



# Glennelg Shire Council

## Gender Equality Plan

### 2021- 2025







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## Acknowledgment of Country

The Glenelg Shire Council respectfully acknowledges the traditional lands and waters of the Gunditjmara people, Bunganditj people, Jardwadjali people and their respective cultural heritages. Council embraces diversity and is committed to fostering an inclusive community.



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## INTRODUCTORY STATEMENT

On behalf of Glenelg Shire Council, it is our pleasure to introduce our second Gender Equality Plan, 2021 - 2025. Council has a long-standing commitment to gender equality and inclusion reflected through the Gender Equity and Inclusion Plan (2018- 2021) and the Access and Inclusion Plan (2018-2020), with commitments also recognised within themes in both the Council Plan (2021-2025) and the Municipal Public Health and Wellbeing Plan (2021-2025).

Focussing on the gender equality principles, the strategies and actions outlined in this plan will strengthen our commitment to gender equality and inclusion, driving our leadership and advocacy role in addressing gender inequities as an employer, service provider and community stakeholder.

Council has an important role in leading and advocating for equality, diversity and inclusion. We are committed to creating an inclusive, safe and diverse community where all individuals are valued equally regardless of their gender. It is Council's mission to lead a workplace culture that promotes and embeds dignity, respect and fairness, ensuring the same rights, rewards and opportunities for all individuals regardless of gender.

As an organisation that stands for equity and inclusion, we place ourselves as a workplace of choice, attracting the best talent; we optimise social and economic productivity and outcomes that ultimately contribute to the prevention of family violence.

**GREG BURGOYNE**  
Chief Executive Officer

**SYMONNE ROBINSON**  
Manager Organisational Development



## INTRODUCTION

### Organisational Summary

The Glenelg Shire spans an area of 6,212km and is made up of several small but vibrant rural communities. Council has offices and depots in three rural township locations; Casterton, Heywood and Portland and employs a staff that services the community and its parks, gardens, cultural assets, and resources. Of the 411 Glenelg Shire Council employees, approximately 91 percent live in the Glenelg municipality. We are therefore uniquely positioned to positively influence our community by supporting our staff to embrace and champion inclusion and gender equity.



### What is Gender Equality

Gender equality is the equal rights, responsibilities and opportunities of women, men, trans and gender diverse people. Equality does not mean that women, men, trans and gender diverse people will become the same, but that their rights, responsibilities, and opportunities will not depend on their gender.

### Equality vs Equity

Equity and equality are two strategies that can be used to achieve fairness.

**Equity** is giving everyone what they need to be successful, where **equality** is treating everyone the same.

**Equality** aims to achieve fairness, but it can only work if everyone starts from the same place and has the same needs. **Equity**, while it may seem unequal at times, actively moves everyone closer to success by supporting individual needs and “levelling the playing field.”



## What's the link?

We can reduce violence against women in Australia by increasing gender equality in every aspect of our lives including our workplaces.

It is important to remember that Gender Equality does not mean erasing gender differences, but that people's rights, responsibilities and opportunities are not dependent on their gender

*Everyone is affected by Gender inequality – Women, Men, Trans and Gender Diverse People, Children and Families. It impacts people of all ages and backgrounds*

### DID YOU KNOW?

**Gender Inequality is a key driver of family violence costing the Victorian economy \$3.4 Billion per year**

## GENDER EQUALITY PRINCIPLES

- All Victorians live in a safe & equal society & have equal power, resources & opportunities & be treated with dignity, respect and fairness.
- Gender equality benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits for Victoria.
- Advancing gender equality is a shared responsibility across the Victorian community
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue professional careers and make choices without being limited by gender stereotypes, gender roles or prejudice.
- Gender inequality may be compounded by other forms of disadvantage and discrimination, on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- Women have historically experienced disadvantage and discrimination on the basis of sex and gender
- Special measures may be necessary to achieve gender equality.

