

VAGO

Gender Equality Action Plan 2022-2025

Progress Report

Acknowledgement of Country

The Victorian Auditor-General's Office (VAGO) acknowledges the Traditional Custodians of the land throughout Victoria.

We pay our respects to Aboriginal and Torres Strait Islander communities, their continuing culture, and to Elders past and present.

Artwork: *Yaalingbu, Yirramboi – Nallei Jerring (Today, Tomorrow – Adjoin)*
by Simone Thompson, Wurundjeri/Yorta-Yorta



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Gender equality principles

The following gender equality principles in the [Gender Equality Act 2020](#) (Part one (Section 6)) guided how we developed this plan:

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities, and be treated with dignity, respect and fairness.
- 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.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- 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 their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- 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.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.

Our Human Resources team will measure and report our progress against the plan according to the principles of gender equality and intersectional characteristics, which are required under the *Gender Equality Act 2020*.

Want to find out more?

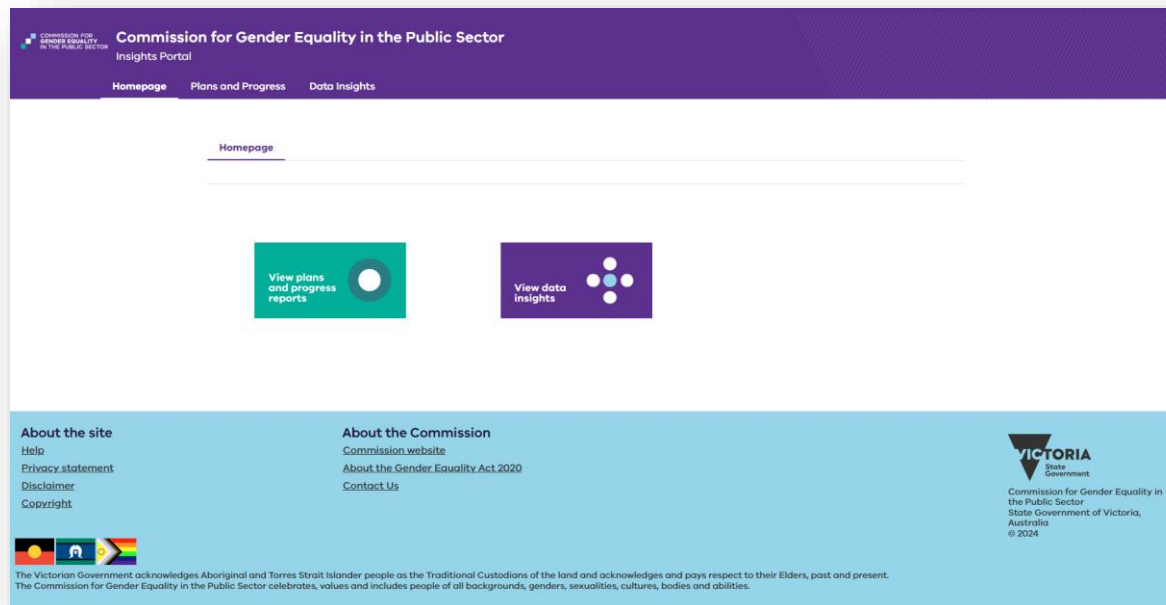
View our unabridged Gender Equality Action Plan here:

[VAGO Gender Equality Action Plan 2022-2025](#)

Commission for Gender Equality in the Public Sector

Insights Portal

Please look at the Insights Portal on the Gender Equality Commission's website to view VAGO's 2021 and 2023 gender equality data.



Click here to view the Insights Portal:

<https://insights.genderequalitycommission.vic.gov.au/application-dashboard>

VAGO

Section 1: Gender Impact Assessments

Progress

Gender Impact Assessments

VAGO does not have any Gender Impact Assessments (GIA) to report due to a permitted reason under the *Gender Equality Act 2020*, being that we have not had any policies, programs or services that would meet the threshold for a GIA.

VAGO audits Victorian public sector agencies and reports these findings to Parliament. As such VAGO does not have any direct and significant public facing policies, programs or services.

VAGO

Section 2: Strategies and Measures

Progress

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
We will continue to collect intersectionality data, including data on gender, Aboriginality, disability and country of birth.	Ongoing	We have continued to collect intersectionality data, including data on gender, Aboriginality, disability and country of birth in our payroll system SuccessFactors, during new employee onboarding. Existing employees can also update most diversity options on their profile at any time during their employment through SuccessFactors self-service.	Aggregated intersectionality data has enabled us to identify disparities in our workforce, inform the development of diversity initiatives and our progress against these, including our Gender Equality Action Plan.	2025	Human Resources	Gender composition of all levels of the workforce
We will continue to engage with SAP to progress a SuccessFactors system change that allows employees to identify with alternative gender options, which is in line with contemporary practice.	In progress	We currently provide 5 gender options in SuccessFactors (male, female, other, unknown and undeclared) which we use to report on our diversity initiatives and GEAP progress. We have continued to engage with SAP in the reporting year to contemporise our gender option fields as part of a broader SuccessFactors enhancement initiative. Additionally, in June 2023 we enhanced Microsoft Teams, our primary communication platform, allowing staff to easily add pronouns to their profiles, a change met with positive response.	Our current SuccessFactors gender options allow us to measure workforce progress with an intersectional approach, a practice that will persist despite contemporising the fields. Delivery of this strategy will enable us to continue this practice, while also improving our employee experience.	2025	Human Resources	Gender composition of all levels of the workforce

