



# Gender Equality Action Plan 2022



Royal  
Botanic  
Gardens  
Victoria





### **Acknowledgement of Country**

Royal Botanic Gardens Victoria proudly acknowledges Aboriginal people as Australia's First Peoples and as the Traditional Owners and custodians of the lands on which we live, work and learn. We recognise the intrinsic connection of Traditional Owners to Country and acknowledge their contribution in the management of land, water, the natural landscape and our built environments.



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# Foreword



At the heart of Royal Botanic Gardens Victoria's (RBGV) reputation and success for more than 175 years, has been a diverse, passionate and committed workforce. Our values today are to be *creative, open, brave* and *remarkable*, shaping not only all that we deliver but also the people we employ.

Our employees come from diverse backgrounds and have a broad range of skills and experiences. Together, they care for our extraordinary landscapes, deliver innovative public programming and contribute to world-leading botanic, horticultural and conservation research.

In that context, RBGV welcomes the Gender Equality Act 2020 and its commitment to improve workplace gender equality in the Victorian public sector, universities and local councils.

We are proud to support the objects of the Act through this, our first, Gender Equality Action Plan. Specifically, under our leadership RBGV will:

- promote, encourage and facilitate gender equality and improvement in the status of women
- support the identification and elimination of systemic causes of gender inequality
- recognise that 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
- redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change
- improve economic and social participation by persons of different genders; and
- through the measures outlined in this plan, further promote the right to equality set out in the Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women

We look forward to delivering on the Gender Equality Act 2020 through the actions outlined in this plan..



**Chris Trotman**  
Chairperson, Royal Botanic  
Gardens Board Victoria



**Tim Entwisle**  
Director and Chief Executive,  
Royal Botanic Gardens Victoria

## Our organisation

The Royal Botanic Gardens Board Victoria is responsible to the Minister for Energy, Environment and Climate Change for the overall direction and governance of our organisation. It delegates day-to-day responsibility for operations and administration to the Director and Chief Executive Officer.

Our officers exercise various statutory and regulatory powers delegated by the Board, Ministers and the Secretary of the Department of Environment, Land, Water and Planning.

## Our vision

### Life is sustained and enriched by plants

Our vision is a flourishing community and healthy planet, sustained and enriched by plants. Through iconic landscapes, horticultural excellence and scientific eminence we will make an enduring contribution to this vision.

Plants, along with fungi and algae, are fundamental to life on Earth. They provide the air we breathe, the food we eat, many of the medicines that heal us, and habitat and shelter for our planet's wildlife. They give our lives meaning and inspiration.

We prosper and our planet benefits when we understand, appreciate and protect plants for their life-giving qualities. The actions we all take should be based on our knowledge and respect for plants.

## Our mission

### Safeguarding plants for the wellbeing of people and the planet.

Our mission underscores our commitment to evidence-based social, scientific, educational and economic benefit for the state. In this way, we are an influencer, communicator, collaborator and catalyst for behavioural change, both within Victoria and beyond, through our extensive international networks.

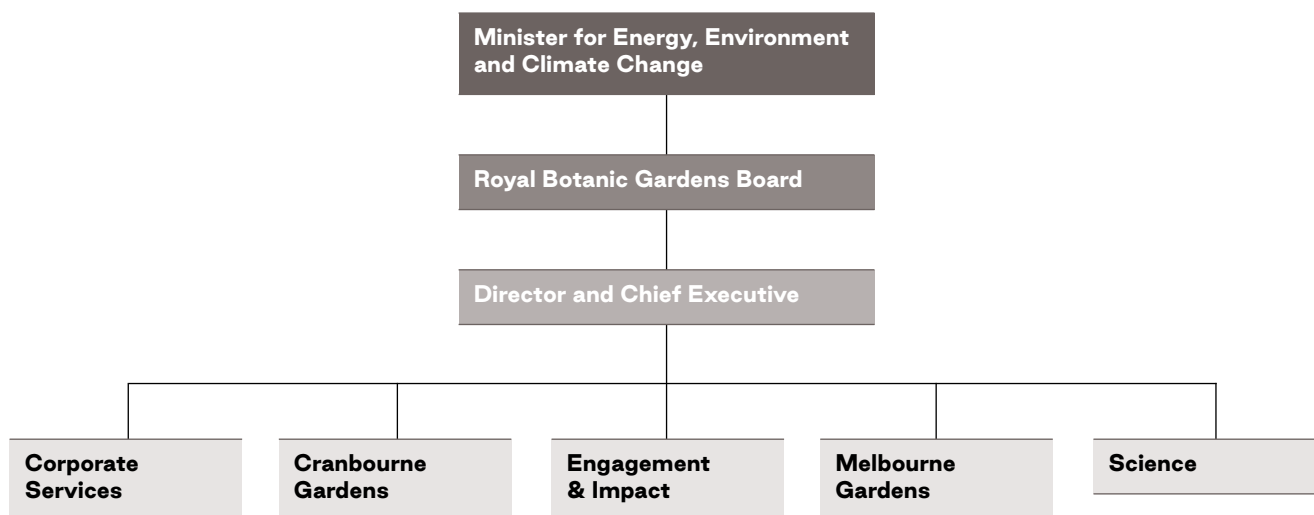


Figure 1: RBGV's governance structure

# Our values

## We are creative

- Our curiosity allows us to find considered solutions to challenges.
- We use our resources wisely and draw upon our collective intelligence to answer questions.
- We have a joyful, positive and respectful approach that is expressed with a good sense of humour.
- Our inclusive and engaging style helps us to learn and share our knowledge in new and interesting ways.

## We are brave

- We have the confidence to challenge established ways of thinking if it improves our collective understanding of plants.
- We embrace our responsibility to protect plants and biodiversity, whatever the role we play.
- We have the courage to try new things, and we help each other as we make these changes.
- We are positive, so we turn challenges into opportunities.
- We lead the way to inspire confidence and enthusiasm in others.

## We are open

- To help us achieve our vision we listen to each other and the community.
- We are friendly and respectful of different perspectives.
- We solve problems together because supporting and learning from each other results in better work.
- We share our knowledge because it helps people inside and outside our organisation understand the importance of plants.

## We are remarkable

- We create experiences and special places that help everyone to learn and see the world differently.
- Whether our actions are big or small, they inspire people to think and act.
- We seek out knowledge and apply our learning because we believe in the importance of plants.
- We do things that are different and exciting if they help us achieve our vision.
- We are proud of our past and we are passionate about our future.



# Section 1: Baseline audit analysis





# Data Sources

## Workplace Gender Audit Data

Data was extracted from the RBGV’s Human Resources Information System (Chris21) to populate the Workplace Gender Audit Data template. This data formed the basis for the baseline audit analysis and was for the reporting period 1 July 2020 to 30 June 2021.

## People Matter Survey results 2021

RBGV had a response rate of 61% of our employees to the 2021 People Matter Survey. The results of this survey provided both quantitative and qualitative information against the gender equality indicators and was provided to the external body assisting with the data analysis to incorporate in their report.

# Data Findings and Analysis

RBGV engaged Women’s Health West (recently renamed GenWest) of the Action for Gender Equality Partnership (AGEP) to provide a description of the patterns of gender inequality and enable a deeper gendered understanding of this data, aligned with the gender equality indicators.

In order to indicate the reporting level to CEO or equivalent for each employee, 0 represents the CEO, -1 represents the level below CEO, then -2 for positions at Grade 6.1 and continued for each Grade (5.2, 5.1, 4.1, 3.2, 3.1, 2.2, 2.1, 1.1) until all employees are captured.

## Indicator 1: Gender composition of all levels of the workforce

This analysis seeks to understand the starting baseline of gender composition at all levels of the RBGV workforce. A gender-equitable workforce considers equal opportunities, responsibilities, roles, and outcomes for all employees including the basis on which they are employed, opportunities for career progression, and representation of different genders, races, cultural groups, ages, abilities, and classes at all levels of the workforce.

As indicated in graph 1, women are fairly evenly represented in management or specialist positions to level -4 (Grade 5.1), From level -6 to -10 women increasingly occupy a greater percentage of positions. People who self-describe their gender (N=2) are represented in the second lowest classification level -9.

## Total gender composition

The total number of people employed by RBGV at the end of the reporting period was 269. Of this number, 160 (59 per cent) are women, 2 (1 per cent) of employees express a self-described gender<sup>1</sup>, and 107 are men (40 per cent). Graph 1 demonstrates the gender composition at each classification level.

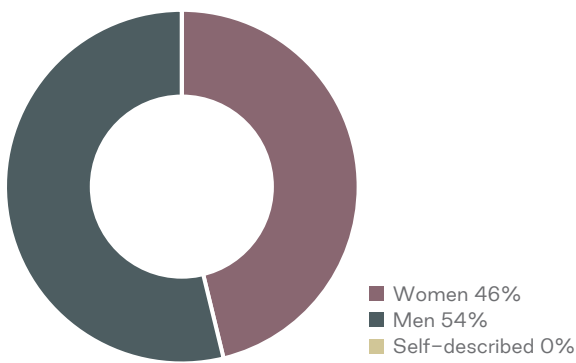


Graph 1: RBGV Gender composition at all levels June 2021

<sup>1</sup> People who prefer to self-describe/identify. This encompasses a range of gender identities, such as non-binary, agender or bigender.

### Gender composition of full-time workforce (ongoing and fixed-term)

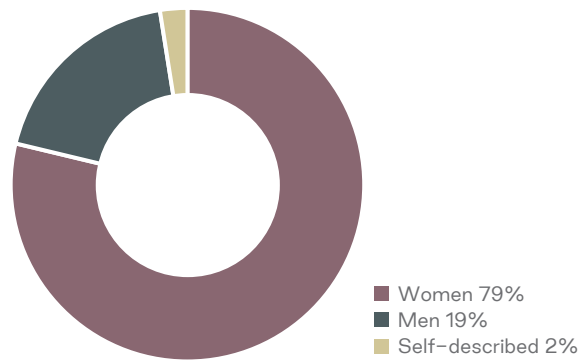
While women represent 59 per cent of the workforce, they represent 46 per cent of full-time positions (N=158, 73 women, 85 men). People whose gender is self-described do not hold any full-time positions in the RBGV workforce.



Graph 2: RBGV full-time workforce total

### Gender composition of part-time workforce (ongoing and fixed-term)

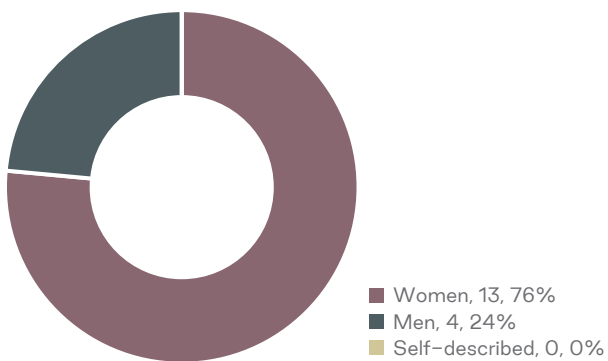
Women hold 79 per cent of part-time positions in the RBGV workforce (N=80, 63 women, 15 men, 2 self-described).



