



# GENDER EQUALITY ACTION PLAN 2021-2025

February 2022

# OUR COMMITMENT

South West TAFE 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. This document contains South West TAFE's Gender Equality Action Plan.

South West TAFE's Inclusion & Diversity strategy sets the future commitment that we are an inclusive workplace, embrace people's differences and treat everyone with respect.

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Our commitment to this strategy and our Gender Equality Action Plan are key to our ongoing success as an organisation and supports our brand purpose to deliver a modern and fresh approach to helping people develop the skills they need for the futures they aspire to.

**SWTAFE Leadership Team**

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# FOREWORD FROM CEO

South West TAFE is committed to make diversity, equality and inclusion part of everything we do – from how we develop and deliver our courses, to how we build our workforce. We know that providing an equal footing to all, benefits everyone.

We recognise the community responsibility we have to support gender equality and being fair and inclusive to all. We believe the greatest contribution we can make to changing inequality is sustained action within our organisation and the communities in which we participate.

This is why we will continue to be committed to the elimination of gender inequality, both within our workplace and through continued education of our community.

We have welcomed the opportunity to work closely with our staff and stakeholders to truly understand how to make our workplace more inclusive and equal for everyone. Our Gender Equality Action Plan also aligns with our organisational-wide cultural values of demonstrating trust, understanding and embracing diversity.

Together, these important tools will ensure we attract, develop and retain an inclusive, high performing and engaged workforce that will continue to deliver future focused education to our community.

The South West TAFE Gender Equality Action Plan provides concrete actions that we're taking to build diversity, equality and inclusion in all that we do.

The 21 key strategies outlined in our Gender Equality Action Plan will be rolled out over the next four-year period (2022 – 2025), and we look forward to having an even more positive impact on the lives of our staff, students, and communities.

> Gender equality, besides being a fundamental human right, is essential to us achieving our full potential as an organisation.

I look forward to sharing our continued progress in bringing equality to every day at South West TAFE.

