



Frankston City Council
**Gender Equality
Action Plan
2022-2025**

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Acknowledgement of Country

Frankston City Council acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the lands and waters in and around Frankston City, and value and recognise local Aboriginal and Torres Strait Islander cultures, heritage and connection to land as a proud part of a shared identity for Frankston City.

Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions and culture in our community.

Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Part responsible for managing the Aboriginal cultural heritage of the land and waters where Frankston City Council is situated.





CEO Message

On behalf of the Executive Management Team (EMT), I am proud to present Frankston City Council's first Gender Equality Action Plan 2021-2025. There has been considerable discussion within the organisation and consultation with staff in the development of this important Plan for our organisation. The Plan provides a focus on **creating an organisation where all staff have an equal lived experience**, where gender, ethnicity, disability, being of Aboriginal or Torres Strait Islander background are not barriers in recruitment, promotion, learning & development and employment conditions. An organisation where there is zero tolerance to bullying and sexual harassment and ultimately where these behaviours are eliminated.

As the level of government closest to the community, local government is uniquely placed to play a strong leadership role in advancing gender equality both within the community in which we serve as well as within our own organisation.

While there has been significant progress made towards gender equality in Australia in recent decades, there is still a gender gap in the workforce. Women continue to earn less than men, are less likely to advance their careers and retire with less superannuation savings while men have less access to flexible working arrangements.

Council recognises that organisations with greater gender equality in management and senior leadership roles outperform their counterparts in both organisational and financial performance. Some of the strategies identified in this Plan will involve us all increasing our awareness, challenging our unconscious biases and shifting our mindsets to build a stronger organisation which truly reflects our values of kinder-smarter and fairer.

Our Gender Equality Advisory Committee will champion, advocate and oversee the Plan implementation across the organisation lead by our People and Culture team.

I believe the strategies and actions identified in this Plan will promote gender equality and help us make measurable progress towards gender equality within Frankston City Council within the next four years.

Phil Cantillon

Introduction

Gender Equality is an organisational priority for Frankston City Council. We recognise that Gender Equality results in better organisational, community and people outcomes. We will work over the next four years to ensure that Gender Equality is embedded in Frankston City Council's programs and services to deliver better outcomes for the community and the organisation.

Gender Equality is a growing area of focus for Frankston City Council. Gender Equality impacts **the workplace** through the opportunities for employment and promotion, levels of harassment and discrimination, and fair pay for work done.

In this Gender Equality Action Plan (GEAP), you will find Frankston City Council's vision for Gender Equality and the business case to support that vision. You will also read about the consultation on Gender Equality that has been undertaken throughout 2021 and 2022, which has been used as the basis for developing this Action Plan. The most important part of this Action Plan outlines the strategies and actions that Frankston City Council is committing to undertake over the next four years. These strategies and actions were developed based on data that was taken from Council's internal workforce data, People Matter Survey, and consultation data.

By making a commitment to Gender Equality, Frankston City Council is sending a message to current and prospective staff that Frankston is committed to creating a workplace that is equitable and inclusive, making Frankston a truly great place to work for all staff.

Why Frankston is working towards GE



Gender Equality Action Plan

Context

Gender Equality Act requires Frankston City Council to:

1. Conduct a workplace gender audit
2. Develop a Gender Equality Action Plan (GEAP).
3. Conduct Gender Impact Assessments (GIA's)

Background

The Gender Equality Act 2020 was passed on 20 February 2020 with two key aims (1) to require the public sector, universities and local Councils to take positive action towards achieving workplace gender equality and (2) to promote gender equality in their policies, programs and services.

Frankston City Council, along with other defined entities under the Gender Equality Act 2020, are required to conduct a gender audit and utilise the audit results to inform a meaningful Gender Equality Action Plan (GEAP), which is required to be submitted to the Commission for Gender Equality in the Public Sector by the 30 March 2022.

The GEAP comprises the internally focussed aspects of Gender Equality at Frankston City Council. There are additional initiatives aiming to include gender equality into our policies, programs and services as they impact the community. As such, this Action Plan will detail data and initiatives which are focussed internally on the staff, culture and outcomes involved in working at Frankston City Council.

