The Gordon Gender Equality Action Plan

2021-2025

the Gordon

TAFE 3044

Contents

Introduction

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). Right Lane Consulting was engaged to support The Gordon with the development of this GEAP. Right Lane's support included analysis of audit data, facilitation of consultation, and support for the drafting and review of the case for change, strategies and measures.

Deliberate intent, intervention and action as describe in our commitment to GEAP strategy and priority are mostly related to gender; these actions may however promote equality for other traditionally disadvantaged cohorts. Striving for and achieving our Gender Equality Action Plan will provide an invitation to review policy, practice and behaviors for improvement in inclusion and diversity at The Gordon.

Acknowledgment of Country

The Gordon acknowledges the Wadawurrung, Woiwurrrungand Boonwurrung people as the Traditional owners 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.

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

Foreword from CEO

It is with great pleasure that I present to you The Gordon's Gender Equality Action Plan 2021-2025.

The benefits of safeguarding gender equality are clear -respectful and safe work environments, enhanced employee engagement and wellbeing, and lifts in innovation and productivity. The Gordon has made considerable progress towards gender equality in theworkplace. However, we know there is much more we can do.
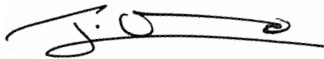
Our Gender Equality Working Group has worked with The Gordon community to outline a shared vision -a vision where the Institute is a sector-wide equality leader, providing staff with a safe, respectful and inclusive space where all difference is understood, acknowledged and celebrated for the beauty of diversity in lived experience.

To achieve this vision, 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 promoting diversity and inclusion; and

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

These actions are all about recognising and valuing differences and providing tools and support to ensure everyone has an opportunity to succeed. As an Institute, we will ensure everyone can make the most of their experiences, skills and talents.
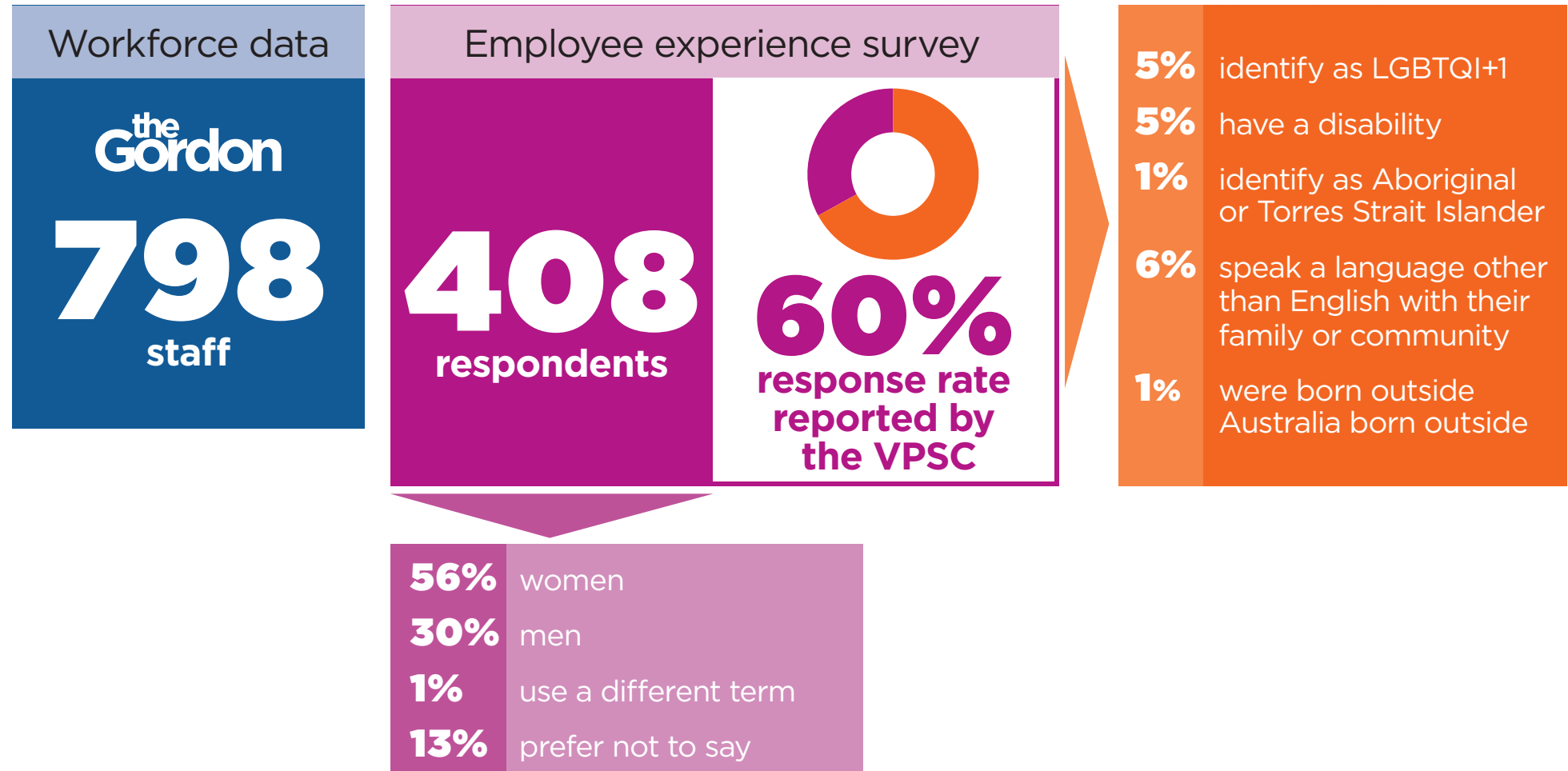
I thank the Working Group for its hard work in developing the plan, and I encourage you to read it carefully. Every one of us has a role to play. We are all responsible, every day, for treating our colleagues equally, regardless of gender. Let's make a difference.