Graph 3: RBGV part-time workforce total

### Gender composition of casual workforce

Following the trend in part-time employment, 13 women represent 76 per cent of the total number of employees in casual employment at RBGV, these positions are held at levels -8 and -9.



Graph 4: RBGV casual workforce total



### Gender distribution across levels and employment basis

This analysis is broken into sections that represent broad trends regarding:

- the gendered comparison of the full-time and part-time workforce
- indications of a workplace culture which may have barriers to men's access to part-time work
- and gendered patterns of job security

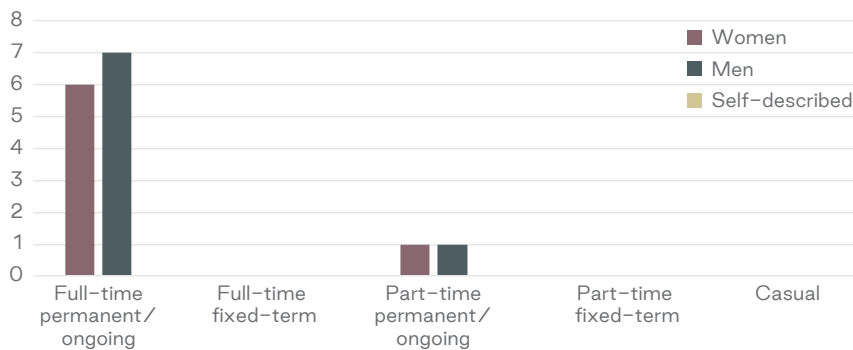
Level 0 and -1 are all employed on full-time, fixed-term contracts (N=6, 2 women, 4 men).

Between level -2 and -3 all positions are ongoing, and full-time and part-time positions look reasonably gender equal, as seen below.

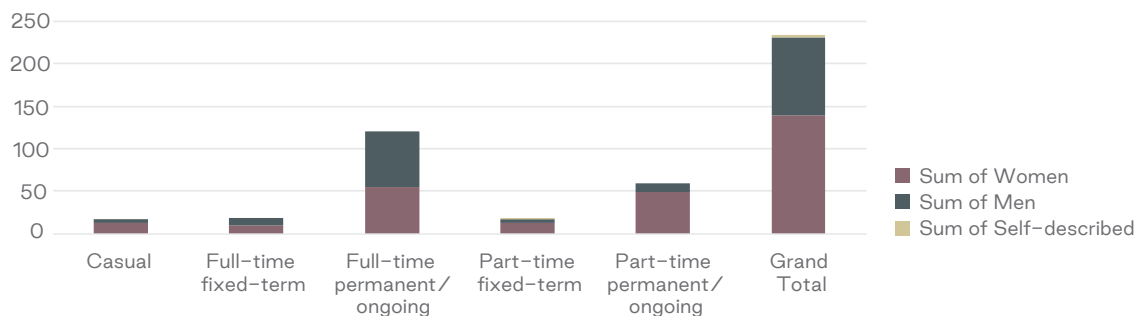
Moving through classification levels, from levels -4 to -10 the following trends can be observed:

- 83 per cent of part-time permanent/ongoing employees are women
- 76 per cent of part-time fixed-term employees are women
- 39 per cent of employees at levels -4 to -10 are men, at these levels, more men are employed on full-time permanent/ongoing basis representing nearly 55 per cent of employees.

- Employees who are women and who self-describe their gender occupy more positions of less secure employment compared to men. Across casual and part-time fixed-term employment categories, women represent 72 per cent of staff, and people who self-describe their gender represent just over 5 per cent of this employment demographic but 1 per cent of staff in total.



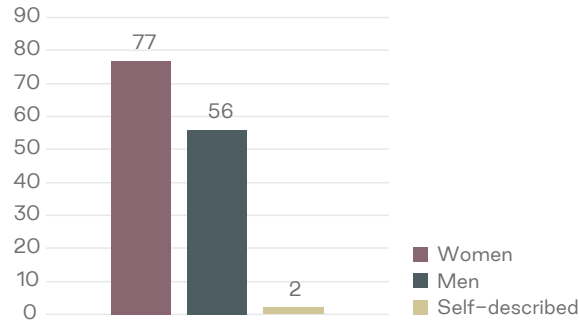
Graph 5: Levels -2 and -3 RBGV employment basis and gender disaggregated



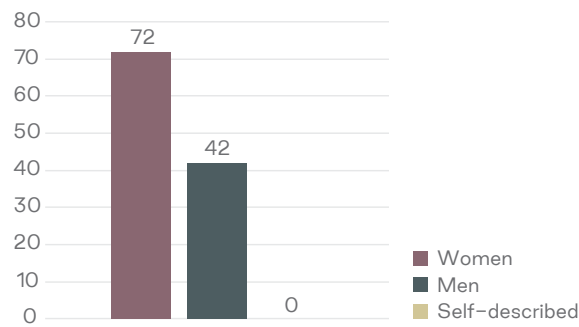
Graph 6: RBGV level -4 to -10 combined totals women, men, and self-described

The total number of staff in level -8 represents nearly 50 per cent of the total RBGV workforce as demonstrated in graphs 7, 8 and 9.

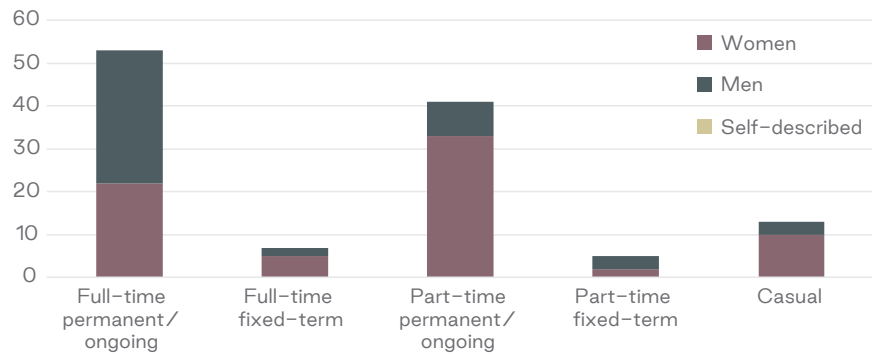
Considering the high number of employees at Level -8, this employee demographic provides an accurate snapshot of the gendered trends in employment basis at RBGV.



**Graph 7: RBGV all levels excluding level -8 gender disaggregated.**



**Graph 8: RBGV level -8 gender disaggregated.**



**Graph 9: RBGV level -8, disaggregated by employment basis and gender**



## Indicator 1a: Intersectionality

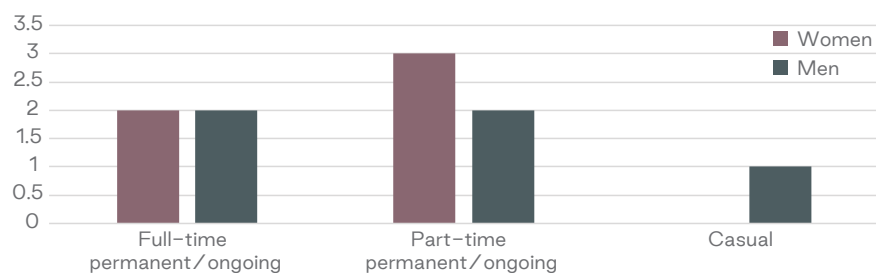
Intersectionality is the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Intersectionality is the acknowledgement that everyone has their own unique experiences of discrimination and oppression and an organisation must consider everything and anything that can marginalise people – gender, race, sexual orientation, physical ability, etc.<sup>2</sup>

## First Nations

The pattern of full-time and part time employment at RBGV is replicated within the First Nations staff group. A positive indication is that eight staff have disclosed First Nations identities representing 3 per cent of the organisation. This is higher than the Victorian Aboriginal and or Torres Strait Islander population which in 2016 sat at 0.8 per cent. Given the RBGV Reconciliation Action Plan, it is evident that First Nations knowledges are critically important to the core nature of the work.

However, it is notable that First Nations staff are employed at lower levels within the workforce. One woman is employed at level –7 and seven people (N=7, 2 women, 5 men) are employed at level –8. Analysis of this trend and the barriers that First Nations staff experience in recruitment to leadership positions or skill development will be considered in staff consultation.

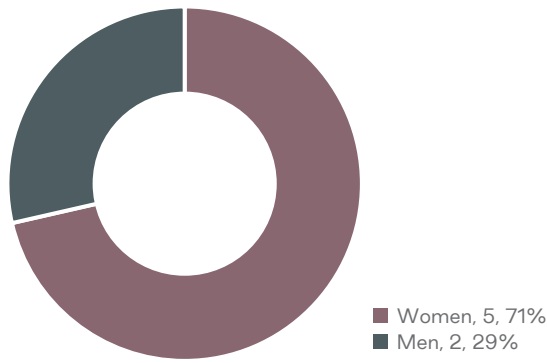


**Graph 10: First Nations employees at RBGV gender and employment basis disaggregated.**

<sup>2</sup> <https://www.womankind.org.uk/intersectionality-101-what-is-it-and-why-is-it-important/>

**Indicator 2:  
Gender composition of the governing body**

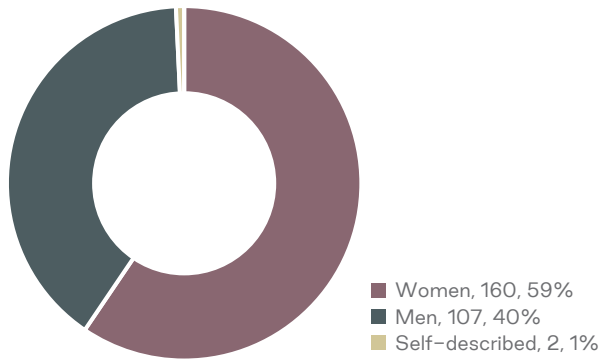
This indicator compares the gender composition of the governing body with RBGV workforce. As graphs 11 and 12 indicate, the governing body is reasonably representative of the RBGV workforce in terms of gender which is positive both in terms of workforce representation and gender.



**Graph 11: Gender disaggregation of the RBGV Governing body.**

**Indicator 2a:  
Intersectionality**

The RBGV governing body data indicates there may be no diversity regarding First Nations, cultural, religion, sexual orientation, or disability, noting that data on most of these elements is not currently captured. Nearly 43 per cent of the governing body are over 65 years old, 57 per cent of the governing body are between 45 and 64 years old.