### DID YOU KNOW?

**Australia's full-time gender pay gap is 14% with women earning on average of \$241.50 PER WEEK LESS than men**

*"By creating equitable and inclusive communities, workplaces, and institutions, we can create a society of equality and respect ..."*









# HOW WILL COUNCIL IMPROVE & PROMOTE GENDER EQUALITY IN THE WORKPLACE?

## **Workplace Gender Audit**

Councils must undertake a Workplace Gender Audit against the Workplace Gender Equality Indicators, prescribed gender equality targets or gender equality quotas and additional disadvantage or discrimination (based on factors outlined above) that a person may experience.

The audit is based on gender-disaggregated data, and other available data about Aboriginality, age, disability, ethnicity, gender identity, race, religion and sexual orientation.

The Gender Audit survey allows us to gain an understanding of the perceptions staff have regarding the status of gender equality in the organisation. Likewise, the collected data allows us to understand where gender inequality is persisting & what change, or action is required.

## **Gender Equality Action Plan**

Each Council must prepare a Gender Equality Action Plan that includes the results of the Workplace Gender Audit, as well as strategies and measures for promoting gender equality in the workplace.

The Gender Equality Action Plan must consider the gender quality principles and consult with the council (made up of the councillors), the employees, employee representatives and other relevant stakeholders.

Under the Act, adequate resources must be allocated to developing and implementing the Gender Equality Action Plan.



# HOW WILL COUNCIL IMPROVE AND PROMOTE GENDER EQUALITY IN THE COMMUNITY?

## **Gender Impact Assessments**

When developing or reviewing any policy, program, or service, which has a direct and significant impact on the public Councils must undertake a gender impact assessment.

Gender impact assessments must assess the effects that each policy, program or service may have on different genders, and state how the policy, program or service will be developed/varied to meet the needs of different genders, address gender inequality and promote gender equality.

Where possible, the assessments should also take into account that gender inequality may be compounded by additional disadvantages or discrimination that a person may experience based-on Aboriginality, age, disability, ethnicity, gender identity, race, religion and sexual orientation.

## **Gender Equality Lens**

Glenelg Shire Council aims to promote Gender Equality through educating both staff and the wider community while implementing a new way of thinking by applying a gender lens in all that we do.

A gender equality lens is a way of looking at the work we do to identify ways of supporting the well-being of all.

Applying a gender lens in all our work helps us to create gender equity by ensuring that:

- Any differences in the way processes, policies or services are likely to impact unfairly on people are anticipated
- Decisions are made that take account of and are responsive to gender

# Glenelg Shire Council

## Gender Equality Plan 2021-2025

Glenelg Shire Council's *Gender Equality Plan 2021 - 2025* provides a framework based on the Workplace Gender Equality Indicators, identifying key strategies and actions to promote gender equality within Glenelg Shire Council.

This plan will guide the development and enhancement of a workplace culture in which the principles of gender equality, inclusion and respect underpin our policies and processes and organisational values, Respect, Integrity, Teamwork, Service Excellence and Innovation.

The actions identified have been developed through meaningful consultation with Councillors, the Executive Team, the Employee Relations Consultative Committee (ERCC), the Gender Equality Working Group, Employees, and informed from the Workplace Gender Audit and the People Matter Survey. Feedback was collated and used to develop actions relevant to each of the seven indicators:

1. Gender composition of all levels of the workforce
2. Gender composition of governing bodies
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities
7. Gendered segregation in the workplace

The plan complements the organisation's workforce planning and vision to invest in and create a contemporary workplace and closely aligns with gender equality principles, objectives on staff engagement, flexible work practices, becoming an employer of choice and futureproofing our workforce.





The plan further aligns with elements of the Glenelg Shire 2040 Community Plan, the Glenelg Shire Council Plan 2021-2025 and the Municipal Public Health and Wellbeing Plan 2021-2025. The plan will be implemented over the next 4 years, 2021 – 2025 with the support of the Executive Team, Organisational Development unit, and Gender Equality Working Group.