Joe Ormeno
CEO

1. BASELINE AUDIT ANALYSIS

Sources of insight for this workplace gender audit

Workforce data

the Gordon
798
staff

Employee experience survey

408 respondents

60% response rate reported by the VPSC

5% identify as LGBTQI+1

5% have a disability

1% identify as Aboriginal or Torres Strait Islander

6% speak a language other than English with their family or community

1% were born outside Australia born outside

56% women

30% men

1% use a different term

13% prefer not to say

Note: 1. This figure is taken from the question on sexual orientation only, it includes 'gay and lesbian', 'bisexual', 'use adifferent term' and 'pansexual'. There is a separate question on gender, whether respondents identify as trans, non-binary or gender diverse: 1% responded 'yes' and 11% responded 'prefer not to say'.Source: The Gordon. (2021, June 30).Workforce data, as reported to the Commission for Gender Equality in the Public Sector; The Gordon. (2021, June). Gender equality project. People Matter Survey. (n=408). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.

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EXECUTIVE SUMMARY

Workplace gender equality indicator			Summary of audit findings
1		Gender composition of all levels of the workforce	The Gordon employs 798 staff, 61% of whom are women. Women make up 59% of the Senior Leadership Team which includes CEO, Executives and Senior Managers. 63% of the 408 respondents to the People Matter Survey agree that The Gordon has a positive culture in relation to diverse employees (compared to 71% average for all Victorian TAFEs), and a lower proportion agree that The Gordon has a positive culture in relation to employees who identify as LGBTQI+ (57%) or employees with a disability (57%). The Gordon employs 798 staff out of which women make up 193 of full time, 193 of part time and 97 of casual, men make up 203 of full time, 59 of part time and 53 of casual.
2		Gender composition of governing bodies	The Gordon has 10 members on its board of Directors; 4 women and 6 men. The current Chair is a man.
3		Equal remuneration	For every $100 the median man earns at The Gordon, the median woman earns $83.20. The gender pay gap is greatest at - 5 level (Teacher L 1/2/3, PACCT 6/7), where the median base salary woman earns 14.9% less than the median man, at the same level median total remuneration of woman is 13% less than median man. The gender pay gap is greatest at - 1 level (Executives), where the mean annual base salary woman earns 14% less than the mean man, at the same level mean total remuneration of woman is 13.9% less than mean man.
4		Sexual harassment	There was 1 formal complaint of sexual harassment made at The Gordon in FY21. However, 6% of People Matter Survey respondents reported experiencing sexual harassment (compared to 4% average for Victorian TAFEs). Sexual harassment was experienced by 4% of men and 4% of women, 16% of respondents who selected 'Prefer not to say' or 'use a different term' for their gender. 73% of respondents agree that The Gordon encourages respectful workplace behaviour, however 44% of respondents didn't agree that they felt safe to challenge inappropriate behaviour at work.
5		Recruitment and promotion practices	In FY21, women represented 63% of The Gordon's 125 new recruits and 81% of its 16 promoted employees. Overall women were more likely than men to participate in career development training (21% of all staff out of which 87 are women, 80 are men , or to be awarded higher duties (2% of staff out of which 18 are woman and 1 is man). 3% of staff were awarded internal secondments in FY21 out of which are 25 women and 2 men, 16% of staff (157) exited the organisation, 109 are women, 46 are men. 61% of People Matter Survey respondents were not confident that The Gordon makes fair recruitment and promotion decisions, and less than half of respondents (36%) felt they have an equal chance at promotion.