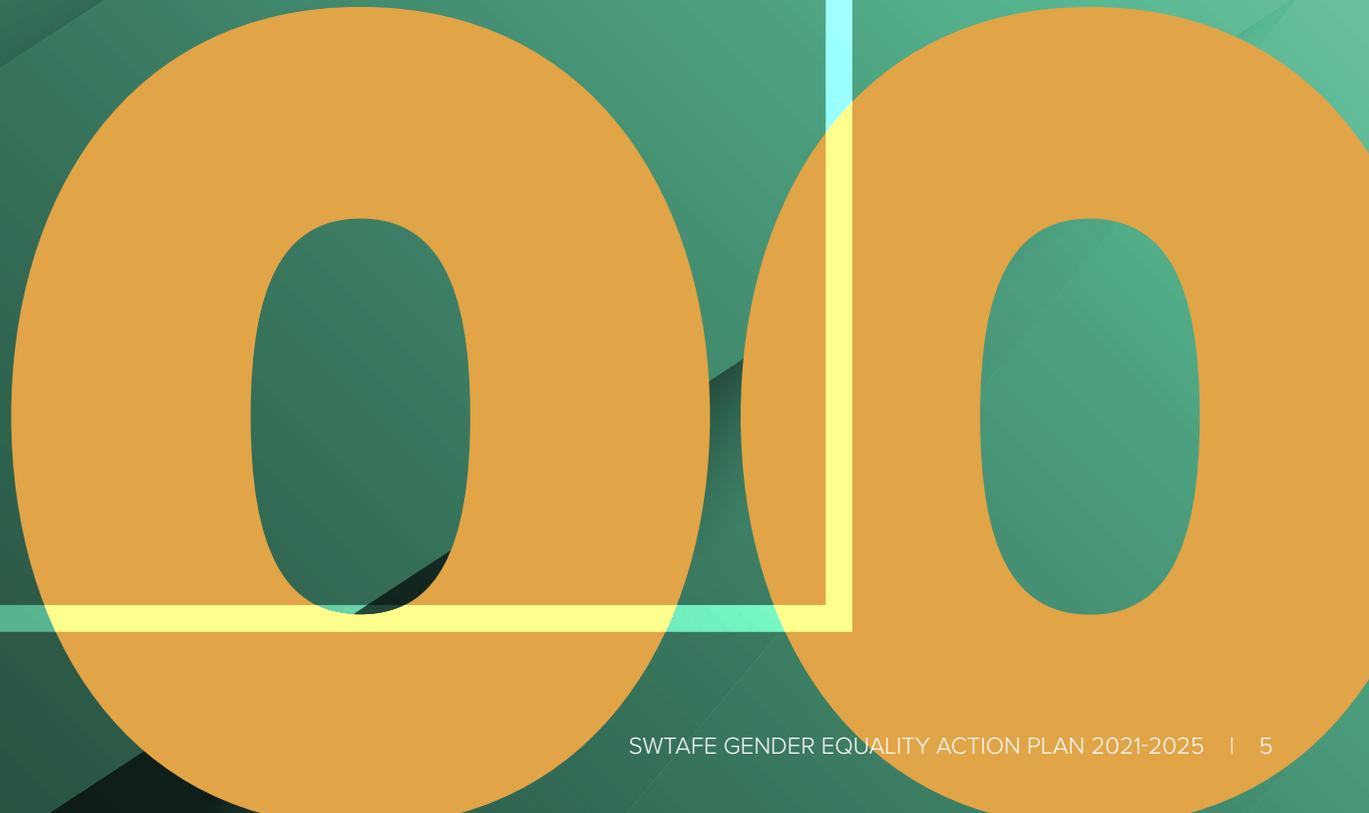


Mark Fidge  
Chief Executive Officer

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# OUR CASE FOR CHANGE



# HISTORY OF GENDER EQUALITY

**South West TAFE (SWTAFE) understands the proven benefits of gender equality within the workplace.**

These include improved organisational performance, enhanced quality of decision-making, greater innovative capacity, improved attraction and retention of employees and clear reputational benefits, amongst others. We also acknowledge that gender inequality affects everyone; by moving to eliminate it we move towards an environment where well-being for all genders is improved.

SWTAFE also understands the influential position we hold within our local communities given our close relationships with industry, community groups and our students and our obligation to raise the awareness of our employees in this regard. We can support the identification and elimination of systemic causes of gender inequality both within the workplace and in the delivery of policy, programs and education services across our community.

Gender equity, inclusion and diversity are principles that SWTAFE have taken seriously for some time. In 2019 SWTAFE introduced our first Inclusion & Diversity Strategy document which set the 'future commitment that SWTAFE is an inclusive workplace, embraces people's differences and treats everybody with respect, whilst ensuring that they feel valued'.

The introduction of the Gender Equality Act 2020, with a focus on the Gender Equality Action Plan (GEAP) and Gender Impact Assessments, has provided further momentum for the continued introduction and embedding of these principles within all aspects of our organisation.

# THE CASE FOR CHANGE AT SWTAFE

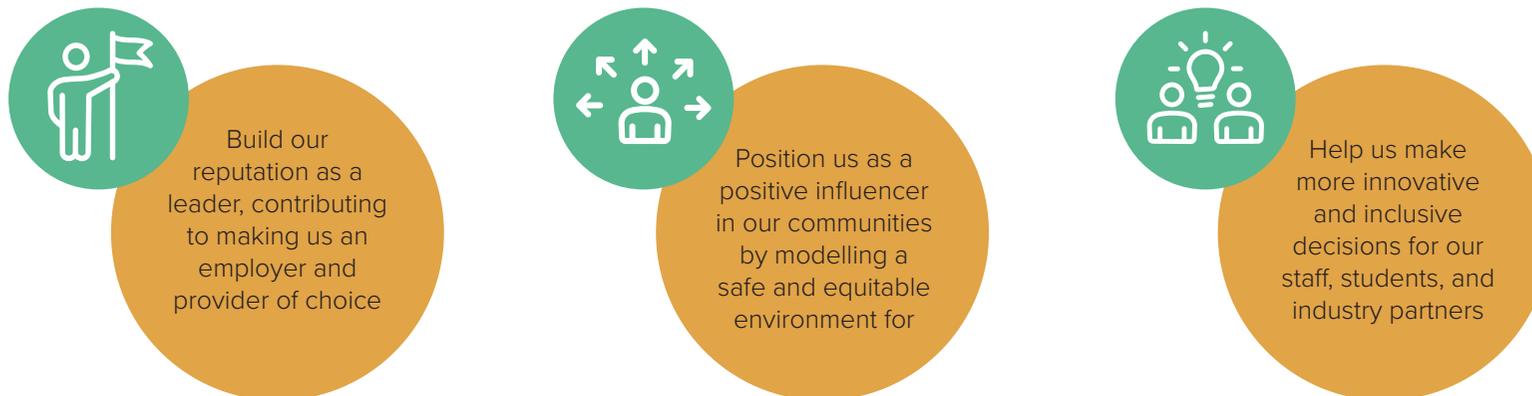
## OUR CASE FOR CHANGE

We acknowledge the Gender Equality principles outlined in the Act, and commit to developing a GEAP in line with those principles.