The plan will be monitored, reviewed, and reported on annually, as below:

**Year one of Plan**

**Year 2 of Plan: Post 1<sup>st</sup> year Review**

**Year 3 of Plan: Post 2<sup>nd</sup> year Review**

**Year 4 of Plan: Post 3<sup>rd</sup> year Review**

**Ongoing – to be delivered over the lifetime of the plan**

# Glenelg Shire Council

## Gender Equality Plan 2021 – 2025

<b>Vision</b>	To create an inclusive, safe and diverse community where all individuals are valued equally regardless of their gender.
<b>Mission</b>	To lead a workplace culture that promotes and embeds dignity, respect and fairness, ensuring the same rights, rewards and opportunities for all individuals regardless of gender.

<b>Values</b>	We recognise that gender equality is a human right, and a foundation to social justice. It is a shared responsibility. Gender equality, diversity and inclusion are an intrinsic part of who we are: they drive how we work together, how we do business, how we serve our consumers and how we contribute to the health and wellbeing outcomes of our community. We know that gender inequality may be compounded by other forms of disadvantage and discrimination.
<b>Benefit</b>	Gender equality, diversity and inclusion add value to the care we provide for all staff, and our community: they support higher performance, deliver stronger outcomes, and help us achieve better health outcomes for our community. Through equality our organisation will bring about significant social and health benefits to our community, we will advocate to reduce family violence and other forms of violence in our community and redress the historical discrimination and disadvantage that women experience.



## Gender Equality Plan 2021 – 2025

### INDICATOR 1: Promote Gender Equality

Strategy	Actions	Responsibility	Priority	Outcome
<b>1.1 Build gender equality capability &amp; awareness</b>	Provide mandatory training to 80% staff on gender equity and gender equality.	Executive Team (ET) / Organisational Development (OD) Incorporated in L&D Training Calendar and coordinated by Compliance & Risk Training Manager	Ongoing	80% of staff have received gender equality/equity training over the period of this plan.
	Establishment of a Gender Equality Working Group.	ET / Community Wellbeing Manager Working group to be facilitated by Engagement Support Officer	Year 1	Gender Equality group is formed.
	Support media campaigns that promote awareness of gender equality on significant dates such as international women's day, 16 days of activism against gender-based violence etc.	ET / Media & Communications Officer to include in Communications strategy	Ongoing	Increase staff awareness of key issues and challenges faced by women because of inequity and inequality and a call to action to redress these issues.
	Apply a gender lens to all new strategic plans or frameworks to ensure they reflect gender equality principles.	ET / Gender Equality Working Group to lead and promote throughout the organisation	Ongoing	Gender equity principles are included and visible in GSC plans, strategies, and policies.
	Increase staff awareness of around gender equity and gender equality and the link with domestic violence and gender inequity.	Organisational Development	Ongoing	Survey staff annually and compare data to build a database of statistics.
<b>1.2 Report gender composition findings &amp; targets back to the organisation</b>	Implement data collection processes and analysis tools to track and monitor workforce participation and experience.	Organisational Development	Year 2  Ongoing	Implementation of improved systems to capture organisational data. Gender composition data is reported to ET/Council Annual report.

**INDICATOR 2: Gender Composition of Elected Members**

Strategy	Actions	Responsibility	Priority	Outcome
2.1 Support programs and processes aimed at increasing the number of women who nominate as candidates.	Promote external information and resources which support female candidates for Council elections.	ET / Media & Communications Officer	Year 3	Media campaign rolled out across a range of GSC internal platforms. Promote the VLGA and MAV campaigns which promote female candidates.
	Apply a gender lens to all Councillor policies, procedures, and related strategies.	Director Corporate Services & Gender Equality Working Group	Year 2	Council report template to include a section that requires officers to articulate how the document has considered a gender lens that could be titled GIA considerations.  25% of documents have been reviewed using the GIA process.
	Promote gender balanced representation of Councillors at community gatherings, conference panels etc.	ET / Media & Communications Officer	Ongoing	Increased awareness of a balanced gender representation at Council events.



