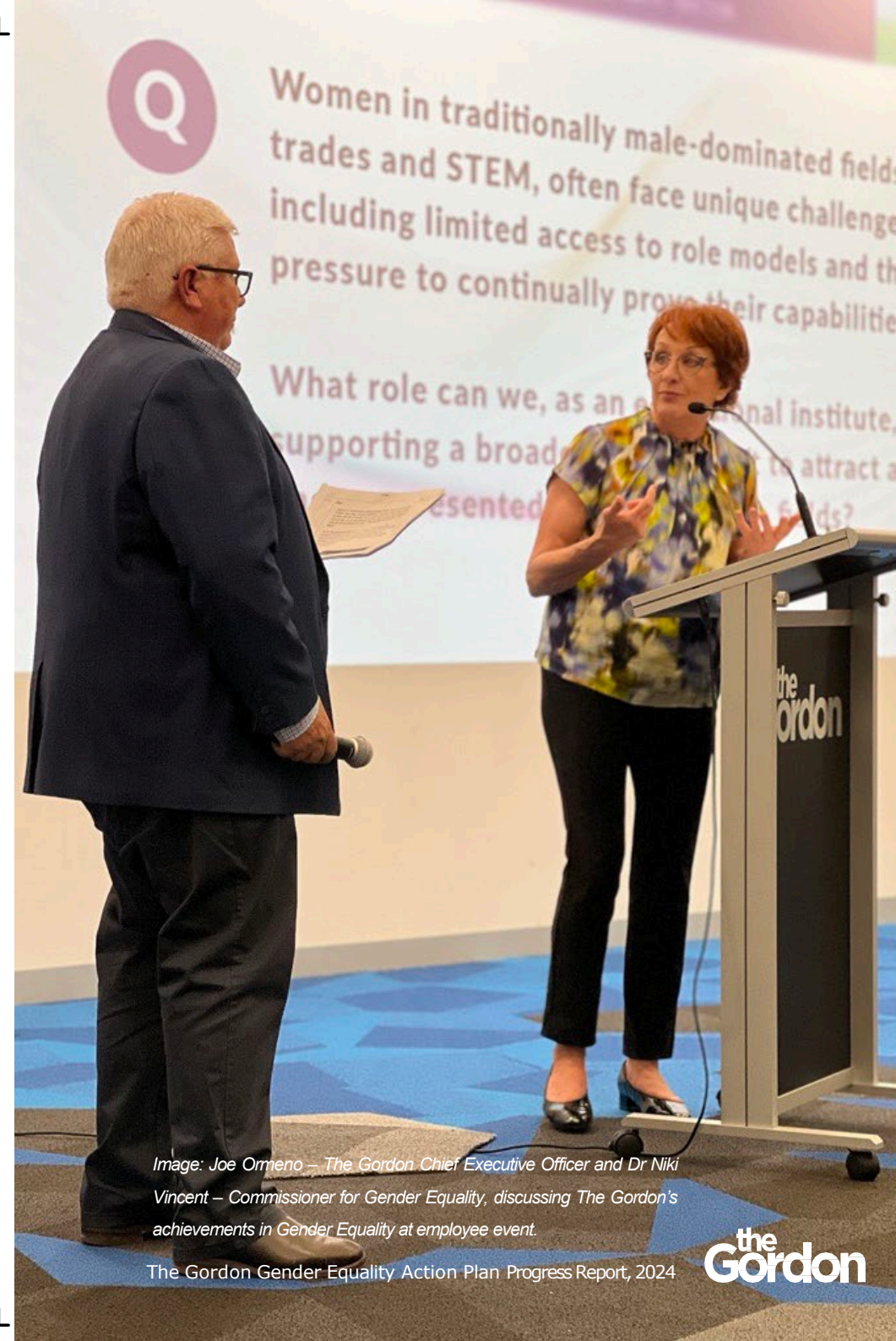
This progress report highlights key milestones in our journey and underscores our commitment to measurable change in alignment with the Victorian Gender Equality Act 2020.