SWTAFE will aspire to **lead the sector** in gender equality and be a **positive change agent** within our community. By embarking on this journey, we will:

- Create a **safe and equitable** working and learning environment
- Encourage **innovative and inclusive decision-making** internally, and externally
- Become an **employer and provider of choice**

## IMPROVING GENDER EQUALITY AT SWTAFE WILL ...



**By 2025 ...**

We will have fostered a culture at SWTAFE that supports everyone to thrive in an environment that is safe, inclusive and equitable

# OUR PRIORITIES FOR ACTION

## DEVELOP OUR 3 PRIORITIES FOR ACTION:

1

Create a south west community that understands and recognises the importance of gender equality

2

Provide a safe and trusted work and learning environment that empowers and supports staff, students, and our SWTAFE community to speak up and leads to action

3

Embed gender equality, diversity and inclusion in what we do and how we work

# SWTAFE ACKNOWLEDGES THE GENDER EQUALITY PRINCIPLES OUTLINED IN THE ACT

<b>1</b>	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.
<b>2</b>	Gender equality benefits all Victorians regardless of gender.
<b>3</b>	Gender equality is a human right and precondition to social justice.
<b>4</b>	Gender equality brings significant economic, social and health benefits for Victoria.
<b>5</b>	Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
<b>6</b>	Advancing gender equality is a shared responsibility across the Victorian community.
<b>7</b>	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.
<b>8</b>	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.
<b>9</b>	Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
<b>10</b>	Special measures may be necessary to achieve gender equality.

# HOW THIS GEAP COMPLEMENTS EXISTING ORGANISATIONAL PLANS

## SWTAFE's GEAP will complement several existing organisational plans and initiatives, as follows:

- SWTAFE have introduced a fourth strategic pillar, 'Our People' as part of our Strategic Planning Process in 2022. This pillar will focus on providing a 'safe and inclusive culture that enables our values, workforce capability and performance to deliver our strategic objectives'. A specific aim is to 'increase our attraction and employment of Aboriginal & Torres Strait Islander people and culturally diverse people' which can now be linked back to the strategy within our GEAP, to review our recruitment process to attract greater diversity in candidates and improve diversity and gender balance within teams;
- Another of our GEAP strategies incorporates outstanding action items from the 2019 SWTAFE Inclusion & Diversity Strategy and includes them within our GEAP to ensure these are fully achieved as we move forward;
- Two additional strategies which were already in consideration have been incorporated into our GEAP and aim to embed gender equality, diversity and inclusion within our organisation, and community. They are:
  - Implementation of the 'Respect & Equality in TAFEs Framework' put out by Our Watch (in 2021); and
  - Support for the local 'Respect 2040' campaign, a collective movement to bring together community members, businesses, groups, clubs, and organisations across south-west Victoria to work towards a vision for a thriving, equal community;
- Together with the Victorian Public Sector, we are participating in the Aboriginal Cultural Capability in the Workplace Pilot which commenced in 2021 and is part of the Barring Djinang Strategy (launched in 2017 to enhance Aboriginal employment outcomes across the Victorian Public Sector); *and*
- We participate in the Wurreker Program - a partnership agreement between the Victorian Government and the Victorian Aboriginal Education Association Incorporated to improve education and training delivery for Koorie students in order to achieve high-quality education, training and employment outcomes. We are in the process of developing our second Reconciliation Action Plan.

# OUR PROCESS & PARTICIPATION

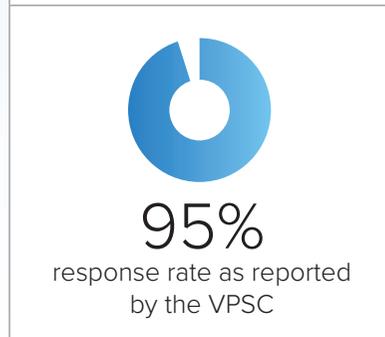
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# THE CONSULTATIVE PROCESS & PARTICIPATION

## INPUT: WORKPLACE GENDER AUDIT REPORT

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

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



## CONSULTATION PROCESS: FOCUS GROUPS

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 were invited to respond to an online survey conducted prior to the development of the workplace gender audit report and focused on their aspirations for SWTAFE.

FOCUS GROUPS	
6	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• 1 board survey (n=4)</li> <li>• 5 staff focus groups</li> </ul>
27	<p>Participants including representation from:</p> <ul style="list-style-type: none"> <li>• Different age brackets (young and older)</li> <li>• A mixture of new (&lt;1 years of service) and longer-term employees</li> <li>• Those that accessed flexible work arrangements</li> <li>• From multi-cultural backgrounds</li> <li>• Disability advocates</li> <li>• Aboriginal and/or Torres Strait Islander</li> <li>• Union representatives</li> </ul>

Notes: 1. Casuals, and employees who were with the organisation for less than three months, were excluded from responding to SWTAFE's People Matters Survey as advised by Victorian State Government.

# THE CONSULTATIVE PROCESS & PARTICIPATION

## GEAP DEVELOPMENT

## FINAL REVIEW & APPROVAL

The GEAP was developed by the Gender Equality Working Party and the Gender Equality Project Team on November 4, 2021 and November 17, 2021, facilitated by Right Lane Consulting.

The GEAP was reviewed and endorsed, in principle, by SWTAFE Executive Team on November 22, 2021.