**Graph: 12 Gender disaggregation of the RBGV Staff total.**



### Indicator 3: Remuneration

This analysis looks at base salary as well as total remuneration (e.g., including overtime, penalties, allowances etc). A positive percentage (e.g., 5.4%) means the cohort (e.g. women) is experiencing lower pay, compared to men. A negative percentage (e.g., -5.4%) means the cohort is experiencing a higher pay, compared to men.

The table below shows that there is a pay gap for both base salary and total remuneration, for each cohort. The pay gap is highest for people who self-described their gender, e.g., 28.2% (\$23,338 annually) pay gap for total remuneration. The highest pay gap for women relates to total remuneration (4.4%, \$3,664 annually).

	Pay gap – annual base salary	Pay gap – total remuneration
Women	1.6%	4.4%
Self-described gender	22.1%	28.2%

**Table 1: RBGV Pay gap gender (women and self-described), base salary, and total remuneration**

The following analysis compares the pay gap across levels. Because people who self-described their gender are represented in one level only, this analysis focuses on the pay gap for women, compared to men.

#### Annual base salary

- Level -2 had the greatest pay gap; a median of 4.9% (\$7,534) and mean of 6.2% (\$9,542)
- Level -3 had the greatest negative pay gap meaning pay was higher for women; a median of -2.6% (-\$3,004) and mean of -2.2% (-\$2541)
- Levels -5 to -9 had minimal pay gaps, both positive and negative, of 2% or less

#### Total remuneration

In terms of median:

- The greatest pay gaps related to level -9 (4.6%, \$2,906) and level -2 (3.8%, \$6,504)
- Most other levels had minimal pay gaps, both positive and negative, of less than 2%

#### Base salary and total remuneration

In terms of median, the greatest difference between pay gaps relating to base salary and total remuneration was experienced at level -9. For women at this level, the annual base salary pay gap was 2.0% (\$1,101), compared with a total remuneration pay gap of 4.6% (\$2,906).

### Indicator 3a: Intersectionality

#### First Nations

There were no employees who identified as Aboriginal and/or Torres Strait Islander and who self-described their gender. Therefore, this analysis looks at the gender pay gap for women only.

As most current Aboriginal and Torres Strait Islander employees are in one level (-8), there is no pay gap analysis across levels of the organisation for this cohort.

Cohort in level -8	Number of employees	% of all employees
Aboriginal and/or Torres Strait Islander	8	19.2%
Non-Aboriginal and/or Torres Strait Islander	49	3.14%

**Table 2: Pay gap between First Nations and non-First Nations employees**

#### Annual base salary

The table below shows that Aboriginal and/or Torres Strait Islander women received higher pay than Aboriginal and/or Torres Strait Islander men, with a negative mean pay gap of -6.6% (\$4,246). Non-Aboriginal and/or Torres Strait Islander women also received higher pay (when compared to non-Aboriginal and/or Torres Strait Islander men).

The negative mean pay gap was -3.5% (\$2,360), which was less than the gap for Aboriginal and/or Torres Strait Islander women. More details are outlined in the table below.

	Aboriginal and/or Torres Strait Islander women	Non-Aboriginal and/or Torres Strait Islander women
Annualised base salary – median	-5.1%	0.0%
Annualised base salary – mean	-6.6%	-3.5%
Total remuneration – median	-5.2%	0.0%
Total remuneration – mean	-5.3%	-4.7%

**Table 3: Annual Base Salary median and mean difference for First Nations and non-First Nations employees**



## Age

In order to protect privacy and confidentiality, the self-described cohort is excluded from this analysis, due to the small number of employees. Employees in levels 0 and -1 are also excluded.

Overall, the pay gap for women widens as age increases. When looking at the median annual base salary, the gap was 17.6% (\$14,402) for women 65+ years, compared to -6.0% (-\$3,306) for women/girls aged 15-24 years. This is outlined in more detail in the table below.

	15-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
Annualised base salary – median	-6.0%	1.7%	-3.0%	8.1%	6.2%	17.6%
Annualised base salary – mean	-3.4%	6.4%	3.6%	3.5%	9.6%	9.7%
Total remuneration – median	0.0%	1.1%	5.2%	1.7%	5.0%	20.1%
Total remuneration – mean	0.8%	5.7%	3.7%	3.3%	8.8%	8.5%

**Table 4: Annualised Base Salary, and Total Remuneration across age groups of employees**

When considering the pay gap between age groups and levels (using median total remuneration):

— Women 35-44 years experienced the worst pay gap, at 11.7% (\$21,764)

— Women 25-34 years experienced the biggest negative pay gap, at -9.5% (-\$8,555)

A more comprehensive spread across age and level is shown in table 5.

Level	15-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
0						
-1						
-2			11.7%	-4.4%		
-3			0.7%	5.3%	-2.1%	
-4			2.2%	2.8%	-5.9%	
-5			6.2%	-4.9%	5.2%	-5.2%
-6		-9.5%	-0.6%	0.0%	4.0%	
-7		4.2%		-0.4%	4.8%	
-8		-3.3%	-1.9%	4.5%	-3.1%	5.8%
-9	7.4%	4.9%				

**Table 5: Pay gap across age and classification level**

**Indicator 4:  
Sexual harassment in the workplace**

Data available indicates contradictions in the RBGV workforce data and the People Matter survey. This is because no formal complaints of sexual harassment were made through People and Culture or OH&S channels, however the People Matter survey indicates that people of all genders who completed the survey had experienced or witnessed sexual harassment in the workplace.

Gender	2020	2021
Woman	5%	6%
Man	2%	4%

**Table 6: Table indicating that between 6 and 4 per cent of respondents to the People Matter survey had experienced or witnessed sexual harassment in the workplace**

This indicates the following:

- From 2020 to 2021 there was an increase in experiences or witnessing of sexual harassment for people of all genders except those who self-describe their gender who were not represented in 2020 data.
- Of staff who completed the survey, women experienced or witnessed slightly higher levels of sexual harassment than men. It is not possible to make a full gendered analysis of the proportion of sexual harassment based on gender i.e., if men or women experience or witness less, similar, or more experiences or witnessing of sexual harassment as the survey respondents may not be proportional to the total staff group.
- The gender of the alleged perpetrator is unknown and not available for analysis.

It is noted that during the period this data was being reported, RBGV have taken the following actions to prevent future sexual harassment.

- Staff training
- New Complaints Policy and Procedure developed and published internally
- Significant leadership training and communication on positive duty obligations

## **Indicator 5: Recruitment and promotion**

### **Recruitment**

Out of the 47 people who were recruited during the reporting period:

- 63.8% (n=30) were women
- 31.9% (n=15) were men
- 4.3% (n=2) were self-described

Levels and employment basis:

- Recruitment to levels 0 to -3 was low, overall. One man was recruited in total at level -2.
- At almost every level, more women were recruited, compared to men, and at -8 to -10 the proportion of women recruited was higher than other levels (N=35, 22 women, 11 men, 2 self-described)
- More women were recruited to each employment type, compared to men. The biggest difference was recruitment to part-time roles, where 72.2% (n=13) were women, 16.7% (n=3) were men and 11.1% (n=2) were people who self-described their gender
- Recruitment to part-time fixed-term roles at level -9 showed the most notable gap, where 62.5% (n=5) were women.

### **Career Development Training Opportunities**

- The proportion of women who accessed career development training (32.9%, n=49) was slightly higher, compared to men (31.7%, n=33). There were no people from the self-described gender cohort who accessed this training.
- Level -8 had the highest number of people access training; 30.6% (n=22) of women and 36.2% (n=17) of men
- At level -4, women were 1.7 times more likely to access training (80.0%, n=8), compared to men (30.0%, n=3)
- No casual staff and only 23.1% (n=3) of women in part-time fixed-term roles accessed career development training, compared to 0% of men (n=0, out of 4)
- For the three other employment types, a higher proportion of women accessed career development training, compared to men, e.g. 83.3% (n=10) of women on full-time fixed-term contracts, compared with 50.0% (n=6) of men

### **Higher duties**

- Overall higher duties were more common for men (19.2%, n=20), compared with women (8.7%, n=13) and the self-described cohort (0%, n=0, out of 2)
- Higher duties were most common at level -8, representing 23.4% (n=11) of men and 9.7% (n=7) of women
- No casual or part-time fixed-term staff undertook higher duties
- Out of full-time permanent staff, 24.7% (n=18) of men undertook higher duties, compared with 18.0% (n=11) of women

### **Exit**

- The exit rate was highest for women (10.1%, n=15) compared with men (6.7%, n=7) and people who self-described their gender (0%)
- In terms of levels, level -5 had the most notable difference with 21.4% (n=3) of women exiting the organisation, compared with 5.9% (n=1) of men
- In terms of employment basis, full-time permanent roles had the most notable difference with 13.1% (n=8) of women exiting, compared with 5.5% (n=4) of men

## Indicator 5a: Intersectionality

### First Nations

- 2.1% (n=1 man) of people recruited identified as Aboriginal and/or Torres Strait Islander
- 12.5% (n=1 man) of Aboriginal and/or Torres Strait Islander peoples accessed career development training, compared to 32.8% (n=81) of non-Aboriginal and/or Torres Strait Islander peoples
- 12.5% (n=1 man) of Aboriginal and/or Torres Strait Islander peoples undertook higher duties, compared to 13.0% (n=32) of non-Aboriginal and/or Torres Strait Islander peoples
- No Aboriginal and/or Torres Strait Islander peoples had internal secondments. There were 7 internal secondments across the RBGV during the reporting period.
- The exit rate for Aboriginal and/or Torres Strait Islander peoples was 12.5% (n=1 woman), compared to 8.9% (n=22) of non-Aboriginal and/or Torres Strait Islander peoples

### Age

Of the 47 people recruited during the reporting period:

- Women aged 15–34 years was the most common age and gender group recruited, mostly for positions at levels –8 to –10
- People 15–24 years of age were only recruited to levels –8 to –10, and they were mostly women
- One person over the age of 55, a man, was recruited

In terms of gender, age and career development training:

- For most age categories, women had a higher training rate than men
- Across all age/gender categories, men aged 45–54 years had the highest proportion of training (48.1%, n=13). 30.8% (n=12) of women in this age group accessed training.
- Women 65+ years had the lowest proportion (n=0 out of 7), followed by women/girls 15–24 years (16.7%, n=1)

In terms of higher duties:

- Higher duties were undertaken by people aged 25 to 64, excluding the 15–24 and 65+ age groups
- Men had the highest rate of higher duties in every age group, except for 25–34 years where the rate for men and women was the same

The most notable difference was for the:

- 35–44 year age group, where 25.0% (n=7) of men undertook higher duties, compared to 10.0% (n=4) of women
- 55–64 year age group, where 19.2% (n=5) of men undertook higher duties, compared to 4.3% (n=1) of women

In terms of exits:

- The exit rate for most age categories was higher for women
- The highest exit rate was for women aged 15–24 years (33.3%, n=2)
- There were no exits by people who self-described their gender

There were three promotions reported, two for women and one for men. There were seven internal secondments, four for women and three for men, mainly between the ages of 25 and 44.