As we move forward, we remain dedicated to ensuring safe, respectful work environments, celebrating diversity, closing gender pay gaps, and supporting inclusive work practices.

I thank all staff for their dedication to our Gender Equality Action Plan. Together, we will build a truly equitable and inclusive Gordon.



**Joe Ormeno**  
CEO



*Image: Joe Ormeno – The Gordon Chief Executive Officer and Dr Niki Vincent – Commissioner for Gender Equality, discussing The Gordon's achievements in Gender Equality at employee event.*



## Strategies and Measures

To achieve our vision to be a sector wide equality leader, our Gender Equality Action Plan provides a flexible framework to enable targeted action, centred around three priorities:

1. **Ensuring a safe environment for all with zero tolerance for inappropriate behaviours**
2. **Celebrating and promote diversity and inclusion; and**
3. **Understanding and addressing drivers of our gender pay gap**

The Gordon has targeted action areas that align to these key priorities and that are designed to drive progress in the seven Workplace gender equality indicators.








*Image: The Gordon united with the Geelong community by lighting up our building and digital billboards in memory of those who have lost their lives to domestic violence, during May's Domestic Violence Prevention month.*

# Strategies and Measures

Complete	
In Progress	
Ongoing	
Not Started	
Void	

## 1. Ensuring a safe environment for all with zero tolerance for inappropriate behaviours.






Strategy	Measure	Status Description	FY21 Actual	FY23 Target	FFY23 Actual	Status
Review the 'contact officer' roles to ensure these provide an effective mechanism to provide independent and confidential advice and support to staff.	Increase in % of PMS respondents who agree they feel safe to challenge inappropriate behaviour at work.	Ongoing Organisational commitment to Contact Officers.	50%	100%	100%	
Actively promote 'contact officer' roles within The Gordon for staff to report inappropriate behaviour.	% of PMS respondents that experienced sexual harassment/ bullying/violence and aggression/ discrimination that reported it to a manager or HR.	Ongoing Organisational commitment to Contact Officers.	50%	100%	100%	
Mandate staff training around zero tolerance for inappropriate behaviour as a pre-employment activity and yearly ongoing.	% of PMS respondents that witnessed sexual harassment/ bullying/violence and aggression/ discrimination that reported it to a manager or HR.	Ongoing Organisational requirement for all employees to complete mandatory compliance training modules.	10%	85%		
Ensure policies and practice holds people accountable for any inappropriate behaviour in the work environment (clear consequences and follow through regardless of person's position).	Reviewing Compliance resolution process.	People and culture team undertook an extensive review of key people, policy and practice and as a consequence made updates to relating policies.	25%	100%	100%	
Encourage and support calling out inappropriate behaviour by all staff (e.g. provide bystander training and reporting channels)	Increase in % of workforce that has completed training or education/awareness initiatives.	The Gordon has improved guidelines, policies and procedures relating to reportable conduct.	25%	100%	100%	