	GEAP DEVELOPMENT	PARTICIPANTS
1	<b>Workshop 1:</b> Draft SWTAFE's Case for Change and GEAP Priorities	<b>Gender Equality Working Party</b>  <i>13 diverse representatives from across SWTAFE, representing a variety of directorates, genders and cultural backgrounds</i>
2	<b>Workshop 2:</b> Draft SWTAFE's Strategies and measures	<b>Gender Equality Project Group</b>
3	<b>Workshop 3:</b> Review and endorse the draft GEAP created	<b>SWTAFE Leadership Group</b>

### Consultation 2

The final draft of the GEAP was shared with all SWTAFE staff on December 16, 2021 with feedback/ comments on GEAP strategies to be provided by January 7, 2022.

### Leadership Approval

The Executive team were provided with detailed information regarding strategies and measures and attended a resourcing and timeline meeting, facilitated by Right Lane Consulting on February 2, 2022.

A digested version of the final draft GEAP document went to the SWTAFE Board, for noting, for the March 2022 Board meeting.

# OUR INTERNAL AUDIT



**SWTAFE is a defined entity under the Gender Equality Act 2020. Under the Act, a defined entity must conduct a workplace gender audit to assess the state and nature of gender inequality in its workplace as at 30 June 2021.**

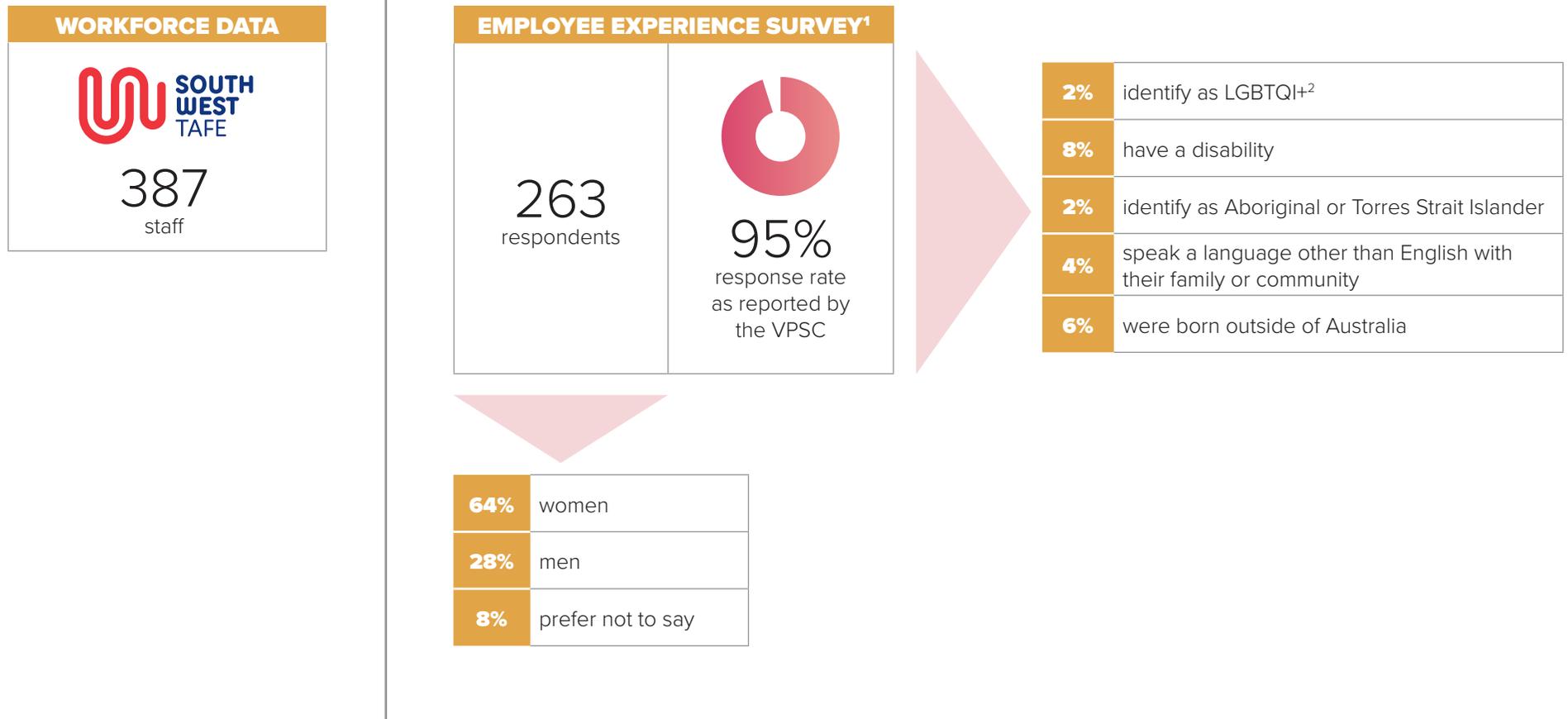
Data was collected from 2 sources:

- 1. Workforce data**, gathered from the TAFE's internal payroll and HR systems
- 2. Employee experience data**, gathered via the People Matter Survey, administered by the Victorian Public Sector Commission

The intent of this first workplace gender audit is to establish a baseline on gender equality from which the TAFE can:

- Identify any critical gaps, areas for improvement and challenges to address in its GEAP
- Monitor and assess progress made in relation to workplace gender equality, including whether strategies and measures are effective.