### INDICATOR 3: Gender Pay Equity

Key Focus	Actions	Responsibility	Priority	Outcome
<b>3.1 Ensure equal remuneration for work of equal or comparable value</b>	Report annually on: gender pay equity data showing year on year trends.	OD Manager to produce reports for ET	Ongoing	Annual reports are provided to ET showing a breakdown of staff by gender and banding.
	Explore options to attract and retain staff in non-traditional roles to broaden pay equity across banding levels.	OD / Gender Equality Working Group	Year 3	% of staff in non-traditional roles has increased.
	Provide information to female staff on how to approach negotiations on pay scale and information to Managers on understanding biases associated with pay-scale negotiations.	OD / Gender Equality Working Group	Year 4	80% of female staff have received information.
	Allocate a specific budget for resolving any pay discrepancies identified through gender pay gap analysis.	OD / Finance	Year 3	Budget is approved and established.
<b>3.2 Increase the transparency of progression &amp; remuneration increases</b>	Gather data on staff progression based on gender.	OD / Payroll	Year 2 & ongoing	Staff progression data is reported annually to ET.

## INDICATOR 4: Workplace Sexual Harassment

Key Focus	Actions	Responsibility	Priority	Outcome
<b>4.1 Increase staff confidence to report improper conduct</b>	Provide a confidential process for staff to report improper conduct and promote the process through training.	OD	Year 1	Delivery of ongoing staff training and awareness program. Process communicated and used by staff.
	Investigate options to provide external reporting mechanisms.	OD	Year 2	External reporting options are identified and considered by ET.
	Demonstrate that inappropriate behaviours will be dealt with swiftly and decisively by reducing the timeframe for resolution of discipline matters.	ET / OD	Year 1	A new incident reporting process will be developed and implemented by January 2022.
<b>4.2 Improved sexual harassment reporting and complaints process.</b>	Link policies and internal complaint mechanisms, to the Victorian Equal Opportunity and Human Rights Commission's complaint processes (should internal systems fail to achieve a satisfactory outcome for the complainant).	ET / OD	Year 1	A new incident reporting process will be developed and implemented by January 2022.
	Commit to reporting of sexual harassment complaints to ET as a standing workplace health and safety agenda item.	ET / OD	Year 1	Include de-identified complaints of harassment and bullying on weekly Elumina reports for ET.
	Ensure appropriate confidential records are kept about complaints and that this information is stored and managed appropriately.	OD / Occupational Health & Safety (OHS)	Year 1	Incorporate privacy considerations in the incident reporting process.
<b>4.3 Increase Sexual Harassment awareness</b>	Actively promote Sexual Violence Awareness month and Respect Victoria campaigns.	OD / Media & Communications Officer	Ongoing	Media campaign rolled out across a range of GSC internal platforms.

Key Focus	Actions	Responsibility	Priority	Outcome
	Review EEO, Bullying and Harassment and Sexual Harassment policies and procedures to ensure they are up to date and reference the Victorian Equal Opportunity and Human Rights Commission's processes.	OD	Year 1	Policies and procedures are reviewed within the specified timeframes and align to best practise approaches.
	Establish a zero-tolerance approach to sexual harassment with reference to the positive obligations in the Occupational Health and Safety Act 2004 and any health and safety obligations in enterprise agreements.	OD	Year 1	Increase in the number of incidents reported due to staff confidence in the reporting process.
	Keep up to date with and respond where applicable to the recommendations of surveys and reports.	ET / OD	Ongoing	All survey and reports provided on Sexual Harassment are presented to ET, actions developed and addressed.