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
<p>We will publish our workforce gender composition at each VPS level in our annual reports, which we will enhance by including analysis by business unit to better understand:</p> <ul style="list-style-type: none"> • gender inequality drivers • where we need to propose strategies to address areas of improvement. 	Ongoing	<p>In our 2021/22 and 2022/23 annual reports, we reported on the gender composition of our workforce across VPS levels. To uphold data confidentiality, we opted against publishing further disaggregation by business unit, given our organisation's smaller size. This decision was made to ensure the privacy and integrity of the data.</p> <p>We will continue to publish our workforce gender composition by VPS level in our future annual reports.</p>	<p>Despite not publishing further disaggregation by business unit, we are still progressing with a full analysis.</p> <p>As at 30 June 2023 our calculations showed a mean gender pay gap of 3% in favour of men, while the median calculation showed no gap at all.</p>	2025	Human Resources and Data Science	Gender composition of all levels of the workforce
<p>In 2022, HR will encourage employees to adopt the inclusion of their preferred gender pronouns in their email signatures.</p>	Complete	<p>Action complete in 2022. This has become an ongoing action in VAGO to encourage employees to adopt the inclusion of their gender pronouns in their email signatures and Microsoft Teams accounts.</p>	<p>Top-level support for adding pronouns fosters an environment where employees feel at ease expressing their authentic selves at work. While specific data on staff participation in this practice is challenging to collect, we are confident that the number of individuals adopting this approach will grow over time as our diversity and inclusion initiatives continue to evolve and mature.</p>	2022	Diversity, Inclusion and Belonging plan working group	Gender composition of all levels of the workforce

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
In 2022, HR will update SuccessFactors to allow us to collect sexual orientation data, which will help us to better understand the diversity of our workforce.	In progress	This work is underway as part of our SuccessFactors enhancements initiative.		GEAP timeline is 2022. Revised timeline is 2025.	Human Resources	Gender composition of all levels of the workforce
In 2023, HR will develop a leadership program that will better support potential future leaders to transition into more senior roles. This will consider our continuing need for gender-equitable representation at these levels. HR will promote participation in this program as an internal pathway for advancement and career progression and ensure that program participation complements our gender equality principles.	In progress	<p>This action commenced in mid 2023. For our first phase of this work, we have implemented a suite of 5 leadership short courses for new and existing leaders via our in house learning platform.</p> <p>Additionally, we have implemented new capability frameworks in our Financial Audit and Parliamentary Reports and Services business units, incorporating leadership skills. These frameworks will be utilised to enhance the leadership skills of our personnel at all levels and provide career pathways for our employees to pursue vertical or lateral leadership opportunities.</p>	The first round of leadership short courses will be delivered in February 2024, and enrolments will be monitored for gender composition.	2023	Human Resources	Gender composition of all levels of the workforce