6		Utilisation of flexible work and other support practices	Formal flexible work arrangements are in place for 8.5% of The Gordon's staff, including 11% of women and 4% of men. Men more commonly work full-time (64% of men compared to 40% of women). In total 32% of staff work part-time, most of these staff (77%) are women.In FY21, 15 Gordon staff took parental leave 93% of these were women, the average parental leave taken by women was 27.5 weeks longer than the average parental leave taken by men .52% of People Matter Survey respondents believe that The Gordon has a positive culture in relation to the use of flexible working arrangements (compared to 59% average across Victorian TAFEs), and 63% agree that The Gordon is supportive of employees with family or caring responsibilities, regardless of gender (compared to 69% average across Victorian TAFES).
7		Gendered segregation	Women represent the vast majority of clerical roles and business, human resource and marketing professionals while men are more evenly represented among education staff and specialist managers. Gender composition of ANZSCO code major groups are: 1. Managers (28 are women, 31 are men). 2.Professionals (285 are women, 237 are men). 3. Technicians & Trade workers (3 are women, 5 are men). 4. Community and personal service workers (5 are women, 2 are men). 5. Clerical and administrative workers (159 are women, 33 are men). 6. Sales workers-None. 7. Machinery oOperators & drivers (3 are women, 7 are men). 8. Labourers-none

2. MEANINGFUL CONSULTATION AND ENGAGEMENT

The consultation process and participation (1/2)

Baseline audit analysis | Focus groups

The audit report was developed using analysis of internal workforce data and responses to the employee experience survey (People Matter).

The workplace gender audit report was used as stimulus for the consultation process and GEAP development.

Workforce data

the Gordon

798
staff

Employee experience survey

408
respondents

60%
response rate reported by the VPSC

The consultation process was delivered through a series of small, facilitated focus groups.

Participants were asked for their reflections on the audit report, as well as their general experiences, observations and hypotheses about the state of gender equality in their workplace.

The board input was provided by a survey (completed by 9 Directors).

Focus groups

| 6 | **Focus groups**
• 1 board survey
• 5 employee focus groups |
| 22 | **Participants** including representation from:
• Men and women
• LGBTQI+ community
• CALD backgrounds |

2. MEANINGFUL CONSULTATION AND ENGAGEMENT

The consultation process and participation (2/2)

| GEAP development | Final review and approval |

The GEAP was developed over two half-day workshops on 14 October 2021 and 29 November 2021, facilitated by Right Lane Consulting.

The final draft GEAP was reviewed and endorsed by The Gordon Executive Team on 14 February 2022.

Consultation 2

The final draft of the GEAP will be shared with all staff through an appropriate launch and follow up sessions to discuss the plan in greater detail.

Leadership Approval

The GEAP was approved by The Gordon board on 28 February 2022.

GAEP development		Participants
1	**Workshop 1:** Draft The Gordon's Case for Change and GEAP Priorities	**Gender Equality Working Group** 13 diverse representatives from across The Gordon
2	**Workshop 2:** Review and endorse the draft case for change and priorities, and draft The Gordon's GEAP on a page (strategies and measures)	**The Gordon Executive Team**

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The board's ASPIRATIONS for gender equality

The board have highlighted 3 gender equality aspirations for The Gordon

Board quotes

1 An inclusive culture that supports all staff to succeed

'Anyone who engages or wants to be part of The Gordon –whether employee or student –can talk about it as a place that's inclusive, with no discrimination, where the policies and procedures, the behaviours, are all reflective of an organisation thatis inclusive. The management, the board, we all demonstrate this.'

'For The Gordon objectively to be a workplace that values gender and broader diversity, and that we are seen by our staff to do this.'