**Indicator 6:  
Availability and utilisation of leave and flexible work**

**Flexible working arrangements**

This indicator looks at the availability and utilisation of leave and flexible working arrangements. At RBGV, the only staff taking advantage of formal flexible working arrangements sit between level -5 and below level -8.

No senior leaders at RBGV were utilising formal flexible working arrangements.

Classification level	Employment basis	Women	Men	Self-described
-5	Full-time permanent/ongoing			
-5	Full-time contract (fixed-term)			
-5	Part-time permanent/ongoing	1		
-5	Part-time contract (fixed-term)			
-5	Casual			
-6	Full-time permanent/ongoing	1		
-6	Full-time contract (fixed-term)			
-6	Part-time permanent/ongoing	5		
-6	Part-time contract (fixed-term)			
-6	Casual			
-7	Full-time permanent/ongoing			
-7	Full-time contract (fixed-term)			
-7	Part-time permanent/ongoing			
-7	Part-time contract (fixed-term)			
-7	Casual			
-8	Full-time permanent/ongoing	3		
-8	Full-time contract (fixed-term)			
-8	Part-time permanent/ongoing	7	2	
-8	Part-time contract (fixed-term)	1	1	
-8	Casual			

**Table 7: Indicates all staff, gender disaggregated, who utilised flexible working arrangements between July 2020 and June 2021**

As indicated in table 7, women are utilising formal flexible work arrangements at higher rates,

outnumbering men 18 to 3. Analysing the basis on which these staff are employed, table 8 indicates that

women are more likely to utilise this option when they are employed in more secure positions such as

full-time permanent/ongoing or part time permanent/ongoing. Only two staff on part time fixed-term contracts, one woman, one man, are utilising formal flexible working arrangements.

Employment Basis	Sum of Women	Sum of Men
Casual		
Full-time contract (fixed-term)		
Full-time permanent/ongoing	4	
Part-time contract (fixed-term)	1	1
Part-time permanent/ongoing	13	2
Grand Total	18	3

**Table 8: Indicates the employment basis of staff who utilised formal flexible working arrangements**

In the People Matter survey, 55 per cent of respondents who were men who had a caring responsibility reported that they felt using flexible work arrangements was not a barrier to success in RBGV. Of the same question, 68 per cent of women felt the same way.

For the following People Matter survey questions, there was reasonably gender equal responses from men and women with caring responsibilities:

- My organisation supports employees with family or other caring responsibilities, regardless of gender (Men = 73 per cent, and women = 78 per cent)
- There is a positive culture within my organisation in relation to employees who have caring responsibilities (Men = 68 per cent, and women = 65 per cent)

These responses would indicate there could be more of an issue with culture or societal norms than the organisational processes or procedures.

## Parental leave

The following table shows RBGV staff who have taken parental leave between 1 July 2020 and 30 June 2021. Of people who took this leave, five were women and one was a man, all staff were in ongoing roles.

The main gendered differences are that:

- The only man who took parental leave, was a full-time ongoing employee at level -8, who took two weeks of paid leave and did not take any unpaid leave.
- Two women employed part-time ongoing at level -7 took the most paid parental leave, 23.25 weeks, and 52 weeks of unpaid leave.
- Two women employed at level -8 took less leave than their colleagues at the level above. They were also employed part-time ongoing but averaged 8.1 weeks of paid leave and 32.85 weeks of unpaid leave.
- One woman who was employed full-time ongoing at level -8 took the least overall paid and unpaid leave of the women who took leave, 14 weeks paid leave and 2 weeks unpaid.

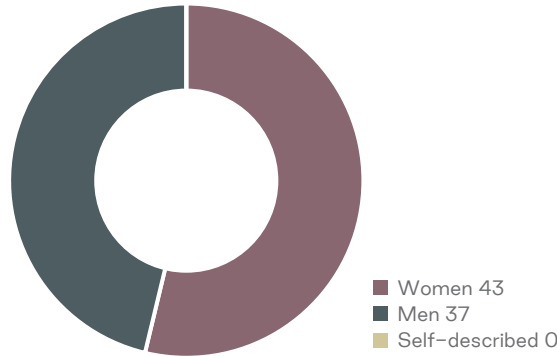
level to CEO	Employment basis	Parental Leave takers between 1 July 2020 and 30 June 2021 (Headcount)		Average number of PAID weeks taken		Average number of UNPAID weeks taken	
		Women	Men	Women	Men	Women	Men
-7	Full-time permanent/ongoing						
-7	Full-time contract (fixed-term)						
-7	Part-time permanent/ongoing	2		23.25		52	
-7	Part-time contract (fixed-term)						
-7	Casual						
-8	Full-time permanent/ongoing	1	1	14	2	2	
-8	Full-time contract (fixed-term)						
-8	Part-time permanent/ongoing	2		8.1		32.85	
-8	Part-time contract (fixed-term)						
-8	Casual						

**Table 9:** Indicates the number of people who took parental leave, and the average number of paid and unpaid leave taken in weeks.

There were no parental leave exits.

### Other leave

- No family violence leave was taken during the reporting period however RBGV understands that people may not have clarity around the purpose or process around this leave type.
- Carers leave was taken at a slightly higher rate by women as represented in graph 13, positively indicating that men are utilising this leave.

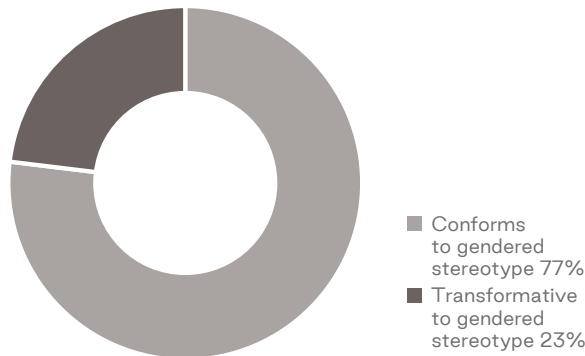


Graph 13: Carers leave taken by gender between July 2020 and June 2021

### Indicator 7: Gendered segregation within the workplace

#### Occupations Gendered Stereotypes: Senior Management

This data indicates that while RBGV’s Senior Management team numerically (N=28, 14 women, 14 men) appear gender equal, gender stereotypes in senior management positions are still prevalent. This is analysed by using information from the Federal Government’s Job Outlook data.



Graph 14: Senior management gender stereotype comparison

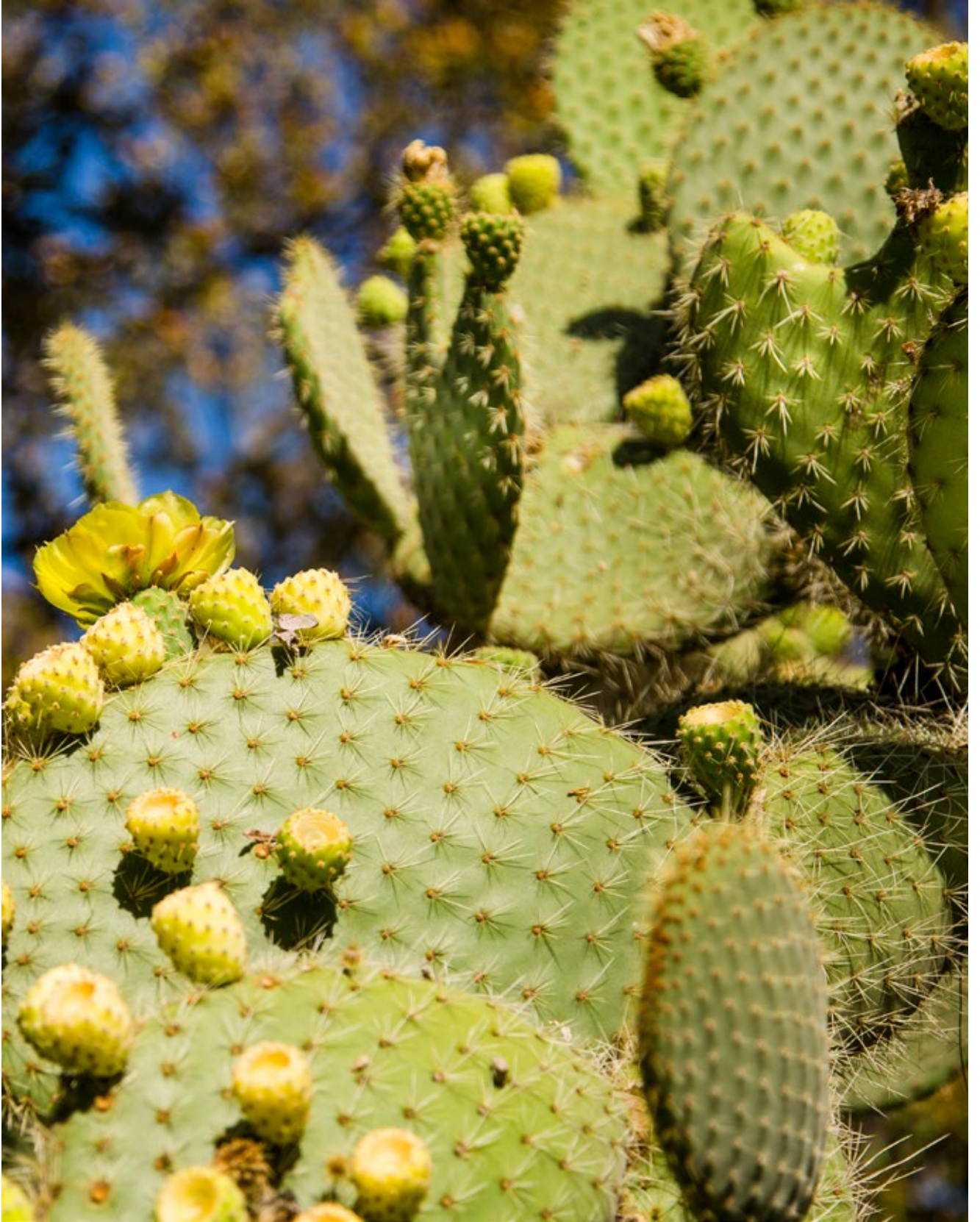
## Data Gaps

Identified gaps in data capture on the following intersectionality factors made the analysis of intersectionality factors in relation to most of the indicators difficult to achieve :

- Aboriginality
- Disability
- Cultural identity
- Religion
- Sexual orientation

As identified in Section 4: Strategies and Measures, RBGV has identified actions to be taken to improve on this data collection and ensure more useful data is available for the next reporting period.