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
In 2022, HR will analyse the previous three years of pay gap data to provide us with a more longitudinal perspective at a more granular level than the current mean gender pay gaps detailed in our annual reports.	Complete	This strategy was delayed and completed in the 2022/2023 annual report due to resourcing constraints in 2022.	We have standardised our gender pay gap reporting in accordance with guidance from the Workplace Gender Equality Agency (WGEA). Calculating both mean and median gender pay gaps for the fiscal years 2021, 2022, and 2023, we consistently observed a notably lower mean gap compared to the national average. However, variations between mean and median results, attributed to our organization's size, prompted us to delve further into the data. We are actively exploring potential factors influencing these disparities for a more nuanced understanding.	GEAP timeline was 2022. Revised timeline is 2023.	Human Resources and Data Science	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
In 2022, HR will enhance our annual report by including gender pay gap data by business unit, to better understand drivers of gender pay inequality and, where needed, propose strategies to address areas of improvement.	Complete	<p>In our 21/22 and 22/23 financial year annual reports, we reported on the gender composition of our workforce across VPS levels. To uphold data confidentiality, we opted against publishing further disaggregation by business unit, given our organisation's smaller size and difficulty in maintaining individual confidentiality. This decision was made to ensure the privacy and integrity of the data.</p> <p>Despite not publishing further disaggregation by business unit, we are still progressing with a full analysis.</p>	In June 2021, our analysis revealed that women held a more significant presence at the VPS5 and VPS6 levels within Performance Audit (now titled Parliamentary Reports and Services (PRS)) and the Office of the Auditor-General (OAG) compared to Financial Audit. Anticipating a male-dominated talent pipeline due to a higher proportion of men in junior classifications, our analysis as of June 30, 2023, indicates a shift. While there is now a higher representation of men at the VPS4 level (as anticipated), we have concurrently achieved a higher representation of women at the VPS5 level.	2022	Human Resources	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
HR will continue to annually monitor VAGO's gender pay gap as reported in our annual report, to understand drivers of gender pay inequity.	Ongoing	This is an ongoing action. We will continue to report on our gender pay gaps by mean and median in our annual reports.	Our continuous analysis has unveiled significant variations in our gender pay gap between mean and median figures. These fluctuations highlight the need for a thorough exploration of our data, an initiative we have actively pursued. This deeper examination seeks to not only understand the presence and extent of gender pay inequality within our organisation but also to more precisely identify the underlying drivers. Given the small size of our workforce, even minor changes can have a pronounced impact on our gender pay gap outcomes, making this scrutiny particularly crucial for accurate assessment and effective remediation.	2025	Human Resources and Data Science	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
<p>We will continue to reinforce professional workplace behaviours, expectations and standards through our mandatory 'appropriate behaviour' training for all new employees and our annual mandatory appropriate behaviour e-learning module for all employees.</p>	Ongoing	<p>This is an ongoing action at VAGO. All new employees are required to undertake this mandatory training upon commencing with VAGO. Additionally, as a condition of employment, all employees are required to repeat this training annually by 30 September.</p> <p>Our Appropriate Behaviour policies and training materials were updated in the reporting year with the addition of 'active bystander' content, and the importance of their role in addressing inappropriate behaviours in the workplace.</p>	<p>100% of our active employees completed this training in the reporting year. This is monitored through our internal reporting mechanisms, and via our Employee Declaration procedure which requires that all employees declare they have completed this training.</p> <p>Regrettably, our People Matter Survey results for 2023 show increased reports of inappropriate behaviours such as bullying and sexual harassment. Human Resources are taking steps to address these outcomes. A review of our appropriate behaviour training is also timely to ensure this continues to be fit for purpose.</p>	2025	Human Resources	Sexual harassment in the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
<p>We will continue to update our policies, procedures and approach in line with best practice, as we did with all of the recommendations made through our performance audit Sexual Harassment in the Victorian Public Service. Following this audit, we developed our policy on prevention of sexual harassment in the workplace, which clearly outlines how to report sexual harassment, the support available and how HR will respond to allegations.</p>	Ongoing	<p>This is an ongoing action. We revise our policies, including our sexual harassment policy, biennially or in response to legislative changes, or significant feedback from the workforce. Our standalone sexual harassment policy reflects our unwavering stance against sexual harassment, discrimination, and inappropriate and unlawful gendered behaviors.</p>	<p>The 2022 People Matter results indicated zero reported incidents of sexual harassment at VAGO. However, the 2023 survey reveals a 2% incidence rate among respondents. Despite this uptick, no reports were submitted to Human Resources during the same period. This underscores the importance of revisiting our Sexual Harassment Policy, refining associated training, and enhancing communication and reporting mechanisms within VAGO.</p>	2025	Human Resources	Sexual harassment in the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
Throughout this GEAP, HR will communicate every six months to remind staff about the importance of being vigilant in fostering a workplace culture that rejects sexual harassment and supports people who wish to disclose and report sexual harassment.	Ongoing	All employees are reminded annually about the importance of being vigilant in fostering a workplace culture that rejects sexual harassment and supports people who wish to disclose and report sexual harassment. This is achieved through our annual mandatory training and all staff communications, and compliance monitored through our mandatory annual Employee Declaration requirements. Our six monthly communications to the workforce have not been consistent in the 21/22 and 22/23 reporting years and this is a priority area of focus going forward.	In the fiscal year 22/23, HR did not receive any formal reports of sexual harassment. However, the results from the people matter survey revealed that 2% of survey respondents may have experienced such incidents. Recognising the evidenced low reporting rate for sexual harassment, we understand not every affected employee may come forward. However, this data has prompted us to investigate and further refine our processes to encourage reporting, and support people who wish to disclose and report sexual harassment.	2025	Human Resources	Sexual harassment in the workplace
We will continue to proactively monitor our progress on eliminating sexual harassment in the workplace through our employee relations work and the annual People Matter Survey results and take affirmative action as required.	Ongoing	This is an ongoing action at VAGO.	See above.	2025	Human Resources	Sexual harassment in the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
We will continue to review the gender representation at each stage of our graduate recruitment process and use this data to inform our approaches to graduate attraction and recruitment in following years.	Ongoing	<p>This information is gathered by our graduate recruitment external service provider.</p> <p>In December 2022 to January 2023, we revitalised our graduate recruitment campaign, implementing language adjustments to actively encourage more women to apply. Emphasising our Better Normal principles and our distinctive approach to flexible work, we sought to showcase a strong differentiator from our competitors.</p>	The data collected from the 2023 campaign demonstrates the effectiveness of our strategy in boosting the number of applications and appointments of women graduates. This positive outcome reflects the success of our initiatives, and we will leverage this valuable insight for future campaigns and modifications.	2025	Human Resources	Recruitment and promotion practices in the workplace
We will continue to use our existing diversity statements in all of our recruitment adverts and enhance them as required.	Ongoing	This is an ongoing action. Our diversity statements are used in all of our external job advertisements and recruitment campaigns.	Our diversity statement in recruitment was refined in December 2023 in partnership with our Diversity, Inclusion, and Belonging Working Group. This change aims to more effectively encourage candidates from diverse backgrounds to apply and more accurately reflects our unwavering commitment to fostering a safe and inclusive workplace.	2025	Human Resources	Recruitment and promotion practices in the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
HR will add gendered recruitment statistics to our annual reports, such as the number of applications received, interviews held and appointments made to investigate and address any significant inequities in the following year.	Not started	This data was not available for the 21/22 and 22/23 reporting period. We are focused on streamlining our recruitment processes and enhancing our systems and reporting via our SuccessFactors Enhancements project to enable us to capture this information going forward. We envisage we will be in a position to report on this in our 2024/25 Annual Report.		2025	Human Resources	Recruitment and promotion practices in the workplace
In 2022, HR will review all existing job profiles that automatically populate job advertisements using SuccessFactors' in-built gender neutrality software to use gender neutral contemporary language.	Complete	This action was completed in 2022. We used the gender-neutrality software to update our position descriptions, which are used to populate our job advertisements. This task was repeated in 2023.		2022		Recruitment and promotion practices in the workplace
In 2022, HR will develop an employee value proposition that considers our workforce composition and gender equality initiatives in support of our commitment to gender equal recruitment and promotion that is intersectional.	In progress	This strategy was delayed until 2023 due to resourcing constraints. Our employee value proposition (EVP) project kicked off later in the 2022/23 reporting year and is imminently set for completion.	'Informative 'drop-in' employee feedback workshops were conducted in our central office to enhance our Employee Value Proposition (EVP) and ensure its accurate reflection of the aspects within our workplace that motivate and engage our employees. These sessions garnered robust participation and engagement levels.	GEAP timeline is 2022. Revised timeline is 2024.		Recruitment and promotion practices in the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
In 2022, HR will develop mandatory training for all panel interviewers to upskill on contemporary methodologies with a deliberate focus on gender and diversity barriers and opportunities.	In progress	<p>This strategy has faced delays due to resourcing constraints within the HR team. In the interim, we have taken the following actions:</p> <ul style="list-style-type: none"> Continued the delivery of our mandatory annual unconscious bias training, which covers equal opportunity in recruitment. Developed and implemented mandatory Better Normal training for all employees through induction, incorporating contemporary research and addressing best practices in hybrid working. Learnings from this training are applied in all hybrid settings, including interviewing. Ensure a HR member sits on all recruitment panels. <p>Notwithstanding the above, we remain committed to delivering specific interview panel training during our current Gender Equality Action Plan 2022-2025.</p>		GEAP timeline is 2022. Revised timeline is 2025.	Human Resources	Recruitment and promotion practices in the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
We will continue to provide development opportunities through flexible means to give all staff an equal opportunity to participate.	Ongoing	VAGO's better normal policy enables all staff, regardless of role or level, the autonomy to work flexible daily hours and from any location that best suits their needs. All employees, including leaders, are also encouraged to pursue additional forms of flexibility via formal requests such as via part time work or compressed hours as needed. We extend this flexibility to our training and engagement activities as well to ensure all employees can engage with learning opportunities at their own convenience. We provide all of our workplace learning online and where practicable, host events or social activities in a hybrid environment.	Notwithstanding that all of our training is delivered in a hybrid mode, our 2023 People Matter Survey results show that only 55% of our employees felt satisfied that their learning and development needs were met in the preceding year. Work continues to ensure our employees receive the required level of development they need to do their roles.	2025	Human Resources	Availability and utilisation of terms, conditions and practices relating to: <ul style="list-style-type: none"> • family violence leave • flexible working arrangement • working arrangements supporting employees with family or caring responsibilities