# Strategies and Measures

Complete	
In Progress	
Ongoing	
Not Started	
Void	

## 2. Celebrating and promote diversity and inclusion.

Strategy	Measure	Status Description	FY21 Actual	FY23 Target	FFY23 Actual	Status
Provide more opportunities to celebrate diversity and recognize / reward employee achievements at The Gordon.	Increase in % gender balance in recruitment applications, shortlists and roles recruited.	The Gordon is committed to events and opportunities that celebrates and recognises our diverse community.	50%	90%		
Deliver education / training to promote gender diversity in areas of the organisation with low diversity.	Increase in % of diverse intersectional representation in recruitment applications, shortlists and roles recruited.	Yet to commence a targeted approach to areas that have low density or gender stereo typical workforces.	0%	60%	0%	
Gendered segregation - Internal awareness campaign around workplace, workforce, industry and impacts on role type and level.	Increase in % of workforce representation (overall and by level) across all genders and intersectional factors (e.g. CALD, A&TSI, disability etc.)	Yet to commence learning development, analysis of gender specific stereo-types in the work place.	0%	50%	0%	
Review and refresh the recruitment process to attract a more diverse workforce.	Increase in % of PMS respondents who agree there is a positive culture of diversity and inclusion at The Gordon.	Policy and procedure have been reviewed. A new careers landing page fulfills initiatives to strive for a more diverse and inclusive workforce. Our belonging and inclusion footprint has been improved with visual artifacts.	25%	100%	100%	
Target specific cohorts as part of recruitment and secondment arrangements.	Increase in % of new-starters that agree there is a positive culture of diversity and inclusion at The Gordon (from post-onboarding check-in survey).	Significant progress with our First Nations employment strategy. We recruited a female board member, a proud Wadawurrung woman, traditional owner and community leader and improved our senior leadership architecture. The Gordon very proudly achieved the Wurreker Award from the Victorian Aboriginal Education Association.	0%	50%	%	



# Evaluation of Success

## 2. Celebrating and promote diversity and inclusion.

Dedicated and focused action, centred around belonging and inclusive celebrations such as Pride, International Women's Day, NAIDOC, Are You OK Day?, International Day of People with a Disability and other events that promote diversity and inclusion.

We have reviewed policy and procedure as well as parental leave. We are looking to become an employer of choice in the region and created a new careers landing page which is modern, informative and fulfills initiatives to strive for a more diverse and inclusive workforce.

The Gordon has recently improved visual artifacts with community, internal and external exposure by sponsoring the acquisition of first nations art. We have celebrated Pride as part of our promotion by altering the physical stairways to reflect the colours of pride. These are high traffic areas that are utilised by our students, staff and the community. This has improved our belonging and inclusion visibility footprint.



Image: Tiffany West – NAIDOC employee award recipient.  
Picture taken in front of first nations art at The Gordon.

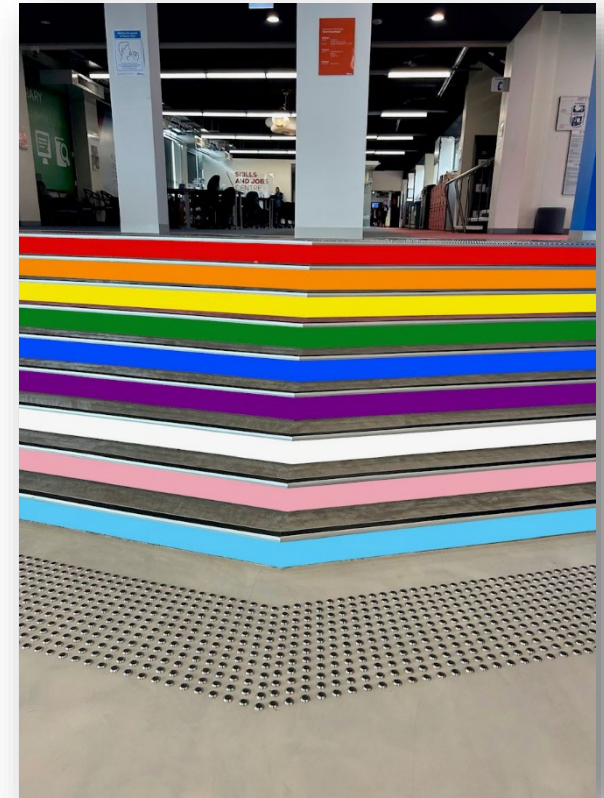






Image: Rainbow stairs featured at The Gordon City Campus, high traffic area utilised by students, employees and the community.