# Data Analysis Summary

This snapshot illustrates a summary of the analysis of available data in relation to the key indicators.

## ROYAL BOTANIC GARDENS GENDER AUDIT ANALYSIS SUMMARY



The pay gap for people who self describe their gender is highest at **28.2%**

The highest pay gap for women relates to total remuneration: **4.4% or \$3,664 annually**

Overall, the pay gap for women is worse as age increases. When looking at the median annual base salary, the gap is:

**17.6% (\$14,402) for women 65+ years**

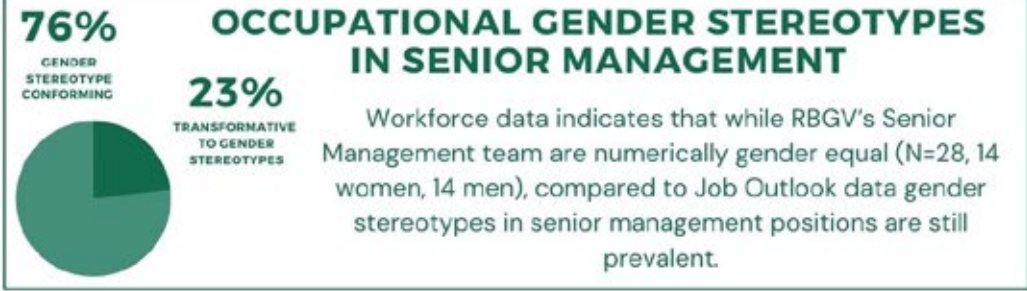
Compared to -6.0% (-\$3,306) for women/girls aged 15-24 years.



### 85% OF PEOPLE ON FLEXIBLE WORKING ARRANGEMENTS ARE WOMEN

The 2021 People Matters survey indicates a high level of dissatisfaction regarding acceptance of flexible working arrangements for both men and women.

### 45% OF MEN WITH CARING RESPONSIBILITIES FELT USING FLEXIBLE WORK WAS A BARRIER TO SUCCESS



### Emerging themes from the data analysis include:

- Staff who occupy Manager positions largely fall into stereotypically gendered positions, for example, women occupy HR, Education, Conferences and Events. Men occupy CEO, Finance Manager, Research and Development as examples.
- Men represent 40% of the workforce, women occupy the majority of positions at lower classifications.
- Level -8 represents almost half of the whole organisation, in Level -8 women represent the highest number of casual and part-time positions compared to men
- Higher rates of women are employed on a part-time basis. This is a complex point that speaks to long-term broader cultural change.
- Aboriginal and/or Torres Strait Islander staff that have disclosed their identity all sit at levels -7 and -8. Of 269 staff, 8 have disclosed First Nations identities representing nearly 3% of the organisation – this is a reasonable figure given First Nations population demographics in the 2016 census for Victoria was around 2%. Things to consider are the level at which these staff sit, and alongside this RBGV's essential work in protection of native flora, education etc. and the essential nature of First Nations peoples' input in this work on country.
- The People Matter Survey indicates that around 20% of staff believe that there is not active support for diversity and inclusion in the workplace when it comes to recruitment and promotion practices.
- Data is incomplete for Disability, Cultural Identity, Religion, and Sexual Orientation.
- Governing body data is similar to whole of organisation data, though missing diversity information.
- No sexual harassment was reported through the Workplace Data Audit, but the People Matter Survey indicates that sexual harassment has been experienced and witnessed.

# Section 2: Meaningful consultation and engagement





RBGV used a range of tools and forums, both current and recent, to consult widely and/or to draw data and inference for consideration when establishing appropriate strategies to address gender inequality in the workplace. These include:

- Gender Equality Workforce Data Audit
- People Matter Survey 2021
- EA negotiation discussions
- Gender Equality Working Group
- Workforce feedback and consultation on flexibility
- All staff consultation and feedback on draft GEAP
- Consultation with RBGV's Executive Team and Board on draft GEAP

## **Gender Equality Workforce Data Audit**

The Gender Equality Workforce Data Audit was conducted in accordance with the requirements set out by the Public Sector Gender Equality Commissioner (PSGEC) and submitted to the Commission for Gender Equality in the Public Sector by the deadline of 1 December 2021.

Data was sourced from RBGV's human resources information system (Chris21) and records maintained in the People and Culture Branch.

Data collected in this audit was the primary source of information used to conduct the in-depth analysis outlined in Section 1 above.

## **People Matter Survey 2021**

RBGV had a response rate of 61% to the 2021 People Matter Survey. This provides some statistically relevant information, particularly in relation to the questions on intersectionality, which is incorporated into the broader analysis of RBGV's performance against the gender equality indicators in Section 1 above.

## **EA Negotiation Discussions**

From August to December 2021, the RBGV was in negotiations for a new Enterprise Agreement with the CPSU and Employee Delegates. These negotiations included significant discussion in relation to hours of work and flexibility; parental leave and gender pay equity, amongst other matters.

The CPSU and Employee Representatives consulted with union members who provided feedback on both parties' positions which helped form the final agreement. RBGV also communicated to all staff on a number of occasions about the progress of negotiations and invited submissions, including via a dedicated email address, on any of the issues on the table. This broad consultation resulted in (but was not limited to) the following:

- Agreement by all parties to clarify flexibility options in the Agreement via one easy to follow clause
- Addition of the ability of those working on weekends to facilitate shift swaps
- Changes to the parental leave provisions to further support primary and secondary caregivers
- Removing the barriers to primary caregivers for salary progression due to workplace absence.

At the time of writing this plan, the Enterprise Agreement has not yet been ratified so these elements have been included to ensure they form part of the RBGV's narrative moving forward in our goal to address gender inequality.

## **Gender Equality Working Group**

RBGV sought expressions of interest from all staff to participate in the Gender Equality Working Group. This group was established to serve as both a focus group and on an ongoing basis, to monitor the implementation of the GEAP.

Fifteen expressions of interest were received from those at a range of levels, backgrounds and genders and all were confirmed and invited to the first meeting. Also included were representatives from the CPSU's Gender Equity Unit who shared joint facilitation of the Working Group with RBGV.

Meetings were held between October 2021 and February 2022. Terms of reference for the group were drafted, agreed to and distributed after the first meeting.

Comprehensive notes of discussions were taken and distributed to the membership after each meeting. Meetings initially worked through each of the 7 gender equality indicators with participants encouraged to take the thoughts and ideas discussed out to their teams and colleagues for further feedback and input.

The initial analysis report and a list of recommendations for discussion with the Working Group as provided by GenWest, was also distributed to the members after the first meeting to prompt discussion and ideas.

Prior to finalisation of the GEAP, a collated list of discussion points and suggestions from our previous meetings was provided to the Group and input was sought on items to include in the Strategies and Actions section of this document.

## **Workforce feedback and consultation on flexibility**

In 2019, the RBGV introduced an updated policy in relation to hours of work which was developed in consultation with the workforce and CPSU.

After 12 months, the CPSU wrote to RBGV outlining some concerns in relation to the policy and provided significant feedback from members about their concerns pertaining to flexibility within the policy. This feedback included responses to a survey undertaken by the CPSU of their members which was provided to RBGV for our reference.

RBGV established a working group with the CPSU and employee delegates to work through these issues which resulted in an updated policy to reflect a more flexible approach to work hours. The experiences communicated through the employee feedback provided, were re-visited through the EA negotiation process and in the development of the GEAP to ensure major concerns had been addressed.

## **All staff consultation on GEAP**

Following development of the GEAP, all staff were invited to an on-line meeting where the document was presented. Staff were provided with 8 days to deliver any feedback which was considered and where appropriate, incorporated into the document prior to seeking organisational/Board approval.

## **Executive and Board Consultation and approval**

The RBGV Executive were instrumental in supporting and driving the development of the GEAP and this culminated in their approval of the document at an Executive Team Meeting on 15 February 2022. The RBG Board subsequently approved the GEAP at a Board Meeting on 16 March 2022 for submission to the Commissioner for Gender Equality in the Public Sector.



## Section 3: Case for Change





## Consideration of gender equality principles

RBGV is one of the world's leading botanic gardens and a centre of excellence for impactful horticulture, science, learning and engagement.

It is dedicated to safeguarding plants for the wellbeing of people and the planet, and embraces its place at the nexus of nature, culture and science. We use our two remarkable gardens, our innovative science, and our skills at sharing knowledge to encourage the community to understand and value plants.

RBGV acknowledges the benefits of gender equality and broader intersectional diversity within our workforce both for the organisation and the community we serve.

We understand the importance of our workforce representing the community we serve and for our landscapes and programs to benefit from the knowledge and experience of people of diverse identities and from a diverse range of backgrounds.

We acknowledge that women, non-binary and gender diverse people have historically experienced, and continue to experience, discrimination and disadvantage based on their sex and gender. We also acknowledge that barriers experienced due to gender inequality can be compounded by other forms of disadvantage or discrimination based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes. It is therefore important that RBGV takes an intersectional approach to how we address gender inequality in our organisation and our work, and that we implement strategies that broadly aim to increase diversity, as well as targeted strategies and special measures which aim to address specific barriers and forms of disadvantage experienced by particular cohorts.

RBGV has a strong base on which we can continue to build a flexible, high-performing workforce, one where all employees feel valued, safe and respected. Better engagement and productivity and a focus on ensuring the needs of diverse people of all genders are equally heard and considered, will in turn, create better outcomes for our community and the environment.

## Vision statement

Through the Gender Equality Action Plan, we aim to:

- attract and retain a diverse workforce, ensuring people of all genders feel welcome within in our organisation and are supported to thrive and succeed
- affect change that moves to correct past practices that made it more difficult for women and those from broader intersectional disadvantage to achieve equality in all aspects of employment
- ensure our workforce and the visitors and community we serve benefit from diverse knowledge, skills and perspectives through our natural spaces and the research and programs we deliver.

## Alignment to other strategies

The RBGV Gender Equality Action Plan aligns closely with the following strategies and plans:

- a. One RBGV People Strategy which sets out four strategic priorities, one of which is to "Grow diversity and inclusion". This priority articulates our ambition that we are an inclusive workforce where everyone can achieve their potential. Our stated objectives are that we promote a safe and inclusive environment; we attract and celebrate people from all backgrounds; and we are flexible and remove barriers to employment.