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
<p>We will continue to be innovative through our commitment to our better normal principles by offering every employee exceptionally flexible work-life balance options. We will continue to provide best practice equipment and set-ups in employees' homes. We will monitor the impact of these changes on our employees through our better normal review processes.</p>	Ongoing	<p>VAGO continued to offer best practice equipment set ups to all new employees during the reporting period. These setups include standing desks, dual monitors, laptop risers and ergonomic chairs.</p> <p>During the 22/23 fiscal year, we also conducted a comprehensive review of our Better Normal policy and principles in collaboration with our workforce.</p>	<p>Our workstation set ups provide employees an optimal home workspace that is completely adjustable for optimal ergonomics for all workers regardless of differing physical features such as height. VAGO has not received any reports of work related musculoskeletal injuries during the reporting period.</p> <p>Additionally, during the Better Normal review, whilst a minority of survey respondents expressed that the policy did not entirely align with their preferences, the majority of respondents provided overwhelmingly positive feedback. Following the review, we refined our Better Normal Principles for enhanced clarity and have made a commitment to maintain the policy.</p>	2025	Human Resources and Information Technology	<p>Availability and utilisation of terms, conditions and practices relating to:</p> <ul style="list-style-type: none"> • family violence leave • flexible working arrangement • working arrangements supporting employees with family or caring responsibilities

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
We will continue to work with employees to support them through perimenopause or menopause, such as by using the provisions within our better normal principles or broader flexible work policies to adapt their work schedule or role.	Ongoing	This is an ongoing commitment at VAGO. VAGO offers significant informal flexible working options as part of our Better Normal practices. All employees, regardless of gender or role can work flexible start and finish times, accrue flexitime for future time off and work remotely as a standard practice. Additionally, employees are encouraged to make requests for formal flexible arrangements as needed, such as working compressed or part time hours.	One of significant advantages of our standard informal flexibility options is that individuals experiencing perimenopause or menopause need not disclose their situation in order to access flexible work. While we actively work towards creating a workplace where individuals feel comfortable sharing such experiences if they choose to, our flexible policies provide the added benefit of not requiring this disclosure.	2025	Human Resources	Availability and utilisation of terms, conditions and practices relating to: <ul style="list-style-type: none"> • family violence leave • flexible working arrangement • working arrangements supporting employees with family or caring responsibilities
In 2022, HR will roll out our 'how to work remotely' and 'how to manage remotely' training as an already agreed action for our better normal principles project and People Matter Action Plan.	Complete	VAGO engaged an external provider to develop and deliver these two training packages in October 2022, with a program designed to cover mental health, drivers of stress, hybrid leadership and creating healthy work cultures. This training was subsequently cancelled due to cost. VAGO instead developed our own internal mandatory Better Normal training to guide employees and leaders on best practice hybrid working. This training is informed by contemporary research.	This training embeds our commitment to flexibility in our workplace whilst educating our workforce on how to maximise productivity, inclusion and wellbeing.	2022	Human Resources	Availability and utilisation of terms, conditions and practices relating to: <ul style="list-style-type: none"> • family violence leave • flexible working arrangement • working arrangements supporting employees with family or caring responsibilities