# Strategies and Measures

Complete	
In Progress	
Ongoing	
Not Started	
Void	

## 3. Understanding and addressing drivers of our gender pay gap.

Strategy	Measure	Status Description	FY21 Actual	FY23 Target	FFY23 Actual	Status
Conduct analysis to understand the drivers of the gender pay gap and priority cohorts for focus to inform a pay equity strategy for The Gordon.	Decrease in % gender pay gap overall and across all like-for-like roles	In progress. Policy review and improvement for priority cohorts.	50%	100%	100%	
Increase transparency in remuneration frameworks (including intake increments for non-teaching staff, and outcomes from appraisals / annual increment progression).	Increase in % of workforce accessing career development training (disaggregated by gender).	In progress. The Gordon has improved it's remuneration frameworks.	50%	100%	50%	
Develop and communicate a transparent process for secondment and acting opportunities.	Increase in % PMS respondents who agree The Gordon makes fair recruitment and promotion decisions (OR, if can collect this from internal survey, split into two questions: 1. recruitment; 2. promotion)	Complete. The Gordon developed and communicated a transparent process for secondment and acting opportunities..	30%	80%	100%	
Develop and implement a mentoring and leadership development program to support greater diversity in leadership.	Increase in % of promoted employees on flexible work agreement or employed on a part-time basis.	Ongoing. The Gordon is proud to have successfully obtained funding from the Department of Job Skill Industry and Region.	0%	100%	100%	





**The Gordon demonstrates progress in  
SIX of the seven indicators**

## Workplace gender equality indicators



1 Gender composition of all levels of the workforce



2 Gender composition of governing bodies



3 Equal remuneration



4 Sexual harassment



5 Recruitment and promotion practices



6 Utilisation of flexible work and other support practices



7 Gendered segregation





Image: Inspiring our leaders. Amanda Achterberg - Executive Director of Education Excellence.



## Indicator 1

### Gender composition of all levels of the workforce

The Gordon is optimistic with progress for women into leadership positions across the organisation and can now report more women hold leadership positions than they did so in 2021. Overarchingly The Gordon's workforce composition has remained stable.

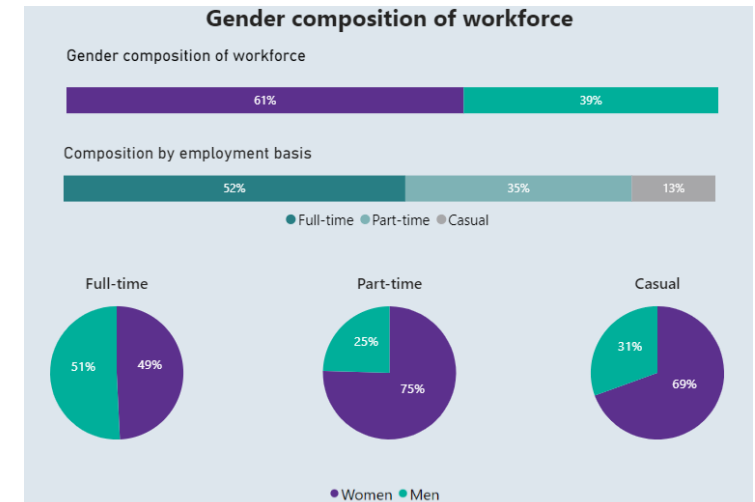
61% of The Gordon employees are women. This figure has remained consistent over the reporting period and represents the workforce footprint over several years.

Women make up 62% of management roles which includes executives and senior managers.

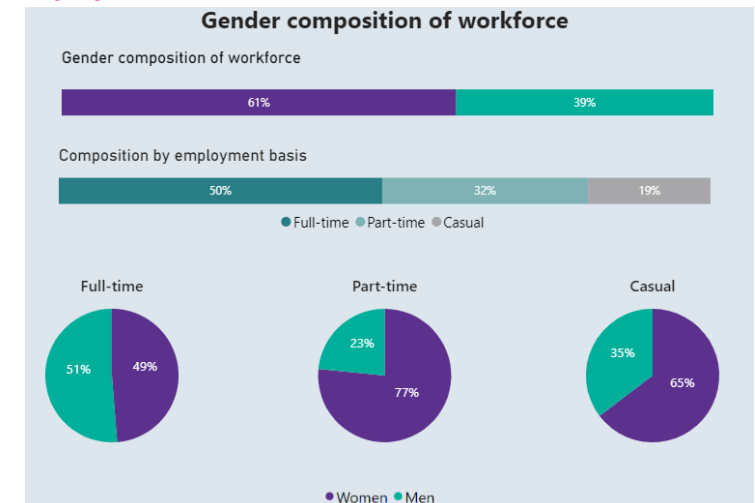
**The Gordon's percentage of women in leadership roles is above average for the TAFE sector.**