## INDICATOR 5: Recruitment and promotion

Key Focus	Actions	Responsibility	Priority	Outcome
<b>5.1 Women are supported in their career progression</b>	Provide leadership, mentoring and training programs that target learning and development for women.	ET / OD	Ongoing	Leadership, mentoring and training programs are implemented by July 2022 and have a 10% uptake of women from the workforce.
	Provide career and financial information to younger women in the workforce.	OD / Managers	Year 3	Information is provided.
<b>5.2 Promote a gender-neutral recruitment process</b>	A communications and marketing strategy is developed to guide communications around gender equity, including recruitment processes.	OD / Media & Communications Officer	Year 4	Communications strategy is developed and actioned.
	Review current recruitment policy to ensure gender neutrality.	OD / Gender Equality Working Group	Year 4	Recruitment policy has been reviewed by the Gender Equality Working Group applying the GIA principles. Recruitment processes do not deter gender diverse candidates.
	Undertake a review of the EOI and secondment processes to ensure they provide equitable opportunities.	OD / Gender Equality Working Group	Year 4	Processes reviewed by the Gender Equality Working Group applying the GIA principles.
<b>5.3 Understand the impact of any gender inequality on those who exit the organisation</b>	Gather exit data based on gender and review the organisational exit process.	OD	Year 1	The organisational exit process has been reviewed and allows for the capturing of data and metrics.
<b>5.4 Improve transparency with recruitment and promotion</b>	Pilot blind recruitment and promotion processes for staff and analyse the variance in outcomes relative to the number of females applying for positions progressing to panel interviews.	OD / Hiring Managers	Year 2	Unconscious bias removed from internal recruitment and promotion processes.

Key Focus	Actions	Responsibility	Priority	Outcome
	Review shortlists for gender balance and intersectionality based on merit.			
	Appoint an Access and Inclusion Officer.	OD / Community Services	Year 1	Access and Inclusion Officer appointed with a focus on Gender Equality and diversity. Increase the awareness of inclusive practises within the community.
	Use skill-based assessment tasks in recruitment where appropriate.	OD	Year 3	Skill based assessment tasks have been integrated into workplace recruitment policy.
<b>5.5 Attract greater gender diversity in candidates.</b>	Development of a 4-year organisational Workforce Plan which includes considerations to gender equality and diversity principles.	ET / OD	Year 1	Gender Equality and diversity is referenced in the Workforce Plan.

## INDICATOR 6: Workplace Flexibility and Leave

Key Focus	Actions	Responsibility	Priority	Outcome
<b>6.1 Workplace flexibility is embraced</b>	Explore options to deliver programs that provide support and offer pathways for women returning to the workforce.	ET / OD	Year 4	Programs are identified and considered for implementation by ET.
	Provide flexible leave options.	ET / OD	Year 1	Promote 48/52, & 50/52 arrangements to all full-time staff.
	Provide technology, policies and processes that enable staff the opportunity to participate in remote and flexible working.	ET / OD	Year 1	Staff have access to workplace flexibility and are able to participate in remote working.
<b>6.2 Ensure flexibility policies are inclusive and accessible to all employees –</b>	Apply GIA principles to internal facing policies to eliminate bias or value judgements; ensure family friendly policies do not disadvantage some staff.	OD	Year 2	Paid parental leave procedure is inclusive, equitable and gender neutral where possible.
	Build and promote ‘whole-team’ approaches to flexibility and family-friendliness rather than ad hoc individual ones; train, coach, and support team leaders to manage flexible teams.	ET / OD	Ongoing	A range of innovative and flexible work structures have been implemented. Staff are confident to request flexible work arrangements.
	Explore options for the removal of the distinction of primary and secondary carers.	ET / OD	Year 4	Flexible, “shared care” models of parental leave are offered in ways that benefit both women and men.
<b>6.3 Promote organisational awareness to support those with caring responsibilities</b>	Include discussions about care and outside work responsibilities in regular performance and planning discussions for all employees.	ET / OD	Year 3	Discussion about care and outside work responsibilities forms a regular part of performance conversations.