- b. As stated in the Royal Botanic Gardens Victoria's Reflect Reconciliation Action Plan, we are proud of our commitment to employing Aboriginal and Torres Strait Islander staff. There are however opportunities to improve the employment experience and remove barriers to progression and other factors, and this plan outlines a number of opportunities to achieve this. One of these states that we will "Identify and remove barriers to improve employment outcomes and increase Aboriginal and Torres Strait Islander recruitment, retention and professional development".
- c. Similar to the Reflect Reconciliation Action Plan mentioned above, this Gender Equality Action Plan intersects with RBGV's Diversity, Inclusion and Access Plan which aims to remove barriers to participation, both visible and hidden, for a wide range of communities and individuals. Actions in this plan include targets to increase Aboriginal and Torres Strait Islander staff numbers; increase the percentage of women in senior roles and redress the low rate of employment of people with a disability.
- d. RBGV's Corporate Plan 2021 – 2024 sets out four strategic priorities which are People, Place, Plants and Planet. Under the People priority, it sets out our goal to further expand our inclusiveness and to meet the needs of a wide and diverse community. The Plan outlines our aim to strengthen our capability through a skilled, flexible and responsive workforce and links closely with the One RBGV People Strategy to outline the actions required to deliver this.

Section 4:  
Strategies and measures



The below strategies and measures have been developed to support RBGV's performance against the gender equality indicators and will be reviewed regularly by RBGV's Gender

Equality Working Group to monitor implementation. Progress against the key actions will be regularly reported to the RBGV Board, Executive and all employees.

G&E Indicator	Key Actions	Responsible for Implementation	Timeframe	Measures of success
<b>1. Gender composition at all levels of the workforce</b>	<p>We will improve the gender balance at all levels of our organisation by:</p> <p><b>1.1</b> Conducting an audit of fixed-term roles, in consultation with the CPSU, to ensure they are genuinely fixed-term, and implement conversion of fixed-term roles to permanent where appropriate and communicate outcomes of the audit to impacted staff.</p> <p><b>1.2</b> Implementing a mentoring program that encourages women, people with a disability, people who identify as Aboriginal or Torres Strait Islander, people from a culturally diverse background, or people who identify as LGBTIQ+ to participate and prepare for promotional opportunities and actively support their participation in such opportunities. (aligned to 5.5).</p> <p><b>1.3</b> Addressing data collection gaps for new and current employees to ensure RBGV has more comprehensive intersectionality data for future analysis and reporting.</p>	People and Culture	December 2023	Audit is completed by due date
<b>2. Gender composition of governing bodies</b>	<p>We will promote the sustained gender diversity of our Board and seek to improve its intersectional diversity by:</p> <p><b>2.1</b> Supporting the Minister to maintain and increase diversity of RBGV's governing body.</p>	People and Culture	June 2024	RBGV sees an increase in the number of women and those with other intersectional disadvantage undertake higher duties and secure permanent promotions.
		People and Culture	December 2022	RBGV has collected intersectional data from current employees and routinely collects relevant information from new employees.
	<p>We will promote the sustained gender diversity of our Board and seek to improve its intersectional diversity by:</p> <p><b>2.1</b> Supporting the Minister to maintain and increase diversity of RBGV's governing body.</p>	Director and Chief Executive	June 2023	Encourage potential Board members from diverse backgrounds including gender diversity, people under 30, people with a disability, people who identify as Aboriginal or Torres Strait Islander, people from a culturally diverse background, or people who identify as a LGBTIQ+



GE Indicator	Key Actions	Responsible for Implementation	Timeframe	Measures of success
<b>3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender</b>	We will work to eliminate the gender pay gap within RBGV by:			
	<b>3.1</b> Updating the Higher Duties, Additional Duties and Secondment Policy to specify that part time/fixed-term employees must be given equal access to opportunities	People and Culture	June 2022	An increase in the number of part time and fixed-term employees taking on higher duties and secondment opportunities.
	<b>3.2</b> Reviewing the process for appointment of First Aid Officers and other roles that attract allowances and remove any process bias against part time or fixed-term employees.	People and Culture, OHS Committee	December 2022	An increase in the number of part time and fixed-term employees who undertake roles and duties that attract allowances.
	<b>3.3</b> Changing eligibility for employees on or returning from parental leave to enable them to achieve progression step increments or top of band bonuses.	People and Culture	June 2022	All employees on parental leave receive progression step increments or top of band bonuses subject to meeting other eligibility requirements.
<b>3.4</b> Conducting a pay review, in consultation with CPSU, of identified positions in RBGV and work to resolve any undervaluation	People and Culture	June 2023	Pay review conducted and action plan established to address any undervaluation.	

GE Indicator	Key Actions	Responsible for Implementation	Timeframe	Measures of success
<b>4. Sexual harassment in the workplace</b>	<p>We will take action to further prevent or address sexual harassment in the workplace by:</p> <p><b>4.1</b> Establishing an anonymous reporting process for instances of sexual harassment in the workplace and ensure this process has adequate response and support mechanisms. This includes communicating to all staff to ensure employees are aware of the new system and their rights in relation to making a complaint.</p> <p><b>4.2</b> Introducing a case management support system for all parties involved in a sexual harassment complaint to ensure wellbeing is monitored and supported.</p> <p><b>4.3</b> Refreshing and delivering Appropriate Workplace Behaviour training to all staff every two years.</p> <p><b>4.4</b> Reviewing and updating the Complaints policy and procedure to include support that's available and possible resolutions.</p> <p><b>4.5</b> Finalising a Positive Duty Plan, in consultation with CPSU, and rolling out to all employees outlining our obligations under the EEO Act and our commitment to preventing and eliminating sexual harassment in the workplace.</p> <p><b>4.6</b> Implementing a pre-field trip briefing that outline expected behaviours and what to do if employees feel uncomfortable when on a work trip away from home.</p> <p><b>4.7</b> Reviewing processes in place to ensure volunteers, contractors, tenants and other on-site workers are aware and comply with policies and procedures relating to behaviours on RBGV sites.</p>	People and Culture	June 2023	<p>Reduction in the number of sexual harassment complaints reported<sup>3</sup></p> <p>Employees report more confidence in process for reporting instances of sexual harassment in the workplace.</p>
		People and Culture	June 2023	
		People and Culture	December 2022, then Dec 2024	Policy is updated and incorporates new anonymous reporting processes and expanded support for all parties.
		People and Culture	June 2023	
		People and Culture	September 2022	<p>Positive Duty Plan is in place and all staff have been trained in their obligations and can access the plan.</p> <p>Reduction in incidence of reported discrimination, bullying, harassment and sexual harassment incidents in the workplace.</p>
		People and Culture and Science/ Horticulture Leadership	June 2023	Staff report improved comfort in understanding of expectations and how to report issues of concern.
		People and Culture and Senior Leadership	June 2024	Improved compliance by contractors and externals in relation to behaviours on site.

<sup>3</sup> It would be expected that in the 2022 and 2023 People Matter survey results, the instance of reported complaints may increase due to the increased accessibility of reporting – however this should in turn address and ultimately reduce the incidents reported in subsequent years.



GE Indicator	Key Actions	Responsible for Implementation	Timeframe	Measures of success
<b>5. Recruitment and promotion practices in the workplace</b>	<p>We will increase opportunities for recruitment and promotion of women and gender diverse people by:</p> <p><b>5.1</b> Encouraging external bodies who provide scholarship opportunities to change eligibility requirements to not exclude part time or fixed-term employees</p> <p><b>5.2</b> Promoting higher duties and secondment opportunities for those in part time and fixed-term roles</p> <p><b>5.3</b> Implement "Blind" recruitment processes and provide training to all line managers on unconscious bias</p> <p><b>5.4</b> Reviewing the career development and promotional opportunities of our Aboriginal and Torres Strait Islander employees to ensure we are not restricting this group to roles that deliver indigenous content.</p> <p><b>5.5</b> Implementing a mentoring program that encourages women, people with a disability, people who identify as Aboriginal or Torres Strait Islander, people from a culturally diverse background, or people who identify as LGBTIQ+ to participate and prepare for promotional opportunities and actively support their participation in such opportunities. (aligned to 1.2)</p> <p><b>5.6</b> Reviewing the process for engaging with employees on parental leave to ensure opportunities for promotion, secondments, career development are understood and accessible where practicable. Assessing how any changes made have impacted on the percentage of these employees taking up promotion, higher duties, secondment or other career development opportunities.</p>	<p>People and Culture and Senior Leadership</p> <p>People and Culture and Senior Leadership</p> <p>People and Culture</p> <p>People and Culture</p> <p>People and Culture</p> <p>People and Culture</p>	<p>December 2023</p> <p>December 2022</p> <p>June 2024</p> <p>December 2023</p> <p>June 2024</p> <p>June 2023</p>	<p>Eligibility requirements are amended to be more inclusive of all employment types.</p> <p>A higher number of part time and fixed-term employees apply for and are successful in attaining higher duties and secondments.</p> <p>Increase in percentage of employees who feel RBGV makes fair recruitment and promotion decisions based on merit</p> <p>Increase in percentage of employees who think gender is not a barrier to success at RBGV.</p> <p>Improved career development opportunities available for Aboriginal and Torres Strait Island employees, particularly in roles that do not focus specifically on delivering indigenous content.</p> <p>Increased percentage of women, non-binary or diverse employees being successful in internal promotions</p>

GIE Indicator	Key Actions	Responsible for Implementation	Timeframe	Measures of success
<b>6. Availability and utilisation of terms, conditions, practices relating to family violence leave, flexible working arrangements and working supporting workers with family or caring responsibilities</b>	We will increase support for people of all genders to balance their work with family responsibilities by			
	<b>6.1</b> Incorporating information on flexible working arrangements into the formal onboarding process	People and Culture	June 2022	Increase in percentage of employees who believe that having family responsibilities or using flexible work arrangements is not a barrier to success at RBGV
	<b>6.2</b> Communicate the parental leave changes achieved through the EA negotiation process to ensure the support for all genders in balancing work and carer responsibilities is understood.	People and Culture	June 2022	Increase in percentage of employees who believe there is a positive culture within RBGV in relation to employees who use flexible work practices
	<b>6.3</b> Introduce a formal process for returning employees from periods of parental leave to discuss options for reduction of hours, flexible work requests and career development.	People and Culture Line Managers	December 2023	Maintain or increase percentage of employees who feel they have the flexibility they need to manage their work and non-work activities and responsibilities
	<b>6.4</b> Monitor and enforce work expectations so that they match adjusted or reduced hours in flexible working arrangements.	People and Culture and Senior Leadership	June 2022	Maintain or increase percentage of employees who are confident that if they requested a flexible work arrangement it would be given due consideration
	<b>6.5</b> Expand the current EEO contact officer program to incorporate Family Violence support. Once established, roll out comprehensive training and support to improve awareness.	People and Culture	December 2023	Increase in percentage of employees who feel that RBGV would support them if they needed to take family violence leave
	<b>6.6</b> Review Family Violence Leave Policy and process and address any barriers to taking this leave.	People and Culture	December 2023	
<b>6.7</b> Review communication about Family Violence Leave and ensure employees are aware of their rights in relation to accessing this leave.	People and Culture	December 2023		

GE Indicator	Key Actions	Responsible for Implementation	Timeframe	Measures of success
<b>7. Gendered segregation within the workplace</b>	We will aim to achieve improved gender balance across typically gender stereotypical roles by:			
	<b>7.1</b> Training and education provided to all staff, particularly at leadership levels, on unconscious bias, micro-aggression and other factors that may impact on women and people from diverse backgrounds progressing in non-stereotypical roles or departments.	People and Culture	June 2024	Increased number of women or non binary genders in non-gender stereotypical roles.
	<b>7.2</b> Seek to create a network between other public sector agencies to increase secondment opportunities	People and Culture	December 2024	
	<b>7.3</b> Review RBGV's allocation of Australian and New Zealand Standard Classification of Occupations (ANZCO) codes and investigate further the potential reasons for gendered segregation to be able to formulate further actions in this space.	People and Culture	June 2024	ANZCO codes are allocated appropriately and able to be further analysed for trends.