**The Gordon is also leading the way with females in leadership across the Victorian public sector**

2021



2023







## Indicator 2

### Gender composition of governing bodies

The Gordon is pleased to have recently appointed a female Board Chair. This is following the reporting period.

The reporting period reflects improvement from 2023 to a more equitable gender composition of The Gordon's governing body.

Our female board representation is inclusive of a proud Wadawurrung woman, traditional owner and community leader.

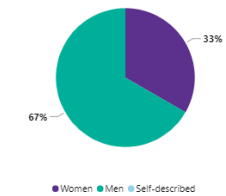


2021

#### Indicator 2 - Gender composition of governing body

Workforce data

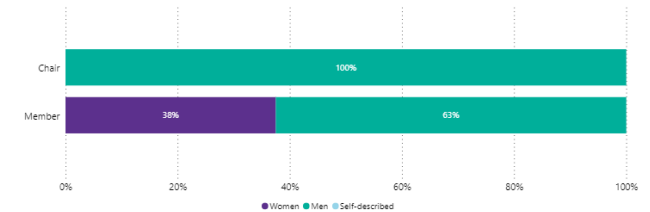
Composition of governing body by gender



Composition of governing body by position and gender

Governing Body Member Type	Women	Men	Self-described
Chair	0	1	0
Member	3	5	0

Composition of governing body

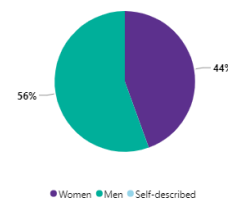


2023

#### Indicator 2 - Gender composition of governing body

Workforce data

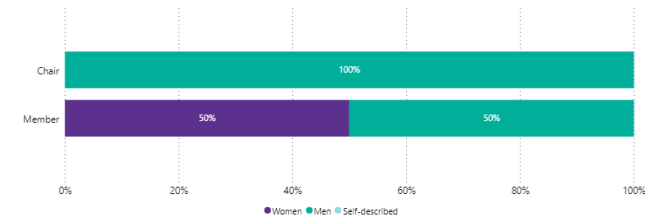
Composition of governing body by gender



Composition of governing body by position and gender

Governing Body Member Type	Women	Men	Self-described
Chair	0	1	0
Member	4	4	0

Composition of governing body





## Indicator 3 Equal remuneration

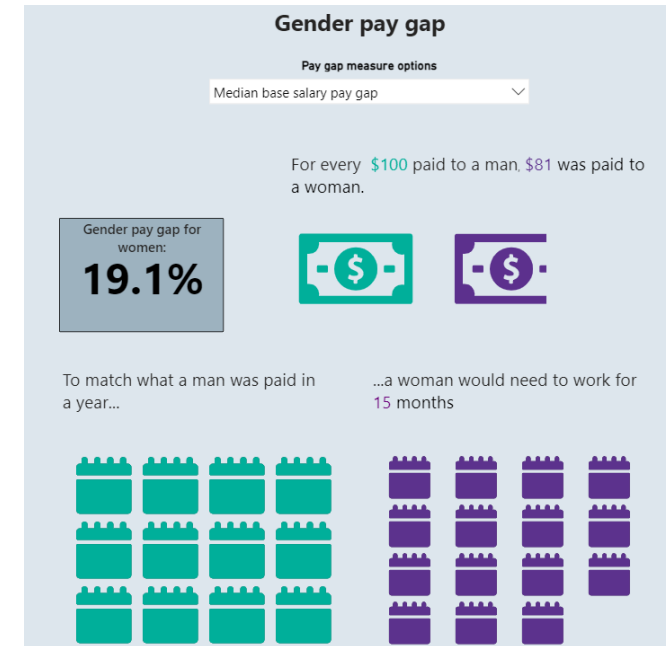
### The Gordon reports an improvement in the Gender pay gap.