Key Focus	Actions	Responsibility	Priority	Outcome
<b>6.4 Promote Family Violence leave, policies and supports</b>	Review and communicate family violence leave policies and processes to ensure they are victim-centric and in line with sector best practice.	OD	Year 2	Policies and Procedures are reviewed.
	Engage with Emma House on how we could better support women in the process of leaving – safety plan, vouchers for accommodation, clothes, bathroom supplies, educational needs etc.	OD / Community Services	Year 2	Further advice and support are available to all staff.
	Investigate the opportunity to include Domestic Violence leave in the Sick Leave Donation policy and register.	ET / OD	Year 3	Consideration is given to include Domestic Violence within the Sick Leave Donation policy.
<b>6.5 Improve management understanding to support and respond to an employee experiencing family violence</b>	Explore training options for delivery of family violence training.	OD Incorporated in L&D Training Calendar and coordinated by Compliance & Risk Training Manager	Year 1	Training delivered.
	Commission a specialist organisation to run training for managers, OD and other key staff on how to support and respond to an employee experiencing family violence.	OD Incorporated in L&D Training Calendar and coordinated by Compliance & Risk Training Manager	Year 2	Training delivered.

## **INDICATOR 7: Gendered Segregation in the Workplace**

<b>Key Focus</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Priority</b>	<b>Outcome</b>
<b>7.1 Improve diversity in non-traditional roles</b>	Collect data and develop programs to support more diverse entry into non-traditional career pathways.	OD	Year 2	Increased uptake in the % of trainees and/or apprentices in non-traditional roles.
	Explore the option of scholarships to support diverse entry into non-traditional career pathways.	OD	Year 3	Scholarships are offered.
<b>7.2 Increase awareness of gender segregation of occupations</b>	Begin the collection of gender intersectional data.	ET / OD	Year 1	Develop and implement a revised onboarding program that will allow for collection of intersectional data.
	Use gender disaggregated data in the analysis of reporting.	OD	Year 2	Develop and implement a revised onboarding program that will allow for collection of intersectional data.
	Create an internal awareness campaign to help people understand the impact gender stereotypes can have on decisions about role type and level.	OD / Media & Communications Officer	Year 4	Media campaign is delivered to all staff.

- Glenelg Shire Council is committed to the implementation and delivery of the 2021-2025 Gender Equality Plan and will ensure resources are adequately allocated to enable the successful achievement all actions.
- Responsible Officers and units have been identified for each action. Gender equality actions will be embedded across the organisation, forming part of business as usual.



# Glossary

## **Advocacy**

Support for or recommendation of a particular cause or policy.

## **Drivers (of violence)**

Social and economic structures and cultural norms that reinforce gender discrimination and create environments in which men and women are not equal.

## **Equality**

Seeks to achieve 'equal' distribution, i.e. of resources & opportunity.

## **Equity**

Supports individual needs, not necessarily equally, so that everyone can be successful.

## **Gender neutral**

Using language and expression that does not distinguish sex or gender.

## **GSC**

Glenelg Shire Council

## **Inclusion**

The action or state of including or of being included within a group or structure.

## **Inequality**

Unequal distribution, i.e. of resources, income, and opportunities.

## **Inequity**

Lack of fairness based on avoidable unfair and unjust ideologies.



## Support Services for men, women and children in the Glenelg Shire Region & Victoria

If in danger call		000
1800RESPECT		1800 737 732
Relationships Victoria		1300 364 277
Heywood Rural Health		(03) 5527 0555
Brophy Family & Youth Services Portland		(03) 5523 2739
Rural Domestic Violence Outreach Services:	Portland	(03) 5521 7937
	Casterton	(03) 5581 2109
Winda-Mara Aboriginal Corporation, Heywood		(03) 5527 0000
Domestic Violence Resource Centre Victoria		(03) 9486 9866
Mensline		1300 789 978
Women's Housing Ltd.		(03) 9412 6868
Emma House, Domestic Violence Service Warrnambool		(03) 5561 1934
Bethany Community Support Warrnambool		1300 510 439
Employee Assistance Program (EAP)		1300 687 327
Safe Steps Family Violence Response Centre		1800 015 188