'We should seek to reflect the diversity of our broader population, across our staff, our management and our board.'

'We should move beyond ratios to impact, and ensure regardless of gender, any employee has the safety and support to have impact in their role.'

2 A safe environment where issues are raised and acted on

'In my experience, bullying is one of the worst aspects of gender inequality. My aspiration, is that men and women feel free to raise issues of bullying, and are comfortable that it will be acted on.'

We need to have a really good system, where if people need to raise an issue, we have the system in place to address it.'

3 Gender stereotypes are dismantled

'There is an environment of entrenched gender stereotypes in areas of the organisation, we need to address this kind of behaviour.'

'The gender imbalance we see in some areas, such as trades and nursing, how do we get change in these areas? We need to get into schools, change the dialogue early.'

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Gender equality **CHALLENGES** identified by the board

	Board quotes
1 **Ability to influence the broader environment and range of stakeholders**	'There are the direct things we can control, but there are also indirect aspects, for example, the regional environment in which we live, the businesses we deal with, the clients, industry groups, our students.'
2 **Ability to engage and communicate with all employees across the organisation**	'Staff felt that they didn't have systems in place to raise allegations of harassment or discrimination, and many think that promotions/recruitment processes are unfair. We need to dig into this further. We need to explore other lines of communication and how we get information to our teams.'

Workplace gender equality indicator			Focus group discussion highlights	Quotes
1		**Gender composition of all levels of the workforce**	Participants discussed the lack of diversity in cultural background across the workforce. Participants were surprised at the low number of indigenous people and people with disability in the organisation. Participants highlighted the need to do more work to ensure people who identify as LGBTQI+ and with a disability feel supported.	'I am glad LGBTQI+ has been highlighted as an area of focus as celebrating purple day has not been received well by the organisation.' 'We are behind our students in terms of knowledge on diversity issues and we [teachers] would hate to be taught by our students.'
2		**Gender composition of governing bodies**	While participants acknowledged the gender balance of the board, they discussed the need to have a more culturally diverse board that is representative of the students and the community. Some participants noted that that diversity should start from the top and trickle down across the organisation, and that there is a role for the board to be a champion of change.	'This [diversity] should always start with the top and filter down. You need a role model and the board should act as this.' 'The board should be reflective of the diverse student body of the organisation.' 'It does mean a lot when someone joins the board from lived experience rather than just professional focus.'

3		**Equal remuneration**	Groups discussed potential reasons behind the gender pay gap including:
			  - Different pay in different departments of the organisation for staff on the same level e.g. engineering vs community services.
			  - Turnover of women means they don't progress through the levels, whereas men may stay longer and progress through the levels therefore get paid more.
			  - Men's ability to negotiate pay better than women.
			
			Participants agreed that further analysis and clarification on the pay gap within departments and band in each level is required to have a clearer picture of the pay gap for same work.
				'While there are equal levels of men and women in each level, are they being paid differently for the same job or are there particular roles getting paid differently?'
				
				'Based on the role, do men in some roles get more allowances?'
				
				'Pay gap is a massive one; there is no reason for any pay gap –we need to find out why.'
				
				'I was not invited to have a say on my package. That dialogue was not open to me. That's it there you go you are lucky!'

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Workplace gender equality indicator			Focus group discussion highlights	Quotes
4		**Sexual harassment**	Participants highlighted that people not feeling safe to challenge inappropriate behaviour is a key issue and suggested it is due to the fear of backlash from others. Groups discussed how there is a lack of understanding among some staff on what constitutes sexual harassment and how the 'warm and friendly culture' at The Gordon may make it easy to cross the line at times unintentionally. Participants highlighted gaps in understanding policy and process, suggesting there was not a clear structure or process to report sexual harassment and they were not sure who you could report to other than your manager.	'I'm not surprised but more so concerned about the lower percentage of people comfortable to challenge inappropriate behaviour in the workplace.' 'Given our lack of diversity, we use a 'Western' lens when it comes to deciding what is appropriate.' 'I think we need to be really clear, that inappropriate is determined by the receiver, not the sender.' 'Trade teaching area is male dominated with an old fashion culture so sometimes use of language equates to sexual harassment.' 'The friendly and warm culture among the people [I work with] but the flip side of this is because there is warmth and casualness, lines are crossed informally all the time.'
5		**Recruitment and promotion practices**	Groups discussed that there is a need for better communication about the processes and rationale for promotion and recruitment decisions. Participants discussed how women may often feel the need to demonstrate all required skills and capabilities to take the next step in their career, whereas men were more confident to apply for these opportunities.	'There is no structure to promotion and it's not really the traditional promotion pathways. If you're a teacher, you're a teacher. If you're a manager you're a manager.' 'We should use exit interviews better and use the data to build understanding of the issues.' 'I was told not to talk to anyone about promotion. It's about the culture.' 'These survey responses show people disenfranchised with the opportunities they have been offered at The Gordon.'