The difference between remuneration of males in comparison to females has improved. For every \$100 the median man earns at The Gordon the median woman earns \$89, progress on 2021.

The Gordon has actively addressed the representation of women in senior roles and provided support to women and men through its flexible working policy. Women now hold more leadership positions than male counterparts.

The Gordon is representative of this global issue that government is working to resolve. Across every public sector occupation there is a pay gap, even in female dominated professions. Across the sector women represent 8 out of 10 parental leave takers. Female leave requirements, impacts as much as 14 times longer than men who takes parental leave. In 2025 The Gordon has made policy improvements and will continue to strive to bridge gaps and inequities.

2021



2023







## Indicator 4 Sexual harassment

**The Gordon has zero tolerance for behaviour that conflicts with our code of conduct and legislative requirements.**

Sexual harassment is defined as non-consensual or unwelcome behaviour that could cause an employee to feel offended, humiliated or intimidated.

PMS data of 2024 indicated that 18 people had experienced forms of sexual harassment. The majority reporting inappropriate jokes and comments about physical appearance being of primary concern.

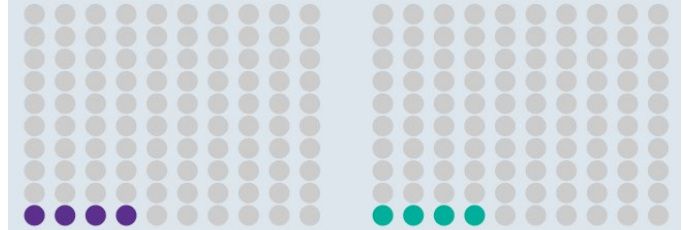
Data indicates that sexual harassment towards women receded during the reporting period however there is inconsistencies between People Matter Survey (PMS) data and actual reported incidences.

PMS data indicated that 2025 will see The Gordon explore barriers to reporting. It is evident that people are relying on the anonymous survey platform rather than other opportunities available.

Many TAFE's including The Gordon, were unable to demonstrate quantitative progress against this indicator with the Commission finding this was due to available comparative data.

2021

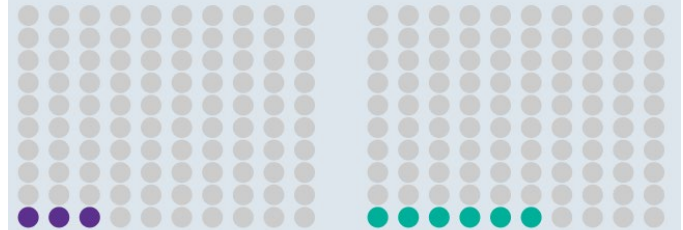
4% of women and 4% of men reported experiencing sexual harassment behaviours at work.



Of those who reported experiencing sexual harassment, 0% of women and unknown % of men submitted a formal complaint.

2023

3% of women and 6% of men reported experiencing sexual harassment behaviours at work.



Of those who reported experiencing sexual harassment, an unknown % of women and an unknown % of men submitted a formal complaint.



## Indicator 5

### Recruitment and promotion practices

Effective recruiting process involves improved forecasting based on the needs that the business requires to be effective. It is critical that we understand the new skills, high-volume needs and other talents that our organisation requires.

In 2023 The Gordon recognized effort was required to increase Career, development and training opportunities. PSC business partners collaborated with recruiting managers to interrogate rationale for recruitment choices and actively encourage choices associated to women. PSC deployed and instigated workforce planning discussions with People Leaders which critically interrogated the concept for like for like replacement when opportunities for secondments or acting opportunities presented.