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
<p>In 2022, HR will undertake our 'people manager principles' project. In the gender space, this will include topics such as:</p> <ul style="list-style-type: none"> encouraging flexible working arrangements for all employees (not just employees who have parenting or care responsibilities) career support keeping in touch with employees who are on long-term leave to ensure that managers are equipped to support them to better understand career opportunities and access flexible work arrangements. 	Void/ cancelled	<p>The primary aim of the people manager principles project was to enrich existing manager training programs by incorporating a 'soft skills' perspective. VAGO has since cancelled this project, but elements of this have been incorporated into other initiatives, such as:</p> <ul style="list-style-type: none"> we actively promote flexible working arrangements and career support to our workforce through regular all staff communications. including a requirement in our flexible working policy for managers to keep in touch with employees on long-term leave refining our better normal principles to ensure they appropriately support our workforce. 	<p>In our 2023 People Matter Survey, 94% of respondents expressed confidence in their managers supporting flexible work, and 93% believed that a request for a flexible work arrangement would receive due consideration. It is noteworthy that our results remain 20% higher than that of the broader public sector.</p>	2022	Human Resources	<p>Availability and utilisation of terms, conditions and practices relating to:</p> <ul style="list-style-type: none"> family violence leave flexible working arrangement working arrangements supporting employees with family or caring responsibilities

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
We will continue to engage with employees to support informal learning and build awareness of gender equality and intersectionality with our program of activities and events, including International Women's Day, LGBTQIA+ festivals and events, and significant cultural events, including National Reconciliation Week and NAIDOC week.	Ongoing	We continue to engage with our workforce through regular communications and events to celebrate diversity days of significance. The days we have celebrated include but are not limited to International Women's Day, Harmony Day, Ramadan, Midsumma, International Day of Persons with a Disability and Intersex Awareness Day. Additionally, employees have been invited to attend related events to increase engagement and awareness, such as the International Women's Day gala dinners and Reconciliation Week activities.	These communications play a crucial role in nurturing our inclusive culture while enhancing employee awareness of equality and intersectionality. This approach has proven effective in fostering an environment where employees have felt comfortable enough to contribute to these communications by sharing their own personal stories and experiences via our all staff Teams channels.	2025	Human Resources	Gendered segregation within the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
We will continue to stay connected with various VPS networks and promote opportunities for staff to participate where appropriate.	Ongoing	We strongly encourage all HR staff to join the VPS Innovation Networks, particularly the diversity networks. This commitment is also explicitly outlined in the terms of reference for our Diversity, Inclusion, and Belonging working groups, requiring that all members align with the relevant diversity network and actively promote network events within their respective work areas. Moreover, during celebrations of diversity days of significance and when highlighting VPS network events, we actively endorse these networks to all staff, to foster increased engagement, participation and network membership.	Over the reporting period we have promoted the following VPS diversity networks to our workforce: Women of Colour Network (21/22); VPS Enablers network (22/23); VPS Pride Network (21/22&22/23) via our principal communication platform Microsoft Teams. Each post received engagement rates (likes, reactions) of between 16-20% of our workforce.	2025	Diversity, Inclusion and Belonging plan working groups	Gendered segregation within the workplace
We will continue to deliver our mandatory 'diversity and inclusion—unconscious bias' training.	Ongoing	This training is part of the mandatory suite of learning at VAGO that all new employees must complete upon commencing with VAGO. Additionally, all existing employees must re-complete this training annually.	Although we consistently provide our mandatory diversity and inclusion throughout the year, 15% of VAGO People Matter survey respondents expressed uncertainty about witnessing or experiencing discrimination in the workplace. This discovery has prompted a need to comprehensively review of our training content, including Appropriate Behavior training, to ensure its effectiveness and relevance.	2025	Human Resources	Gendered segregation within the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
Our Financial Audit and Performance Audit business units will continually engage with clients and audit service providers to promote our Gender Equality Action Plan and our expectations about client interactions.	Void/ cancelled	<p>It appears we did not give due consideration to this strategy when creating our GEAP.</p> <p>VAGO cannot exert influence or control over the policies of audit service providers (ASPs), as doing so would compromise the integrity of our auditing work. While we are unable to implement this strategy, we remain committed to exemplifying supportive behaviors for gender equality. This commitment is demonstrated through actions such as publishing statements in our annual reports and making our Gender Equality Action Plans accessible on our website.</p>		NA	NA	Gendered segregation within the workplace
In 2023, HR will review of all of our HR policies, procedures and forms to ensure they contain gender-neutral language and are free from gender bias.	Complete	All documents were reviewed in June 2023 and updated.	We conducted a review of our HR policies, procedures, and forms, aligning with the Australian Government Style Manual for gender-neutral language and the Victorian Government LGBTIQ+ Inclusive Language Guide. HR identified no instances of gendered language in our documents. However, we are committed to an ongoing effort to vigilantly monitor and address any potential instances during each policy review.	2023	Human Resources	Gendered segregation within the workplace