# SOURCES OF INSIGHT FOR THIS WORKPLACE GENDER AUDIT



Notes:

1. Casuals and employees who were with the organisation for less than three months are excluded from responding to SWTAFE's People Matters Survey as advised by the Victorian Government who manage the survey.
2. This figure is taken from the question on sexual orientation only, it includes 'gay and lesbian', 'bisexual', 'use a different term' and 'pansexual'. There is a separate question on gender, whether respondents identify as trans, non-binary or gender diverse: 1% responded 'yes' and 6% responded 'prefer not to say'.

# EXECUTIVE SUMMARY

		WORKPLACE GENDER EQUALITY INDICATOR	SUMMARY OF AUDIT FINDINGS
1		<b>Gender composition of all levels of the workforce</b>	As at June 2021, SWTAFE employs 387 staff, 67% of whom are women. Women make up 60% of the Senior Leadership Team. While 82% of the 263 respondents to the People Matter Survey agree that SWTAFE has a positive culture in relation to diverse employees, a lower proportion agree that SWTAFE has a positive culture in relation to employees who identify as LGBTQI+ (76%) and Aboriginal or Torres Strait Islander (74%). As of June 2022, women now make up 63% of the Senior Leadership Team and 80% of the Executive Team.
2		<b>Gender composition of governing bodies</b>	SWTAFE has 10 members on its Board of Directors; 6 women and 4 men.
3		<b>Equal remuneration</b>	The gender pay gap at SWTAFE is 10.7%, where the average woman's base salary is less than the average man's.
4		<b>Sexual harassment</b>	There were no formal complaints of sexual harassment made at SWTAFE in Financial Year 2021. However, 4% of People Matter Survey respondents reported experiencing sexual harassment (compared to 4% average for other Victorian TAFEs). 86% of respondents agree that SWTAFE encourages respectful workplace behaviour; (67%) agree that they felt safe to challenge inappropriate behaviour at work.
5		<b>Recruitment and promotion practices</b>	In Financial Year 2021, women represented 71% of SWTAFE's 76 new recruits and 88% of its 16 promoted employees. Overall women were more likely than men to be awarded higher duties and marginally more likely to participate in career development training. 59% of People Matter Survey respondents agreed that SWTAFE makes fair recruitment and promotion decisions, and just over half of respondents (51%) felt they have an equal chance at promotion.
6		<b>Utilisation of flexible work and other support practices</b>	Formal flexible work arrangements are in place for 6.5% of SWTAFE's staff. Men more commonly work full-time (60% of men compared to 41% of women). In total 29% of staff work part-time, most of these staff (84%) are women. 62% of People Matter Survey respondents believe that SWTAFE has a positive culture in relation to the use of flexible working arrangements (compared to 59% average across other Victorian TAFEs), and 79% agree that SWTAFE is supportive of employees with family or caring responsibilities, regardless of gender (compared to 70% average across other Victorian TAFEs).
7		<b>Gendered segregation</b>	Women represent the vast majority of clerical and other professional roles. Men are more evenly represented among education staff and specialist managers. The large majority (85%) of People Matter Survey respondents agree that work is allocated fairly in their workgroup, regardless of gender.

# ACKNOWLEDGEMENT OF DATA GAPS AND ASSOCIATED COMMENTARY

It is important to recognise that there are some gaps with respect to the data collected and subsequently analysed in this audit report. While every attempt has been made to report workforce data accurately, there are some gaps where data is not currently captured by organisational systems. The People Matter Survey responses represent the subjective views of 95% of SWTAFE staff; this may not be reflective of all staff perceptions.

		WORKPLACE GENDER EQUALITY INDICATOR	COMMENTARY RELATING TO IDENTIFIED DATA GAPS
1		<b>Gender composition of all levels of the workforce</b>	Data for intersectional characteristics is not available for all indicators. SWTAFE does not currently collect data on religion, cultural identity (beyond Aboriginal & Torres Strait Islander information), and sexual orientation. The system enables this data to be collected, however, at present this is not mandated for employees.
2		<b>Gender composition of governing bodies</b>	No data gaps identified for this indicator. The CEO is appointed as the Board secretary and included in the governing body.
3		<b>Equal remuneration</b>	No data gaps identified for this indicator.
4		<b>Sexual harassment</b>	No data gaps identified for this indicator. Worth noting the differentiation between People Matter Survey data and Workforce data in relation to formal sexual harassment complaints – we believe this to be a result of the complaint being classified differently in SWTAFE’s HR systems.
5		<b>Recruitment and promotion practices</b>	No data gaps identified for this indicator. Worth noting the differentiation between People Matter Survey data and Workforce data in relation to formal sexual harassment complaints – we believe this to be a result of the complaint being classified differently in SWTAFE’s HR systems.
6		<b>Utilisation of flexible work and other support practices</b>	No data gaps identified for this indicator. Flexible work arrangements were manually compiled; no automated reporting available to extract this information for the given time period.
7		<b>Gendered segregation</b>	No data gaps identified for this indicator.