Gender Equality Commission      [enquiries@genderequalitycommission.vic.gov.au](mailto:enquiries@genderequalitycommission.vic.gov.au)

## Relevant Documents

- Gender Equality Act 2020
- The Fair Work Act 2009
- The Equal Opportunity Act 2010
- The Charter of Human rights and Responsibilities Act 2006
- The Sex Discrimination Act 1984
- The Workplace Gender Equality Act 2012
- Great South Coast Strategy to Prevent Violence Against Women and Children
- Respect 2040 Regional Collective Movement  
( <https://www.respect2040.com/about/?tab=the-plan> )
- Glenelg Shire Council Family Violence Support Policy (Doc Set ID: 2618036)
- Glenelg Shire Council Plan 2021 – 2025 (Document Set ID: 2871587)
- Glenelg Shire Council Health and Wellbeing Plan 2021 – 2025 (Document Set ID: 2863283)
- Organisational Policy: Staff Code of Conduct (Document Set ID: 1706557)
- Glenelg Shire Council Gendered Workforce Statistics December 2017 (Document Set ID: 2386620)

# Appendix 1 – Audit Data

## Gender Composition of the workforce

OVERALL GENDER COMPOSITION		
Women	Men	Self-Described
68%	32%	NA

WORKFORCE BY EMPLOYMENT BASIS		
Employment basis	Number of People	FTE
Full-time	173	172.20
Part-time	167	98.80
Casual	47	45.10

WORKFORCE BY EMPLOYMENT BASIS		
Employment basis	Women	Men
Full-time	50%	50%
Part-time	85%	15%
Casual	77%	23%

GENDER COMPOSITION OF WORKFORCE BY LEVEL TO THE CEO				
Level	Women		Men	
	%	FTE	%	FTE
CEO plus -1	40%	2.0	60%	3.0
-2	50%	5.4	50%	6.0
-3	62%	11.8	38%	8.0
-4	68%	20.30	32%	11.0
-5	80%	35.20	20%	10.50
-6	81%	57.90	19%	14.70
-7	35%	24.80	65%	47.40
-8	65%	11.60	35%	5.90
-9	94%	37.30	6%	3.30

GENDER COMPOSITION - GOVERNING BODY		
Women	Men	Self-Described
43%	57%	NA

EMPLOYEE EXPERIENCE DATA – Workplace Gender Equality Indicators			
No of Responses received	GSC	Women	Men
		144	102
There is a positive culture within my organisation in relation to employees of different age groups	78%	78%	80%
There is a positive culture within my organisation in relation to employees of different sexes/genders	81%	81%	83%
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	67%	73%	57%
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	82%	82%	87%
There is a positive culture within my organisation in relation to employees who are Aboriginal and Torres Strait Islander	72%	75%	70%
There is a positive culture within my organisation in relation to employees with a disability	63%	65%	63%

## Pay Equity

PAY EQUITY	
Gender Pay Gap	
Median Base Salary Gap	35.3%
Median Total Remuneration Gap	7.8%
Average Base Salary	\$54,120
Average Total Remuneration	\$71,430

EMPLOYEES BY AGE	
Employee Age	
15-24 years	29
25-34 years	49
35-44 years	80
45-54 years	109
55-64 years	87
65+ years	33

Pay Equity		
Level to the CEO	Median base salary pay gap as a %	Median total remuneration pay gap as a %
-1	3.4%	-9.5%
-2	15.0%	13.4%
-3	5.0%	-1.2%
-4	10.7%	6.3%
-5	10.7%	-4.6%
-6	30.4%	7.0%
-7	56.8%	12.3%
-8	-111.0%	-88.3%
-9	57.9%	-9.7%

EMPLOYEE EXPERIENCE DATA	
<b>FLEXIBLE WORK ARRANGEMENTS (Outside of COVID requirements)</b>	
Employees with flexible start & finish times	29%
Employees with flexible work locations	26%
Employees using leave for flexibility	6%
Employees with no flexibility in their roles	14%
Other flexibility options – More hours over fewer days, study leave, purchased leave and job sharing	