Strategies and Measures

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator
The actions we are undertaking against indicator 5 (specifically the graduate recruitment action), will help us provide a more gender-equitable talent pipeline in Financial Audit.	In progress	This strategy is dependent on successful delivery of our strategies and measures under indicator 5 in our GEAP. As these strategies progress, we aim to see increasing gender shifts in our talent pipelines.	Our workforce analysis indicates positive progress towards this objective. In 2023, marking the first time in the past three years, the representation of women in Financial Audit graduate roles not only surpassed that of men but did so at double the rate.	2025	Human Resources	Gendered segregation within the workplace
The leadership development action we are undertaking against indicator 1 will also help to provide greater gender equality at senior levels in Financial Audit.	In progress	This strategy relies on the implementation of our leadership program, as outlined in indicator 1. We anticipate that as our leadership development initiatives progress, the outcomes associated with this strategy will also improve.	Our analysis as at 30 June 2023 has shown a positive shift in representation of women in leadership positions within Financial Audit. Our analysis shows a higher representation of women at the VPS5 level, with an increased number of women at the SES level compared to 2021. Gender representation at the VPS6 level has remain unchanged with 55% men and 45% women.	2025	Human Resources and Financial Audit	Gendered segregation within the workplace

VAGO

Section 3: Workplace Gender Equality Indicators

Progress

7 indicators of workplace gender equality

We structured our Gender Equality Action Plan around the 7 indicators of workplace gender equality to meet our reporting obligations outlined in the *Gender Equality Act 2020*.

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
 - working arrangements supporting employees with family or caring responsibilities.
7. Gendered segregation within the workplace.

Factors

- a. The size of the defined entity, including the defined entity's number of employees.
- b. The nature and circumstances of the defined entity, including any barriers to making progress.
- c. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
- d. The defined entity's resources.
- e. The defined entity's operational priorities and competing operational obligations.
- f. The practicability and cost to the defined entity of making progress.
- g. Genuine attempts made by the defined entity to make progress.

Want to find out more?

View our unabridged Gender Equality Action Plan here:

[VAGO Gender Equality Action Plan 2022-2025](#)

Workplace Gender Equality Indicators

Indicator	Confirm if progress made	Progress description	Factors that have affected VAGO's progress against this indicator
Gender composition of all levels of the workforce	Yes	<p>Workforce gender composition Our workforce increased from 195 headcount in 2021 to 205 in 2023 and our overall gender composition has remained steady (slight increase of 0.5% in representation of women and 1% increase in representation of employees with a self-described gender since 2021). In 2021 no employees recorded their gender as self-described compared to 2 employees in 2023.</p> <p>Gender composition by business unit While our overall organisational gender composition has remained stable, notable changes have occurred at the business unit level. The Audit Support and Financial Audit units have witnessed a respective increase of 10% and 8% in representation of women. In contrast, the Parliamentary Reports and Services (PRS) (formally Performance Audit) unit experienced a 7% decline in the representation of women. Interestingly, this shift has led to a slightly more gender-equitable dynamic within the PRS business unit, with the ratio changing from one man for every five women in 2021 to one man for every four women in 2023.</p> <p>Gender composition by VPS grade Our data indicates a noteworthy 10% rise in women at the VPS2 level, representing our graduate positions. This suggests that our initiatives to enhance the representation of women via our graduate pipelines are yielding positive results. Conversely, we have observed a 9% increase in women in our executive leadership positions, achieving a balanced 50/50 gender ratio, up from 38% in 2021. No employees in the executive cohort have disclosed a gender other than man or woman. However, there is a 22% decrease in the representation of women at the VPS4 level compared to 2021. Upon closer examination, this shift is predominantly evident in the Financial Audit sector. Interestingly, the data reveals a notable increase of one-third in the number of women at the VPS5 level in Financial Audit, surpassing the equal split observed in 2021.</p> <p>Overall our data shows significant improvement in our gender equal composition at all levels of our workforce and positive progress against indicator 1 - Gender composition of all levels of the workforce. We will continue to refine our reporting and analysis over the following 2 years of our GEAP to observe and better measure and investigate the drivers of gender composition changes in our organisation.</p>	Nil.

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Gender composition of governing bodies	Yes	VAGO do not have a governing body as defined under the Act and therefore we do not have data to report under this indicator.	Not applicable.