# OUR CONSULTATION & ENGAGEMENT

# 03

# **SWTAFE CONSULTATION PROCESS + OUTCOMES**

# THE CONSULTATION PROCESS

**INPUT: WORKPLACE GENDER AUDIT REPORT**      **CONSULTATION PROCESS: FOCUS GROUPS**

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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 were invited to respond to an online survey conducted prior to the development of the workplace gender audit report and focused on their aspirations for SWTAFE.

FOCUS GROUPS	
6	<ul style="list-style-type: none"> <li>Focus groups</li> <li>1 board survey (n=4)</li> <li>5 staff focus groups</li> </ul>
27	<p>Participants including representation from:</p> <ul style="list-style-type: none"> <li>Different age brackets (young and older)</li> <li>A mixture of new (&lt;1 years of service) and longer-term employees</li> <li>Those that accessed flexible work arrangements</li> <li>From multi-cultural backgrounds</li> <li>Disability advocates</li> <li>Aboriginal and/or Torres Strait Islander</li> <li>Union representatives</li> </ul>

Notes: 1. Casuals and employees who were with the organisation for less than three months are excluded from responding to SWTAFE's People Matters Survey as advised by the Victorian Government who manage the survey

# GENDER EQUALITY INSIGHTS AT SWTAFE

We held focus groups with our employees around the seven workplace gender equality indicators, which informed our Gender Equality aspirations for SWTAFE.



# THE BOARD'S ASPIRATIONS FOR GENDER EQUALITY

THE BOARD HAVE HIGHLIGHTED THREE GENDER EQUALITY ASPIRATIONS FOR SWTAFE

## “ BOARD QUOTES

1	Lead the sector in gender equality
2	Provide equal opportunities for men and women
3	Gender equality is seen as the norm

- *For SWTAFE to be a leader in gender equity including women in leadership and executive roles (this is already the case), but also support in terms of parental leave (for women and men) and domestic violence leave.*
- *Women can participate in the TAFE workforce and learning spaces on equal terms as men. They also have equal access to traditionally women's spaces, roles and caring responsibilities.*

- *That each student and staff member has equal access to opportunities. I also expect that we are proactive to uncover unconscious disadvantages for staff that may have a gender association.*

- *To comply with the Gender Equality Act in both the spirit and letter of the law.*
- *An organisation where gender equality is embedded in all its policies, operations and practices.*



# SUGGESTED ACTIONS FOR THE GEAP

		WORKPLACE GENDER EQUALITY INDICATOR	FOCUS GROUP PARTICIPANTS' SUGGESTED PRIORITIES
1		<b>Gender composition of all levels of the workforce</b>	<ul style="list-style-type: none"> <li>• Improve the gender balance at Team/Division level; encourage different genders into non-traditional roles (women into trades for example)</li> <li>• Encourage young men into trainee positions</li> <li>• Seek out membership on government reform panels – we need to be part of the conversation and the solution</li> <li>• Look at the promotion practices of younger woman and women in administrative positions</li> <li>• Look at recruitment practices – and balance genders in each department</li> <li>• Understand root cause analysis of the gender advantage or disadvantage. (Board comment)</li> <li>• (Take a) specific look at how well current policies are serving Indigenous women in SWTAFE's employment. (Board comment)</li> </ul>
2		<b>Gender composition of governing bodies</b>	<ul style="list-style-type: none"> <li>• I believe the board should be clear on what its reporting expectations are from management and what it requires including, for example, Status report on gender against the seven indicators referred to in the GE Act 2020. This could be provided once a year. (Board comment)</li> </ul>
3		<b>Equal remuneration</b>	<ul style="list-style-type: none"> <li>• Conduct a review of pay gap at each level and put appropriate value on roles</li> <li>• Give teachers the capacity (setting aside time) and encouragement to do extra study so they can progress through the organisation</li> <li>• Be transparent with data</li> </ul>
4		<b>Sexual harassment</b>	<ul style="list-style-type: none"> <li>• Encourage open and honest conversations across the Manager level</li> <li>• Consider the role for an impartial person; set-up some champions that people feel 'safe' sharing with and they can be the advocate</li> <li>• Increase confidence to speak up; the more we speak about it, the less taboo a topic it will be</li> <li>• Improve the profile of the services offered by the People &amp; Culture team</li> <li>• Increase/improve training to encourage more opportunities to speak about sexual harassment</li> </ul>