To improve organisational engagement with Learning and Development, People and Culture applied different tactics to options available. Examples include fully accessible webinars, more agreeable time scheduling, flexible and self driven learning options. Emphasis was placed on garnering excellence in the quality of female presenters and learning outcomes which resulted in inspiration and motivation to attend significant key development events.

2021



2023







## Indicator 6

### Utilisation of flexible work and other support practices

**The Gordon is encouraged that 82% of female employees avail of the flexible work options offered under our flexible work policy and guidelines.** The Gordon has pride in the breadth of options we ensure available to individuals and or families that may have dual responsibilities of caring and working.

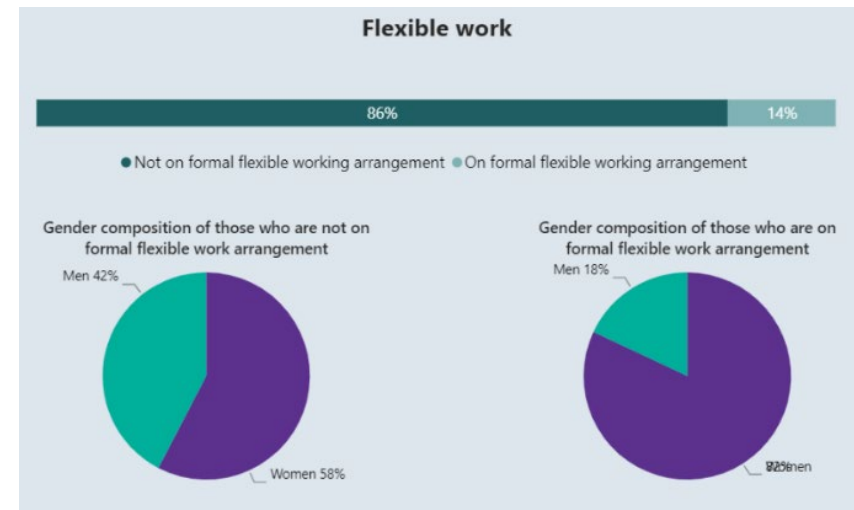
Flexible work and the options therein are available to all employees of The Gordon. Results reflect our ageing workforce demographic. Talent acquisition analysis indicates attraction as a general rule to older employees. Insights have lead to reviews and changes to The Gordon's Parental Leave Policy with particular focus on correcting pay progression relative to gender loads.

This will improve our diversity of talent pool, attracting from all generations. Policy improvements include incremental progression regardless of parental leave status. Policy will undergo further review in 2024/2025 based on equity principles and employer of choice contemporary practice to ensure The Gordon's practice and policy allows

families to have choice in the sharing and provisions of caring responsibilities. Post 2021 reporting period The Gordon actively improved the policy around family violence. The Gordon improved policy, procedure and created safety plan templates.

The Gordon also improved the reporting and privacy component for individuals. An adjustment was made to the HRIS system for the purpose of recording and maintaining confidentiality. These updates have lead to disclosure ease and improvement which in turn has allowed The Gordon to support it's people appropriately.