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<p>Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender</p>	<p>Yes</p>	<p>Our data reveals significant strides in narrowing the gender pay gap since our 2021 results.</p> <p>In 2021, our median base salary pay gap stood at 4.2%, notably decreasing to 0.1% in 2023. Similarly, our mean base salary pay gap reduced from 7.6% in 2021 to 6.2% in 2023, employing the Gender Commission's pay gap calculations. In contrast, our internal calculations in our Annual Report indicate a median gender pay gap of 0% and a 3% mean pay gap. We place greater confidence in the median pay gap as a more accurate indicator for pay comparisons at VAGO due to the organisation's small size, where minor workforce changes can significantly impact mean pay gap calculations.</p> <p>Upon closer examination, significant pay gaps in favor of men emerge within the highest-ranking positions in our organisation (1 and 2 reporting lines from the Auditor-General). At this level, our median pay gap ranges between 27.6% and 19.4%, while mean results vary between 27.6% and 5.2% in favor of men. This underscores the validity of using median calculations for gender pay gaps in smaller organisations like ours. Despite progress for women in leadership roles, this data emphasises that closing the gender pay gap for our senior leaders has not been as successful as increasing the number of women in these positions.</p> <p>We are pleased to report a nil median pay gap at all other levels of the organisation between men and women, despite fluctuations in mean calculations ranging from 4.6% in favor of women to 4.3% in favor of men. Given our confidence in the median pay gap as a more accurate workforce indicator, this calculation will guide our assessment of success.</p> <p>While we have made strides in closing the gender pay gap for women, our overall median pay gap for employees with a self-described gender is 10% with a mean pay gap of 20.8%. As there were no self-described gender employees in 2021, benchmarking against that year is not possible. However, recognising the substantial differences in the pay gap for self-described employees compared to women, we acknowledge the need to delve into the drivers of these discrepancies, focusing on this aspect ahead of our 2025 reporting.</p> <p>In summary, our confidence in the improvements made for women is underscored by the 0.1% median pay gap. Nevertheless, this data underscores the necessity for a concentrated effort on addressing the pay gap in leadership positions and among self-described gender cohorts moving forward.</p>	<p>The size of the defined entity, including the defined entity's number of employees.</p> <p>VAGO's workforce fluctuates significantly throughout the year, usually between 170 to 210 employees due to the nature of the work we perform, and the need for short term labour increases during peak periods. These fluctuations coupled with the small size of our workforce causes significant fluctuations in our gender pay pay gap calculations. For this reason, we do not hold great confidence in mean pay gap calculations. We believe the median pay gap method provides a more accurate and consistent representation of the gender pay gaps in our workforce.</p>

Workplace Gender Equality Indicators

Indicator	Confirm if progress made	Progress description	Factors that have affected VAGO's progress against this indicator
Sexual harassment in the workplace	No	<p>At the time of our 2021 Gender Audit reporting, no formal reports of sexual harassment were lodged with Human Resources despite 1% of respondents to the 2021 People Matter Survey (PMS) disclosing they had experienced sexual harassment. The 1% of reports of sexual harassment in the 2021 PMS were made by women, with no intersectional overlays with cultural background or disability.</p> <p>In the 21/22 year, Human Resources did not receive any formal reports of sexual harassment, and the 2022 PMS did not identify any incidents. In the 22/23 year, no formal reports were submitted to Human Resources, however 2% of all 2023 PMS respondents reported experiencing sexual harassment during this period.</p> <p>Breaking down the sexual harassment reports from the 2023 PMS survey, 3% of women reported experiencing sexual harassment, while men made no reports. Notably, 7% of PMS respondents with disabilities and 10% of respondents with a self-described gender reported experiencing sexual harassment in the 22/23 year compared to 0% in 2021. Additionally, 5% of respondents born outside Australia reported experiencing sexual harassment, compared to zero reports from Australian-born respondents.</p> <p>This data highlights an intersectional overrepresentation of sexual harassment reports among individuals with disabilities, those with a self-described gender, and those from diverse cultural backgrounds. These results are disappointing and indicate that our efforts in preventing sexual harassment, particularly among our diverse cohorts have not yielded the expected success.</p> <p>Recognising the need for a comprehensive understanding, we are committed to exploring the drivers behind these results and addressing barriers hindering our employees from making reports. Our initiatives will include a thorough review of our sexual harassment policy, enhanced educational programs, clarification of reporting processes, and ensuring robust support mechanisms for employees making reports. Understanding the challenges related to low reporting rates, and given the evidence showing our workforce preference to making anonymous reports via the PMS, we will explore options to enable anonymous reporting mechanisms outside of the PMS. While anonymous reporting may not always provide sufficient details to address individual cases, we recognise its value in monitoring trends and informing prevention strategies.</p> <p>Given the increase in the number of reports of sexual harassment via the 2023 People Matter survey and the significant intersectional overlay of respondents compared to our 2021 PMS results, we conclude that progress against indicator 3 - Sexual harassment in the workplace has not been made.</p>	<p>The size of the defined entity, including the defined entity's number of employees.</p> <p>The small size of our organisation may deter employees from reporting sexual harassment as they may feel more exposed due to the closer-knit work environments, making the prospect of reporting intimidating. Additionally, fear of potential repercussions, such as continued interaction with the respondent, may deter individuals from coming forward. Underreporting not only hinders the wellbeing of affected individuals but creates a challenge for VAGO to identify trends and address issues proactively.</p>