# SUGGESTED ACTIONS FOR THE GEAP

		WORKPLACE GENDER EQUALITY INDICATOR	FOCUS GROUP PARTICIPANTS' SUGGESTED PRIORITIES
5		<b>Recruitment and promotion practices</b>	<ul style="list-style-type: none"> <li>• Pay attention to turnover figures on a more regular basis</li> <li>• Traineeship programs – promote application for people with lived experience of disability and those of Aboriginal and Torres Strait Islanders</li> <li>• Agreed training opportunities for all staff to ensure equitable access to training</li> <li>• Encourage people with diverse backgrounds when recruiting</li> <li>• Seek diversity in all our teams</li> <li>• (Seek further) data on women's promotion and recruitment (Board comment)</li> <li>• Review of appointment systems and processes, use of trials, for example, blind application process (Board comment)</li> </ul>
6		<b>Utilisation of flexible work and other support practices</b>	<ul style="list-style-type: none"> <li>• Review reporting mechanisms</li> <li>• Improve reporting and outcome transparency – to make people feel more confident to report</li> </ul>
7		<b>Gendered segregation</b>	<ul style="list-style-type: none"> <li>• Conduct a review of pay gap at each level and put appropriate value on roles</li> <li>• Give teachers the capacity (setting aside time) and encouragement to do extra study so they can progress through the organisation</li> <li>• Be transparent with data</li> </ul>
		<b>Other</b>	<ul style="list-style-type: none"> <li>• Seek membership on peak bodies – be on the statewide agenda (<a href="http://www.genvic.org.au/join-us/communities-of-practice">www.genvic.org.au/join-us/communities-of-practice</a>)</li> <li>• Three-day staff seminar – make sure there is room on the agenda for these issues</li> <li>• Promote the role of TAFEs as the 'agent of change'</li> <li>• The Action Plan should respond to the People Matters survey and workforce gender audit which will identify gaps that need to be addressed. In addition, in order to respond, I think the respect for women and understanding of the real impacts of living with domestic violence need to be understood across our region (Board comment)</li> <li>• Family violence training for all staff (Board comment)</li> <li>• CEO and Senior management performance expectations in the gender space; for example, succession plan to include diversity plan, and other inputs and outputs (Board comment)</li> <li>• Appropriately resource SWTAFE in support of achieving the action plan</li> </ul>

# OUR NEW STRATEGIES & MEASURES

# 044

# STRATEGIES & MEASURES

	Create a South West community that understands and recognises the importance of gender equality	Provide a safe and trusted work and learning environment that empowers and supports staff, students, and our SWTAFE community to speak up and leads to action	Embed gender equality, diversity and inclusion in what we do and how we work
Strategies (quick wins)	<ul style="list-style-type: none"> <li>Continue to update and promote the Diversity, Equity and Inclusion (DEI) Initiatives section of the SWTAFE intranet site, ECHO</li> <li>Review existing SWTAFE Inclusion and Diversity strategy document with reference to outcomes and ensure they are incorporated into our four year GEAP plan</li> <li>Make a suitable commitment to the local Respect 2040 campaign</li> <li>Develop 'one-pager' reference/communication document for managers, to enable clear and consistent messaging about Diversity, Equity and Inclusion and gender equality at SWTAFE</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a 'Well-being and effective communication' status check with "working" casual employees in various departments, to ensure we understand their experiences at SWTAFE and can build on, and where necessary, improve these</li> <li>Review and collate exit interview data. On a half-yearly basis report trends back to Executives (regarding their areas) ensuring privacy and confidentiality is maintained – incl. specific questions about gender-related issues as reason for departure</li> <li>Communicate and educate staff to raise the profile of the People &amp; Culture team and services</li> </ul>	<ul style="list-style-type: none"> <li>Create Gender Equality Working Party/Gender Equality Oversight Committee with appropriate representation (incl. Executive) to meet on a regular basis to ensure gender equality principles and actions are being embedded into business as usual</li> <li>Review organisational values to ensure a diversity and inclusivity lens is included within them. Engage with staff on any changes to values</li> <li>Add team Gender Equality progress to monthly reports to Institute Leadership Team</li> <li>People &amp; Culture to review all data required by Gender Equality Audit to ensure it can be easily collected/captured via People &amp; Culture forms/systems and we are able to report in four years' time, on all components required</li> </ul>
Strategies (slower burns)	<ul style="list-style-type: none"> <li>Develop and deliver comprehensive Gender Equity/Diversity &amp; Inclusion Training plan (for whole of organisation) developed for next four year period, leveraging specialist presenters as required (including a zero-tolerance approach to sexual harassment, family violence and parental leave policies, flex work, unconscious bias etc.) – with special attention to leadership team, managers, and those with recruitment responsibilities</li> <li>Conduct a comprehensive review of pay gap at each level and robustly test theories about why a gender pay gap exists and identify remedial actions</li> <li>Introduce the comprehensive Respect &amp; Equality in TAFEs framework</li> <li>Develop a communication strategy which includes positive messaging at all levels of the organisation about gender equality - need a visible focus from SWTAFE leaders to all staff about the importance of gender equality and our organisational commitment to it</li> </ul>	<p><b>Ensure policies and procedures for complaints handling are reviewed and understood by staff, ensuring they include:</b></p> <ul style="list-style-type: none"> <li>Set up anonymous reporting processes for instances of sexual harassment in the workplace to encourage employees to 'speak up' and ensure that reporting processes include adequate response and support mechanisms</li> <li>Review and implement a process that provides a victim-centric approach to case management of sexual harassment, family violence etc. complaints, including creating a culture of checking in regularly and providing support</li> <li>Commit to reporting of sexual harassment complaints to the governing body as a standing workplace health and safety agenda item</li> <li>Review of facilities from a gender equity lens; identifying any access and equity issues and planning for improvement to ensure gender equitable and culturally safe spaces for both staff and students</li> </ul>	<ul style="list-style-type: none"> <li>Review recruitment processes to attract greater diversity in candidates and improve diversity and gender balance within teams, where possible. For example, through reviewing language in job descriptions, composition of interview panels, shortlisting, and appointment processes, job share and flexible work arrangements</li> <li>Embed gender equality, diversity and inclusion principles into forms, document templates for policies/procedures and other company-wide documents to ensure gender equality consideration in decision-making</li> </ul>