## 2023





## Indicator 7

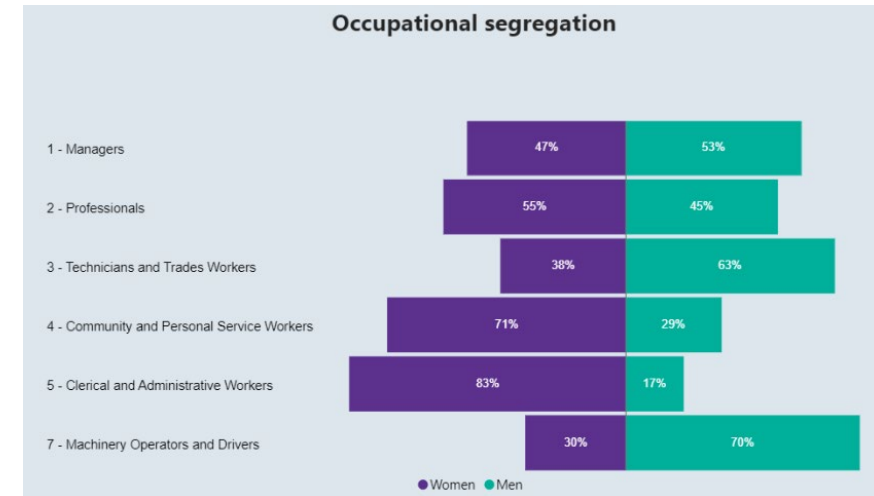
### Gendered segregation

The Gordon actively informed and educated its workforce on bias, both conscious and unconscious. The first step was a leader led approach with a half day workshop ran by Diversity Council Australia. Learning outcomes included: Diversity and inclusion in the workplace, Creating a welcoming and inclusive environment for all employees, Understanding the role of empathy and active listening in promoting inclusion, Encouraging and supporting diversity initiatives in the workplace.

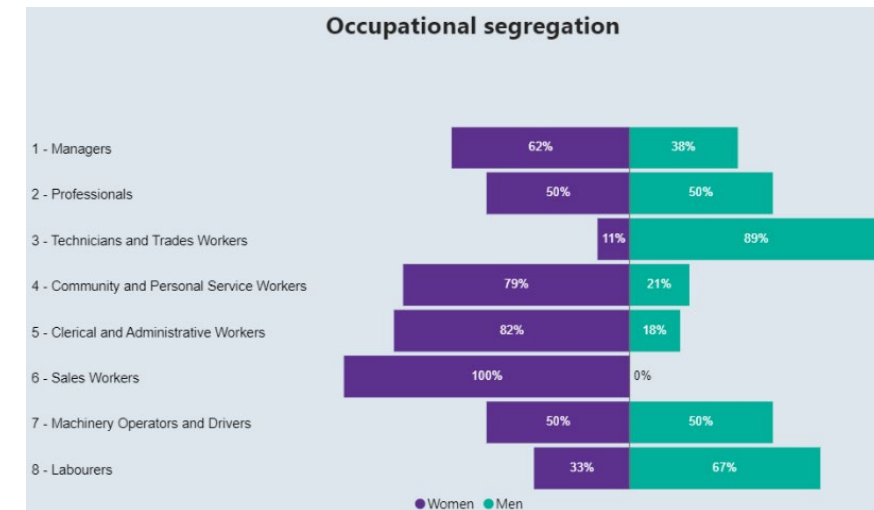
**The Gordon celebrates a 15% increase of women appointed to leadership positions over the GEAP reporting period.** We actively improved recruitment techniques including panel members, inviting external parties from outside our organisation. PSC business partners partnered with recruiting managers to interrogate rationale for recruitment choices.

This targeted activity has achieved a significant increase in the employment of women to Leadership positions within the organisation. The Gordon continues to face challenges with gender stereo-typical employment options, this has been traditionally challenging across TAFE network.

2021



2023







## Challenges and key findings

### Engagement

People, Safety and Culture have carried the majority of responsibility to ensure key strategic and operational elements of the GEAP received focus and resolve. This has been on top of usual day roles and has taken personal commitment and belief to improve progress for women and other segregated groups. Achievements such as the Inclusion and Access Plan required concerted effort, organisational collaboration and executive sponsorship. Executive sponsorship has been vital to achieving results and progress.

### Resourcing

No dedicated resourcing has been allocated to implement strategies and measures. No dedicated resourcing has been allocated to administer training or support GIA construct post the initial engagement phase. The Gordon will be seeking a resource to develop and drive implementation of a Belonging and Inclusion strategy to which GEAP is a key initiative.

### GIA

The Gordon was unable to demonstrate compliance relating to Gender Impact Assessments (GIA) requirements and has struggled to engage teams outside of PSC and Student Success in the process of GIA.



Image: Rana Hussain,  
Good Human, The Gordon  
Leadership panel event.