Workplace Gender Equality Indicators

Indicator	Confirm if progress made	Progress description	Factors that have affected VAGO's progress against this indicator
Recruitment and promotion practices in the workplace	Yes	<p>Recruitment: In 2023, there was a slight increase in the recruitment of women, accounting for 58.5% of new hires, compared to 57.1% in 2021. Notably, we observed a positive shift in recruitment from employees with a self-described gender, rising to 1.5% from 0% in 2021. Ongoing appointments also witnessed positive trends, with 71.1% of women employed in a permanent capacity in 2023, compared to 70% in 2021. For men, ongoing appointments increased from 53.3% in 2021 to 70.8% in 2023.</p> <p>Secondments and Higher Duties: While there was an overall increase in women accessing development opportunities through internal secondments and higher duties in 2023 compared to 2021, the proportions shifted. In 2023, 73% of higher duties were accessed by women, a decrease from 85% in 2021. However, 100% of internal secondments were accessed by women, compared to 67% in 2021. Additionally, we saw a slight increase in women accessing career development training opportunities, with 64.5% in 2023 compared to 59% in 2021.</p> <p>Permanent Promotions: Regrettably, the representation of women in permanent promotions significantly dropped from 93% in 2021 to 38.9% in 2023. Further analysis revealed an increased proportion of promotions for women compared to men in our Audit Support business units, with no change in the Parliamentary and Reporting Services business unit. The majority of this shift in promotions occurred in our Financial Audit business unit, which we have attributed to a higher number of male graduate recruits in 2021. This anticipated trend was called out in our Gender Equality Action Plan 2022-2025. As we have seen a higher number of women graduates recruited in 2023, we anticipate a positive trend in promotions for women in our Financial Audit business unit, and organisation overall, in our 2025 reporting.</p> <p>Exits: There was a negative shift in the exits of women compared to men in 2023, with women representing 53.7% of all exits, up from 47% in 2021. Surprisingly, the Financial Audit team witnessed a 10% decrease in the number of exits of women, reflecting progress in attracting and retaining women in this business unit, particularly in line with our advancements in the Financial Audit graduate pipelines and progress against indicator 7 - Gendered segregation within the workplace.</p> <p>Overall, we acknowledge some level of progress against this indicator, especially given our strategic focus on the Financial Audit business unit. As we enhance our data collection methods moving forward, we anticipate gaining better insights of the drivers of our results.</p>	Nil.

Workplace Gender Equality Indicators

Indicator	Confirm if progress made	Progress description	Factors that have affected VAGO's progress against this indicator
<p>Availability of utilisation of terms, conditions and practices relating to:</p> <ul style="list-style-type: none"> • family violence leave • flexible working arrangements • working arrangements supporting employees with family or caring responsibilities 	Yes	<p>All VAGO employees enjoy standard access to flexible daily work hours, daily remote work options and flex time accrual for future days off, with only part-time work, compressed working hours, purchased leave, and study leave requiring a formal application.</p> <p>Noteworthy improvements in access to formal flexible working arrangements have been observed during the reporting period. In 2023, 26.6% of women and 9.9% of men utilised at least one formal flexible working arrangement, compared to 21.8% and 5.9% respectively in 2021. Only one employee accessed more than one type of formal flexible arrangement.</p> <p>Study leave demonstrated the closest gender-equal access in VAGO, with 46.2% of applications made by men compared to 53.8% by women. Conversely, women continue to be overrepresented in part-time working applications, constituting 78.8% of applications compared to 15.2% from men in 2023. All applications for compressed hours and purchased leave in the 22/23 year were made by women.</p> <p>Data from the People Matter Survey (PMS) indicates that 94% of respondents have high confidence that formal flexible working arrangements would be supported if requested. While there is a marginal difference in responses between men and women, this positive trend diminishes to 87% for respondents with a disability or those with a self-described or non-disclosed gender. Despite the need for improved outcomes in these cohorts, our results remain significantly positive compared to 2021, our comparator group and the public sector.</p> <p>Only one application for family violence leave was made in the reporting period, up from nil in 2021. While we hope these low numbers reflect a lack of employee experiences with family violence, we acknowledge there is an opportunity to enhance our efforts in promoting awareness and supporting employees to feel comfortable seeking leave and related assistance.</p> <p>We conclude from our analysis that we have made positive progress against this indicator. Notwithstanding this progress, this data has highlighted opportunity for continued improvement and focus which we aim to achieve through the implementation of our strategies and measures in the remaining two years of our Gender Equality Action Plan.</p>	Nil.

Workplace Gender Equality Indicators

Indicator	Confirm if progress made	Progress description	Factors that have affected VAGO's progress against this indicator
Gendered segregation within the workplace	Yes	<p>Leadership: We have witnessed encouraging advancements in the representation of women in leadership roles. In 2021, women occupied 41.2% of people leader positions at VAGO, compared to 58.8% held by men. In 2023, this dynamic has shifted in favor of women, with 51.6% of people leadership positions held by women, as opposed to 48.4% by men. Moreover, there have been notable increases in the presence of women in people leadership across our three primary workgroups, including an 18% rise in Audit Support, a 2.9% increase in Financial Audit, and a 17.2% increase in our Parliamentary Reports and Services teams.</p> <p>The representation of women at the Grade 5 and SES1 levels has collectively increased by an average of 14.5%, with a 4.8% upswing in leadership positions at the Grade 6 level. In 2023, women have exceeded the representation of men in leadership positions at the Grade 5 level, reaching 56.3%, compared to 41.7% in 2021. At the SES 1 level, women now hold 52.4% of people leader positions, a significant improvement from 38.1% in 2021. Although men still dominate in leadership positions at the VPS6 level, the gap is narrowing compared to the 2021 results.</p> <p>Financial Audit: The finance and financial audit industry traditionally leans towards male dominance, and we have made concerted efforts to enhance the inclusion of women in our Financial Audit graduate pipelines, aiming to achieve gender balance in this business unit and subsequently increase leadership opportunities for women. It is gratifying to observe that our strategies and measures under indicator 5 have proven successful in attracting and creating a more gender-balanced pipeline. The 2023 graduate intake marked a milestone, as it not only surpassed the number of male graduates from our 2021 reporting but did so at double the rate, with 67% of new graduates being women and 33% men.</p> <p>These findings are assessed as positive progress towards achieving indicator 7 - Gendered segregation in the workforce.</p>	Nil.

VAGO

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