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Workplace gender equality indicator	Focus group discussion highlights	Quotes
6 Utilisation of flexible work and other support practices	Participants discussed that the culture at The Gordon is weighted towards risk and compliance, and this may impact access to flexible work. Participants highlighted that the majority of staff accessing flexible work are women and there needs to be encouragement for men to access flexible work too. Some participants felt that flexible arrangements such as part-time work meant condensing a full-time job into fewer days.	'All of the people I know on flexible work are women. We need a big cultural shift.' 'Flexibility has not been a proper conversation. They use the word flexible but they do not know what it means.' 'There is not human centred culture. It's focused on compliance and risk.'
7 Gendered segregation	The groups highlighted that the number of individuals experiencing bullying is alarming; nearly 1 in 5 people experienced bullying FY21. Participants discussed the need to empower our people with knowledge of the process and support to raise issues when bullying occurs. Participants noted the gap between the proportion of people who experienced bullying and the proportion who reported it, and were surprised that many survey respondents felt reporting it wouldn't make a difference.	'Now that we gathered this data on this [bullying and discrimination], people do not always speak up and you have asked now so it's our responsibility to investigate the areas that are identified.' 'What is the definition of the abusive language? Is it an occasional swear word or targeted measured language to break a person's heart and soul.' 'These behaviours could be reflective of workload and stress.'

Source: The Gordon. (2021, September). Gender equality project. Board consultation findings, facilitated and synthesised by Right Lane Consulting.

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The Gordon Gender Equality Action Plan 2021-2025

Priorities and opportunities for improvement

	Discussion points
Strengthen communications across the organisation	• Establish good line of communication between executive and staff members. • Communicate with staff on job opportunities, career development opportunities, higher duties opportunities across multiple channels e.g. emails, posters on wall, etc. • Communicate regularly to provide visibility on the policy and process of reporting sexual harassment and bullying. • Communicate regularly to provide visibility on the policy for formal flexible work arrangement and how this could be accessed.
Encourage diversity and inclusion in the organisation	• Improve our diversity through increasing the number of Indigenous staff and people with disability in the organisation. • Create a positive culture at work for people who identify as LGBTQI+. • Ensure diversity in recruitment and make personal characteristics anonymous when recruiting to remove biases and ensure diversity. • Improve the exit survey or exit interviews to better understand the issues driving exists in the organisatio. • Educate and train staff on how to use gender neutral language.
Establish greater awareness and a safe space to address inappropriate workplace behaviour	• Establish trusted formal channels for reporting sexual harassment, bullying and discrimination (outside your direct manager) andmake the process easy. • Make a yearly refreshed workplace behaviour training compulsory across all levels of the business. • Train a group of peers up who can be champions for gender diversity and can provide support to others. • Establish a culture that encourages staff to speak up and acknowledge that their voices and issues are being hear. • Build trust and ensure the confidentiality of reporting. • Provide safe spaces for the resolution of issues. • Provide someone with authority and ownership to drive this change in the organisation. • Establish satisfaction survey for those who report sexual harassment, bullying, discrimination to collect post complaint information.
Reduce barriers to career progression	• Support all staff to undertake training and gain qualifications required to progress their careers (including part-time staff). • Encourage/allow people to do their training during work hours.
Understand pay gap	• Build a greater understanding of the reasons driving the overall gender pay gap and how this can be addresse.d
Broaden the options for flexible work	• Consider flexible hours such as school hours + 3 hours at night to match with lifestyle needs. • Encourage greater uptake of flexible work options by men as well as women. • Structure jobs to make them more attractive: flexibility, job-sharing.

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3. CASE FOR CHANGE

The case for change at The Gordon

The business case for gender equality:

What are the benefits of gender equality for our workplace?