## Sexual Harassment

SEXUAL HARASSMENT	
Number of formal sexual harassment complaints	
Workforce Data	1
Percentage of employees who have experienced sexual harassment in the workplace	
Employee experience data	5% of respondents

EMPLOYEE EXPERIENCE DATA – Sexual Harassment			
	GSC	Women	Men
No of Responses received	144	102	30
My organisation encourages respectful workplace behaviours	83%	84%	87%
My organisation takes steps to eliminate bullying, harassment, and discrimination	74%	76%	83%
I feel safe to challenge inappropriate behaviour at work	74%	74%	83%



## Recruitment & Promotion

EMPLOYEE EXPERIENCE DATA – Recruitment & Promotion			
No of Responses received	GSC	Women	Men
	144	102	30
My organisation makes fair recruitment and promotion decisions, based on merit	58%	64%	50%
Age is not a barrier to success in my organisation	76%	78%	67%
Gender is not a barrier to success in my organisation	83%	84%	83%
Sexual orientation is not a barrier to success in my organisation	79%	81%	73%
Cultural background is not a barrier to success in my organisation	81%	82%	77%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	77%	78%	73%
Disability is not a barrier to success in my organisation	63%	62%	67%
I am satisfied with the way my learning and development needs have been addressed	67%	71%	63%
I feel I have an equal chance of promotion in my organisation	62%	64%	60%
People in my workplace actively support diversity and inclusion in the workplace	84%	84%	80%
My manager works effectively with people from diverse backgrounds	85%	86%	80%
There are adequate opportunities for me to develop my skills and experience in my organisation	71%	73%	73%
Senior leaders actively support diversity and inclusion in the workplace	76%	76%	77%

## Gendered Segregation

Gender composition of ANZSCO Code major groups		
ANZCO Group	Women	Men
Managers	16	13
Professionals	67	20
Technicians & Trades Workers	2	14
Community & Personal Service Workers	71	3
Clerical & Administrative Workers	74	15
Sales Workers	0	0
Machinery operators & drivers	5	37
Labourers	29	21

EMPLOYEE EXPERIENCE DATA – Gendered Work Segregation			
No of Responses received	GSC	Women	Men
	144	102	30
My organisation uses inclusive and respectful images and language	82%	82%	87%
I feel culturally safe at work	84%	87%	83%
People in my workgroup often reject others for being different (Percentage of respondents who disagree)	86%	88%	80%
In my workgroup work is allocated fairly, regardless of gender	83%	85%	77%
In my workplace I do not experienced bullying	74%	75%	80%
In my workplace I do not experienced discrimination	89%	93%	83%

## Leave & Flexibility

EMPLOYEE EXPERIENCE DATA – Leave & Flexibility			
No of Responses received	GSC	Women	Men
	144	102	30
Using flexible work arrangements is not a barrier to success in my organisation	72%	73%	80%
Having caring responsibilities is not a barrier to success in my organisation	72%	76%	63%
Having family responsibilities is not a barrier to success in my organisation	77%	78%	77%
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	78%	78%	80%
There is a positive culture within my organisation in relation to employees who have caring responsibilities	78%	78%	80%
There is a positive culture within my organisation in relation to employees who have family responsibilities	82%	80%	90%
My organisation would support me if I needed to take family violence leave	85%	87%	73%
I have the flexibility I need to manage my work and non-work activities and responsibilities	83%	83%	90%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	81%	82%	83%
My organisation supports employees with family or other caring responsibilities, regardless of gender	84%	83%	80%

### FLEXIBLE WORK ARRANGEMENTS

Employees who exited the organisation during parental leave

Workforce Data	0
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### FLEXIBLE WORK ARRANGEMENTS

Number of employees utilising flexible work arrangements

Level to CEO	Women	Men
0&-1	2	3
-2	7	5
-3	13	8
-4	19	9
-5	30	8
-6	50	11
-7	14	11
-8	14	10
-9	39	3