# Section 5: Leadership and resourcing our GEAP

## Leadership commitment

As stated in the Foreword, RBGV welcomes the Gender Equality Act 2020 and its purpose to improve workplace gender equality in the Victorian public sector, universities and local councils – and in particular, in our own organisation.

Our organisation, through the guidance and leadership of our Executive and Senior Leadership Team, with the strategic support of our Board of Directors, is committed to the ideals and objectives of the Act.

The measures and strategies outlined in this plan will assist the RBGV in achieving these goals and will be embedded into RBGV's annual performance reporting which is monitored by our leadership and reported regularly to the Board.

## Resourcing

RBGV is committed to funding the delivery of strategies and measures outlined in Section 4. The tables below provide indicative resources and budgets required to deliver on these.

### To 30 June 2022

Activity	Estimated budget / resources required
3.1 Update the Higher Duties, Additional Duties and Secondment Policy to specify that part time/fixed-term employees must be given equal access to opportunities	P&C staff x 5 hours
3.3 Changing eligibility for employees on or returning from parental leave to enable them to achieve progression step increments or top of band bonuses	P&C staff – 2 hours Estimated additional salary budget
6.1 Incorporate information on flexible working arrangements into the formal onboarding process	P&C Staff x 4 hours
6.2 Communicate the parental leave changes achieved through the EA negotiation process to ensure the support for all genders in balancing work and carer responsibilities is understood.	P&C Staff and Senior Leadership x 4 hours
6.4 Monitor and enforce work expectations so that they match adjusted or reduced hours in flexible working arrangements.	P&C Staff and Senior Leadership x 4 hours
	Extension of P&C Support to free up senior staff to plan and deliver GEAP strategies

## 1 July 2022 to 30 June 2023

Activity	Estimated budget / resources required
1.3 Address data collection gaps for new and current employees to ensure RBGV has more comprehensive intersectionality data for future analysis and reporting.	P&C and Payroll staff x 15 hours
2.1 Supporting the Minister to maintain and increase diversity of RBGV's governing body.	NA
3.2 Review the process for appointment of First Aid Officers and other roles that attract allowances and remove any process bias against part time or fixed-term employees.	P&C /OHS Committee x 20 hours
3.3 Changing eligibility for employees on or returning from parental leave to enable them to achieve progression step increments or top of band bonuses.	P&C staff – 0 hours Additional Salary budget
3.4 Conduct a pay review, in consultation with CPSU, of identified positions in RBGV and work to resolve any undervaluation	P&C Staff x 40 hours
4.1 Establish an anonymous reporting process for instances of sexual harassment in the workplace and ensure this process has adequate response and support mechanisms. This includes communicating to all staff to ensure employees are aware of the new system and their rights in relation to making a complaint.	P&C Staff x 40 hours
4.2 Introduce a case management support system for all parties involved in a sexual harassment complaint to ensure wellbeing is monitored and supported.	P&C Staff x 15 hours
4.3 Refresh and deliver Appropriate Workplace Behaviour training to all staff every two years.	P&C Staff x 60 hours EEO Consultant (refresh of materials and Train the Trainers)
4.4 Review and update the Complaints policy and procedure to include support that's available and possible resolutions.	P&C Staff x 5 hours
4.5 Finalising a Positive Duty Plan, in consultation with CPSU, and roll out to all employees outlining our obligations under the EEO Act and our commitment to preventing and eliminating sexual harassment in the workplace.	EEO Consultant P&C Staff x 40 hours
4.6 Implement a pre-field trip briefing that outlines expected behaviours and what to do if employees feel uncomfortable when on a work trip away from home.	P&C Staff/Science leadership x 5 hours
5.2 Promoting higher duties and secondment opportunities for those in part time and fixed-term roles	P&C and Senior Leadership x 4 hours
5.6 Review the process for engaging with employees on parental leave to ensure opportunities for promotion, secondments, career development are understood and accessible where practicable. Assess how any changes made have impacted on the percentage of these employees taking up promotion, higher duties, secondment or other career development opportunities.	P&C staff x 24 hours



## 1 July 2023 to 30 June 2024

Activity	Estimated budget/ resources required
1.1 Conducting an audit of fixed-term roles, in consultation with the CPSU, to ensure they are genuinely fixed-term, and implement conversion of fixed-term roles to permanent where appropriate, and communicate outcomes of the audit to impacted staff.	P&C Business Partner x 10 hours
1.2/5.5 Implementing a mentoring program that encourages women, people with a disability, people who identify as Aboriginal or Torres Strait Islander, people from a culturally diverse background, or people who identify as LGBTIQ+ to participate and prepare for promotional opportunities and actively support their participation in such opportunities. (aligned to 5.5)	P&C and Senior leadership x 50 hours
4.7 Reviewing processes in place to ensure volunteers, contractors, tenants and other on-site workers are aware and comply with policies and procedures relating to behaviours on RBGV sites.	P&C, OHS, Infrastructure and Leasing administration staff x 45 hours
5.1 Encourage external bodies who provide scholarship opportunities to change eligibility requirements to not exclude part time or fixed-term employees	Senior Leadership x 5 hours
5.3 Implement "Blind" recruitment processes and provide training to all line managers on unconscious bias.	P&C and IS Staff x 25 hours  Springboard technical support  External specialist trainer
5.4 Review the career development and promotional opportunities of our Aboriginal and Torres Strait Islander employees to ensure we are not restricting this group to roles that deliver indigenous content.	P&C Staff and Senior Leadership x 15 hours
6.3 Introduce a formal process for returning employees from periods of parental leave to discuss options for reduction of hours, flexible work requests and career development.	P&C Staff x 10 hours
6.5 Expand the current EEO contact officer program to incorporate Family Violence support. Once established, roll out comprehensive training and support to improve awareness.	P&C Staff x 38 hours  Training of Contact Officers  External training provider
6.6 Review Family Violence Leave Policy and process and address any barriers to taking this leave.	P&C Staff x 10 hours
6.7 Review communication about Family Violence Leave and ensure employees are aware of their rights in relation to accessing this leave.	P&C Staff x 10 hours
7.1 Training and education provided to all staff, particularly at leadership levels, on unconscious bias, micro-aggression and other factors that may impact on women and people from diverse backgrounds progressing in non-stereotypical roles or departments.	P&C Staff x 10 hours  External training provider
7.3 Review RBGV's allocation of Australian and New Zealand Standard Classification of Occupations (ANZCO) codes and investigate further the potential reasons for gendered segregation to be able to formulate further actions in this space.	P&C/Payroll staff x 20 hours

## 1 July 2024 to 30 June 2025

<b>Activity</b>	<b>Estimated budget / resources required</b>
<b>4.3</b> Refresh and deliver Appropriate Workplace Behaviour training to all staff every two years.	P&C Staff x 60 hours  EEO Consultant (refresh of materials and Train the Trainers)
<b>7.2</b> Seek to create a network between other public sector agencies to increase secondment opportunities	P&C Staff x 30 hours

# Section 6: Measuring progress

RBGV will measure progress against the strategies and measures outlined above as follows:

GEA Indicator	Indicator of Success	Source of Verification	2021 Baseline	2022 Goal	2023 Goal	2024 Goal	2025 Goal
Gender composition at all levels of the workforce	RBGV sees an increase in the number of women and those with other intersectional disadvantage recruited at all levels in the organisation.	RBGV Internal Data	68.1% of new hires were women or self described.	Maintain a minimum 50% of new hires being women, non-binary or gender diverse people.	Maintain a minimum 50% of new hires being women, non-binary or gender diverse people.	Maintain a minimum 50% of new hires being women, non-binary or gender diverse people.	Maintain a minimum 50% of new hires being women, non-binary or gender diverse people.
	RBGV is able to report on intersectionality of its workforce in future reports	RBGV Internal Data	Data is not currently collected on other intersectional factors	Data will be collected on all intersectional factors	RBGV will be able to establish a baseline and targets for intersectionality in our workforce	TBA	TBA
	Increased percentage of staff believe there is a positive culture in relation to RBGV having employees of different sexes / genders	People Matter Survey	82% of employees feel that there is a positive culture in relation to employees of different sexes/ genders	Minimum of 83% of employees feel that there is a positive culture in relation to employees of different sexes/ genders	Minimum of 85% of employees feel that there is a positive culture in relation to employees of different sexes/ genders	Minimum of 87% of employees feel that there is a positive culture in relation to employees of different sexes/ genders	Minimum of 89% of employees feel that there is a positive culture in relation to employees of different sexes/ genders
	Increased percentage of staff believe there is a positive culture in relation to employees who are Aboriginal and/or Torres Strait Islander.	People Matter Survey	87% of employees feel that there is a positive culture in relation to employees who identify as LGBTIQ+	Minimum of 88% of employees feel that there is a positive culture in relation to employees who identify as LGBTIQ+	Minimum of 90% of employees feel that there is a positive culture in relation to employees who identify as LGBTIQ+	Minimum of 90% of employees feel that there is a positive culture in relation to employees who identify as LGBTIQ+	Minimum of 90% of employees feel that there is a positive culture in relation to employees who identify as LGBTIQ+
	There is a positive culture within RBGV in relation to employees of different age groups	People Matter Survey	77% of employees feel that there is a positive culture in relation to employees of different age groups	78% of employees feel that there is a positive culture in relation to employees of different age groups	79% of employees feel that there is a positive culture in relation to employees of different age groups	80% of employees feel that there is a positive culture in relation to employees of different age groups	80% of employees feel that there is a positive culture in relation to employees of different age groups