Our inclusive, safe and respectful culture will position us as an employer of choice that will attract and retain talent, improve employee satisfaction and motivation, and improve our student experience.

Diversity will improve our organisational performance by enabling innovation, attracting new and more diverse business, leading to increased enrolments, better student retention and overall a more financially sustainable organisation.

We will be a role model by improving engagement with our diverse community, which will offer greater opportunities to a broader range of students and provide a more diverse and well-rounded education experience.

The case for change at The Gordon

The Gordon acknowledges the gender equality principles outlined in the Act, and is committed to developing a Gender Equality Action Plan in line with those principles.

We recognise our significant role as an education institution to lead the way in ensuring equality for all. As a public institute, it is important that we are open and available to everyone – at The Gordon, everyone is welcome to access the education they choose. We are sending the next generation of the workforce out into the community and therefore we have a critical role in demonstrating diversity and inclusion to our students.

1	All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
2	Gender equality benefits all Victorians regardless of gender.
3	Gender equality is a human right and precondition to social justice.
4	Gender equality brings significant economic, social and health benefits for Victoria.
5	Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.

6	Advancing gender equality is a shared responsibility across the Victorian community.
7	All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
8	Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
9	Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10	Special measures may be necessary to achieve gender equality.

The case for change at The Gordon

Our vision for the future:

What will gender equality look, feel and be like in our workplace in 2025?

We are a safe, respectful and inclusive space where all difference is understood, acknowledged, and celebrated for the beauty of diversity in lived experience.

Source: The Gordon. (2021).; Gender Equality Act 2020.

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The Gordon Gender Equality Action Plan 2021-2025

4. STRATEGIES AND MEASURES

Priority 1 – Establish a safe environment for all with zero tolerance for inappropriate behaviours

Strategy	Measure	Accountability
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.	• Risk Safety & Wellness
Actively promote 'contact officer' roles within The Gordon for staff to report inappropriate behaviour.	• % of PMS respondents that experiencedsexual harassment/ bullying/violence and aggression/ discrimination that reported it to a manager or HR.	• People, Safety & Culture. • Risk Safety & Wellness
Mandate staff training around zero tolerance for inappropriate behaviour as a pre-employment activity and yearly ongoing.	• % of PMS respondents that witnessedsexual harassment/ bullying/violence and aggression/ discrimination that reported it to a manager or HR.	• People, Safety & Culture • Employee Experience
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, Safety, Culture & Executives. • People Safety and Culture Operations team
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.	• People, Safety & Culture. • People Leaders • Gordon Employees

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Priority 2 – Celebrate and promote diversity and inclusion

Strategy	Measure	Accountability
Provide more opportunities to celebrate diversity and recognise/reward employee achievements at The Gordon.	• Increase in % gender balance in [recruitment applications, shortlists and roles recruited].	• Employee Experience • GEAP Committee
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].	• Employee Experience • Teacher Capability and Engagement
Create an internal awareness campaign to help people understand the gendered segregation of occupations within the workplace, workforce and industry and the impact gender stereotypes can have on decisions about 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.)	• People, Safety & Culture • GEAP Committee
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.	• Project team collaboration with People, Safety & Culture
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).	• People, Safety & Culture • People Safety and Culture Operations & Talent

Priority 3 – Understand and address drivers of our gender pay gap

Strategy	Measure	Accountability
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 andacross all like-for-like roles.	• Chief Financial People and Operating Officer • Finance • People, Safety & Culture
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).	• People, Safety & Culture Operations
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).	• People, Safety & Culture Operations
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.	• Employee Experience

The Gordon acknowledges the pay equity principles outlined in the Act

1	**Establishing equal pay for work of equal or comparable value**	Equal or comparable value refers to work valued as equal in terms of skill, effort, responsibility and working conditions. This includes work of different types.
2	**Free from bias or discrimination**	Employment and pay practices are free from the effects of unconscious bias and assumptions based on gender.
3	**Transparency and accessibility**	Employment and pay practices, pay rates and systems are transparent. Information is readily accessible and understandable.
4	**Relationship between paid and unpaid work**	Employment and pay practices recognise and account for different patterns of labour force participation by workers who undertake unpaid and/or caring work.
5	**Sustainability**	Interventions and solutions are collectively developed and agreed, sustainable and enduring.
6	**Participation and engagement**	Workers, unions and employers work collaboratively to achieve mutually agreed outcomes.