# STRATEGIES & MEASURES

	Create a South West community that understands and recognises the importance of gender equality	Provide a safe and trusted work and learning environment that empowers and supports staff, students, and our SWTAFE community to speak up and leads to action	Embed gender equality, diversity and inclusion in what we do and how we work
Measures	<ul style="list-style-type: none"> <li>• % of employees and people leaders trained in relevant policies and Gender Equality Information Sessions (e.g. sexual harassment, discrimination, flex work)</li> <li>• Employee perception of leadership knowledge and commitment to gender equality, diversity and inclusion [People Matter Survey]</li> <li>• Engagement (clicks) on ECHO (SWTAFE Intranet site) Diversity, Equity and Inclusion Initiatives page</li> </ul>	<ul style="list-style-type: none"> <li>• % of staff who responded to [People Matter Survey]/ other casual employees]</li> <li>• % of [People Matter Survey] respondents who experienced bullying, sexual harassment or discrimination vs formal reporting numbers</li> <li>• % of [People Matter Survey] respondents who agree they feel safe to challenge inappropriate behaviour at work</li> <li>• % of staff cessations who nominate gender issues as a reason for leaving the organisation</li> <li>• Number of Diversity, Equity and Inclusion incidents that were formally investigated by SWTAFE</li> </ul>	<ul style="list-style-type: none"> <li>• Aggregate breakdown of employees by gender and intersectional characteristics, as compared to the community</li> <li>• Gender and intersectional representation in recruitment shortlists, as compared to the community</li> <li>• # data gaps for 2023 progress report and 2025 gender equality audit</li> <li>• # (%) policies, procedures and systems that have embedded gender equality and intersectionality analysis</li> </ul>

# STRATEGIES TO ADDRESS 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	Freedom 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

SWTAFE acknowledges the gender pay equity principles and has developed a strategy to *conduct a comprehensive review of the pay gap at each level and robustly test theories about why a gender pay gap exists and identify remedial actions*.

We will also be implementing strategies to:

- *Review recruitment processes to attract greater diversity in candidates and improve diversity and gender balance within teams;*
- Incorporate questions about gender into our exit questionnaire; and
- Introduce a survey of casual staff (not currently incorporated in the People Matters Survey)

The two strategies immediately above are designed specifically to address the fact that many of our staff in administrative roles are women, and they make up a large proportion of casual staff. By engaging with these groups we *ensure we understand all [employee's] experiences at SWTAFE and can build on, and where necessary, improve these*, addressing gender inequality.

We have made a long-term commitment to achieving gender equality at SWTAFE, 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.

# HOW WE WILL MEASURE OUR PROGRESS

# 2025

# MEASURING PROGRESS

**South West TAFE (SWTAFE) understands the importance of measuring our progress in achieving gender equality, as this will enable us to adapt strategies to ensure the desired outcome is achieved.**

To this end, we have developed the following reporting mechanisms:

- Reporting Dashboard – focus on SWTAFE’s progress against each of our GEAP measures and targets
- SWTAFE GEAP Board and Executive Report – focus on the implementation of our GEAP project
- SWTAFE’s Board have requested six-monthly progress updates and the Executive will be updated quarterly.

## Contact Us

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Right Lane Consulting was engaged to support SWTAFE with the analysis of its audit data and the creation of this audit report. Right Lane has been appointed as a panel provider by the Commission for Gender Equality in the Public Sector to help defined entities meet their obligations under the Gender Equality Act 2020.