<b>GEA Indicator</b>	<b>Indicator of Success</b>	<b>Source of Verification</b>	<b>2021 Baseline</b>	<b>2022 Goal</b>	<b>2023 Goal</b>	<b>2024 Goal</b>	<b>2025 Goal</b>
Gender composition of governing bodies	Maintain minimum 50% of women or gender diverse Board Members	RBGV Internal Data	71% of board members are women.	Minimum of 50% of Board members are women or gender diverse.	Minimum of 50% of Board members are women or gender diverse.	Minimum of 50% of Board members are women or gender diverse.	Minimum of 50% of Board members are women or gender diverse.
	Future appointment of Board Directors from diverse backgrounds, including people under 30, people with a disability, people who identify as Aboriginal or Torres Strait Islander, people from a culturally diverse background, or people who identify as a LGBTQ+	RBGV Internal Data	Baseline data currently unavailable. To be measured from 2023.	Baseline data currently unavailable. To be measured from 2023.	Increase in diversity of Board members.	Increase in diversity of Board members.	Increase in diversity of Board members.
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Reduced gender pay gap for women across all levels of the organisation.	RBGV Internal Data	Current pay gaps for women are: Median annualised salary 1.6% total remuneration 4.4%	gender pay gaps are no higher than: Median annualised salary 1.6% total remuneration 4.4%	gender pay gaps are no higher than: Median annualised salary 1.5% total remuneration 4.2%	gender pay gaps are no higher than: Median annualised salary 1.4% total remuneration 4.0%	gender pay gaps are no higher than: Median annualised salary 1.3% total remuneration 3.8%



<b>GEA Indicator</b>	<b>Indicator of Success</b>	<b>Source of Verification</b>	<b>2021 Baseline</b>	<b>2022 Goal</b>	<b>2023 Goal</b>	<b>2024 Goal</b>	<b>2025 Goal</b>
Sexual harassment in the workplace	Increase in percentage of employees who feel RBGV takes steps to eliminate bullying, harassment and discrimination	People Matter Survey	79% of employees believes RBGV takes steps to eliminate bullying, harassment and discrimination	Minimum of 80% of employees believes RBGV takes steps to eliminate bullying, harassment and discrimination	Minimum of 81% of employees believes RBGV takes steps to eliminate bullying, harassment and discrimination	Minimum of 82% of employees believes RBGV takes steps to eliminate bullying, harassment and discrimination	Minimum of 83% of employees believes RBGV takes steps to eliminate bullying, harassment and discrimination
	Employees feel increased confidence in RBGV's processes and associated supports when reporting instances of sexual harassment in the workplace	Internal Survey	Internal survey to be conducted annually	Baseline data to be provided.	TBC	TBC	TBC
	Reduction in percentage of staff who witness or experience sexual harassment	People Matter Survey	6% of employees witnessed or experienced sexual harassment	5% of employees report witnessing or experiencing sexual harassment	0 employees report witnessing or experiencing sexual harassment	0 employees report witnessing or experiencing sexual harassment	0 employees report witnessing or experiencing sexual harassment

<b>GEA Indicator</b>	<b>Indicator of Success</b>	<b>Source of Verification</b>	<b>2021 Baseline</b>	<b>2022 Goal</b>	<b>2023 Goal</b>	<b>2024 Goal</b>	<b>2025 Goal</b>
Recruitment and promotion practices in the workplace	RBGV sees an increase in the number of women or gender diverse employees who undertake higher duties	RBGV Internal Data	39% of employees who undertook higher duties were women or gender diverse employees	42% of employees undertaking higher duties are women or gender diverse employees	45% of employees undertaking higher duties are women or gender diverse employees	48% of employees undertaking higher duties are women or gender diverse employees	50% of employees undertaking higher duties are women or gender diverse employees
Maintain a balance of the number of women or gender diverse employees who undertake secondments	RBGV Internal Data	57% of employees who undertook secondments were women or gender diverse employees	Maintain at least 50% of employees undertaking secondments are women or gender diverse employees	Maintain at least 50% of employees undertaking secondments are women or gender diverse employees	Maintain at least 50% of employees undertaking secondments are women or gender diverse employees	Maintain at least 50% of employees undertaking secondments are women or gender diverse employees	Maintain at least 50% of employees undertaking secondments are women or gender diverse employees
Increase in percentage of employees who feel RBGV makes fair recruitment and promotion decisions based on merit	People Matter Survey	64% of employees believe that RBGV makes fair recruitment and promotion decisions based on merit.	Minimum 65% of employees believe that RBGV makes fair recruitment and promotion decisions based on merit.	Minimum 67% of employees believe that RBGV makes fair recruitment and promotion decisions based on merit.	Minimum 69% of employees believe that RBGV makes fair recruitment and promotion decisions based on merit.	Minimum 70% of employees believe that RBGV makes fair recruitment and promotion decisions based on merit.	Minimum 70% of employees believe that RBGV makes fair recruitment and promotion decisions based on merit.
Increase in percentage of employees who think gender is not a barrier to success at RBGV	People Matter Survey	82% of employees believe that gender is not a barrier to success.	Minimum of 82% of employees believe that gender is not a barrier to success.	Minimum of 83% of employees believe that gender is not a barrier to success.	Minimum of 84% of employees believe that gender is not a barrier to success.	Minimum of 85% of employees believe that gender is not a barrier to success.	Minimum of 85% of employees believe that gender is not a barrier to success.
Increase in percentage of employees who are satisfied with the way their learning and development needs have been addressed	People Matter Survey	57% of employees were satisfied with the way their learning and development needs have been addressed	58% of employees were satisfied with the way their learning and development needs have been addressed	60% of employees were satisfied with the way their learning and development needs have been addressed	62% of employees were satisfied with the way their learning and development needs have been addressed	63% of employees were satisfied with the way their learning and development needs have been addressed	63% of employees were satisfied with the way their learning and development needs have been addressed

<b>GEA Indicator</b>	<b>Indicator of Success</b>	<b>Source of Verification</b>	<b>2021 Baseline</b>	<b>2022 Goal</b>	<b>2023 Goal</b>	<b>2024 Goal</b>	<b>2025 Goal</b>
Availability and utilisation of terms, conditions, practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities	Increase in percentage of employees who believe that using flexible work arrangements is not a barrier to success at RBGV	People Matter Survey	63% of employees believe that using flexible work arrangements is not a barrier to success at RBGV	Minimum 65% of employees believe that using flexible work arrangements is not a barrier to success at RBGV	Minimum 67% of employees believe that using flexible work arrangements is not a barrier to success at RBGV	Minimum 69% of employees believe that using flexible work arrangements is not a barrier to success at RBGV	Minimum 70% of employees believe that using flexible work arrangements is not a barrier to success at RBGV
	Maintain or increase percentage of employees who feel they have the flexibility they need to manage their work and non-work activities and responsibilities	People Matter Survey	79% of employees feel they have the flexibility they need to manage their work and non-work activities and responsibilities	Maintain 79% of employees feel they have the flexibility they need to manage their work and non-work activities and responsibilities	Minimum 80% of employees feel they have the flexibility they need to manage their work and non-work activities and responsibilities	Minimum 82% of employees feel they have the flexibility they need to manage their work and non-work activities and responsibilities	Minimum 84% of employees feel they have the flexibility they need to manage their work and non-work activities and responsibilities
	Increase percentage of employees who are confident that if they requested a flexible work arrangement it would be given due consideration	People Matter Survey	74% of employees are confident that if they requested a flexible work arrangement it would be given due consideration	Minimum 75% of employees are confident that if they requested a flexible work arrangement it would be given due consideration	Minimum 76% of employees are confident that if they requested a flexible work arrangement it would be given due consideration	Minimum 78% of employees are confident that if they requested a flexible work arrangement it would be given due consideration	Minimum 80% of employees are confident that if they requested a flexible work arrangement it would be given due consideration

GEA Indicator	Indicator of Success	Source of Verification	2021 Baseline	2022 Goal	2023 Goal	2024 Goal	2025 Goal
	Increase in percentage of employees who feel that RBGV would support them if they needed to take family violence leave	People Matter Survey	77% of employees feel that RBGV would support them if they needed to take family violence leave.	Maintain 77% of employees feel that RBGV would support them if they needed to take family violence leave.	Minimum 78% of employees feel that RBGV would support them if they needed to take family violence leave.	Minimum 79% of employees feel that RBGV would support them if they needed to take family violence leave.	Minimum 80% of employees feel that RBGV would support them if they needed to take family violence leave.
	Increase in percentage of employees who believe that having caring and family responsibilities is not a barrier to success at RBGV	People Matter Survey	67% of employees feel having family responsibilities is not a barrier to success at RBGV	Maintain 67% of employees feel having family responsibilities is not a barrier to success at RBGV	Minimum 68% of employees feel having family responsibilities is not a barrier to success at RBGV	Minimum 69% of employees feel having family responsibilities is not a barrier to success at RBGV	Minimum 70% of employees feel having family responsibilities is not a barrier to success at RBGV
	Maintain or increase percentage of employees who believe RBGV supports employees with family or other caring responsibilities, regardless of gender	People Matter Survey	66% of employees feel having caring responsibilities is not a barrier to success at RBGV	Maintain 66% of employees feel having caring responsibilities is not a barrier to success at RBGV	Minimum 68% of employees feel having caring responsibilities is not a barrier to success at RBGV	Minimum 69% of employees feel having caring responsibilities is not a barrier to success at RBGV	Minimum 70% of employees feel having caring responsibilities is not a barrier to success at RBGV
	Maintain or increase percentage of employees who believe RBGV supports employees with family or other caring responsibilities, regardless of gender	People Matter Survey	75% of employees feel that RBGV supports employees with family or other caring responsibilities, regardless of gender	Maintain 75% of employees feel that RBGV supports employees with family or other caring responsibilities, regardless of gender	Minimum 76% of employees feel that RBGV supports employees with family or other caring responsibilities, regardless of gender	Minimum 78% of employees feel that RBGV supports employees with family or other caring responsibilities, regardless of gender	Minimum 80% of employees feel that RBGV supports employees with family or other caring responsibilities, regardless of gender



GEA Indicator	Indicator of Success	Source of Verification	2021 Baseline	2022 Goal	2023 Goal	2024 Goal	2025 Goal
Gendered segregation within the workplace	Improvement in the perception that gender is not a barrier to attaining any role at RBGV	RBGV Internal Survey	Not yet available	Not yet available	Baseline data to be established	TBC	TBC
	Reduction in employee experience of unconscious bias in the workplace that impacts on women and people from diverse backgrounds progressing in non-stereotypical roles or departments	RBGV Internal Survey	Not yet available	Not yet available	Baseline data to be established	TBC	TBC