The Gordon acknowledges the gender pay equity principles and has developed a strategic priority dedicated to understand and address drivers of our gender pay gap, with supporting strategies and measures to achieve pay equity. In addition to our obligations to publish audit data pertinent to our GEAP, we commit to being transparent about our remuneration frameworks, and communicating career development opportunities to all of our staff.

The Gordon will establish a safe environment for all with zero tolerance for inappropriate behaviours, and celebrate and promote diversity and inclusion, to provide a workplace that is free from bias and discrimination, supported by the required training and process implementation.

We have made a long-term commitment to achieving gender equality at The Gordon, and have developed strategies that will be both sustainable and enduring.

We will continue to work collaboratively with staff and unions to foster a safe and inclusive community where everyone has an equal opportunity to embrace and reach their full potential.

5. RESOURCING YOUR GEAP

Strategic resource plan

Priority strategy	Responsible	Accountable	Support	Consulted	Informed	Total FTE required/ Resources required	Budget (Subject to change)
1 **Priority 1:** Establish a safe environment for all with zero tolerance for inappropriate behaviours.	People Safety and Culture	Risk. Safety and Wellness Employee Experience	People Leaders and Employees	The Board Executive GEAP Committee	Employees	2	Refer to comprehensive report
2 **Priority 2:** Celebrate and promote diversity and inclusion.	People Safety and Culture GEAP Committee	People Safety and Culture Operations Employee Experience	People Leaders and Employees	The Board Executive GEAP Committee	Employees	2	Refer tocomprehensive report
3 **Priority 3:** Understand and address drivers of our gender pay gap.	People Safety and Culture	Finance People Safety and Culture Operations	People Leaders and Employees	The Board Executive GEAP Committee	Employees	0	Managed by internal resources

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6. MEASURING PROGRESS

We are committed to achieving progress in gender equality for our organisation. To support this The Gordon GEAP was developed. To ensure the action plan is progressing, the strategies and measures are tracked and monitored accordingly to support successful outcomes. Measures used for each strategy are outlined below, and progress recorded at the end of each year. Success is an Institute that is collectively striving for a safe workplace where all employees feel valued and respected.

Reporting Dashboard

Priority 1: Establish a safe environment for all with zero tolerance for inappropriate behaviours
Last updated 1 March 2022

Strategy	Measure	Category	FY21 Actual	FY23 Target	FY23 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.	Behaviour	50%	100%	–	
Actively promote 'contact officer' roles within The Gordon for staff to report inappropriate behaviour.	• % of PMS respondents that experiencedsexual harassment/ bullying/violence and aggression/ discrimination that reported it to a manager or HR.	Behaviour	50%	100%	–	
Mandate staff training around zero tolerance for inappropriate behaviour as a pre-employment activity and yearly ongoing.	• % of PMS respondents that witnessedsexual harassment/ bullying/ violence and aggression/ discrimination that reported it to a manager or HR.	Behaviour	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.	Policy and Process	25%	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.	Learning and Development	25%	100%	–	

■ Above Target ■ On Target ■ Below Target ■ Not yet started

Source: The Gordon (2021)

Reporting Dashboard

Priority 2: Celebrate and promote diversity and inclusion

Strategy	Measure	Category	FY21 Actual	FY23 Target	FY23 Actual	Status
Provide more opportunities to celebrate diversity and recognise/reward employee achievements at The Gordon.	• Increase in % gender balance in [recruitment applications, shortlists and roles recruited].	Behaviour	50%	90%	–	(blue)
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].	Learning and Development	0%	60%	–	(grey)
Create an internal awareness campaign to help people understand the gendered segregation of occupations within the workplace, workforce and industry and the impact gender stereotypes can have on decisions about 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.)	Learning and Development	0%	50%	–	(grey)
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 Process	10%	70%	–	(green)
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).	Strategy	0%	50%	–	(grey)

■ Above Target ■ On Target ■ Below Target ■ Not yet started

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Reporting Dashboard

Strategy	Measure	Category	FY21 Actual	FY23 Target	FY23 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 andacross all like-for-like roles.	Process	**50%**	**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).	Policy and Process	**10%**	**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).	Policy and Process	**30%**	**80%**	**–**	🟩
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.	Learning and Development	**0%**	**100%**	**–**	⬛

🟦 Above Target 🟩 On Target 🟥 Below Target ⬛ Not yet started