History of Gender Equality at FCC

Historically, diversity and gender equality have not been key strategic priorities for our workforce. The Gender Equality Act provides the impetus to progress this work internally. There has been considerable work done within the Municipal Health and Wellbeing Plan and in other community facing departments of Council to promote diversity and gender within services, programs and initiatives in the community as well as targeted initiatives on family violence.

Context Cont.

How we gathered information on Gender Equality

There are two data sources which have informed the audit portion of the GEAP. These sources were used to underpin many of the consultations sessions that were undertaken with staff on Gender Equality.

The first source is the People Matter Survey data and. Staff were invited to participate in the People Matter Survey in May/June 2021. There were 276 of staff that participated which represented 28% of the workforce.

The second data source is workforce data obtained from our HRIS (Chris 21 payroll system) as at 30 June 2021. The workforce data collected captured the whole of the organisation and included data on gender composition, higher duties/secondments, recruitment, pay data, employment status, and staff who have applied for carers leave.

Direct consultation with staff was conducted through online and face-to-face consultation. These consultations were targeted at specific groups in order to receive a diverse set of perspectives. For example, some consultation sessions were aimed at specific groups of staff e.g. leaders, men, women & gender diverse staff etc.

During these consultation sessions staff shared their insights and experiences in working at Frankston City Council on topics which included leadership opportunities, pay gap, level of flexibility (for women and men), barriers to reporting harassment, and fairness.

This feedback along with the workplace gender audit have informed the strategies and initiatives contained in this Action Plan.

Systemic Barriers to GE

Challenges to Gender Equality do not only exist on the individual or group level, but also in the systems that we are part of. Below are three systemic barriers to Gender Equality. On the following page, our vision statement represents the future of Frankston City Council as we work to overcome these barriers within our own workplace.

Economic Security

01

Economic Security refers to the ability for an individual to afford basic health, food and shelter requirements. It also encompasses the opportunities to achieve higher levels of security and wellbeing through education, training and employment opportunities. Key areas which impact Economic Security include: education, employment, pay, and superannuation.¹

Gender-based Violence

02

Gender-based Violence extends beyond physical violence. Gender-based Violence includes harassment and discrimination, control over others' rights to make decisions, and rigid gender roles and stereotypes.²

Women in Leadership

03

Women in leadership refers to balanced representation of women in decision-making roles, having a say in the strategic direction of organisations. A common refrain related to women in leadership is 'women can only be what they can see'.³





FCC's
vision for
Gender
Equality



Gender Equality Action Plan

Vision Statement

Frankston City Council is striving to develop a culture where all staff can have an equal lived experience. Where gender, ethnicity, disability and being of Aboriginal or Torres Strait Islander background is **not** a barrier to recruitment, promotion, access to learning & development and employment conditions. A culture where all staff are valued for their unique differences and where bullying and sexual harassment are eliminated.



Kinder

We aim to acknowledge difference and not judge it or hold it against someone. We aim for an organisation that is inclusive through creating space for all voices to *speak up* and be *heard*.



Smarter

We aim for an organisation that uses our different perspectives to meet the diverse needs of the community, resulting in better outcomes for all.



Fairer

We aim to treat everyone with fairness and flexibility as individuals which may mean that not everyone is treated exactly in the same way.



Business Case

Gender Equality, and more broadly Diversity, Equity and Inclusion, improves people outcomes within an organisation. In so doing, it also flows to improvements in business outcomes as well. So while Gender Equality can improve the experiences of people working at Frankston City Council, these improvements translate directly into improved outcomes for the community.

For in-depth information on how these outcomes are realised in the workplace, see Appendix A.

Organisational Outcomes

- Attraction and Retention of Talent⁶
- Financial Performance of organisations⁷
- Understanding community needs through representative diversity⁸
- Reduced staff turnover and increased productivity⁹

People Outcomes

- Greater staff wellbeing – greater satisfaction, better mental health, less discrimination and/or harassment⁹
- Female leaders are more likely to be involved in and support staff wellbeing¹⁰
- Fairer opportunities for men to take up flexible work¹¹
- Supporting women in taking up more paid work, earning more super and taking up a fairer level of unpaid work at home^{12,13}

Consultation and Integration



Gender Equality Action Plan

GEAP Consultation

Consultation with staff included feedback from the People Matter Survey, Information sessions with staff outlining the workforce data and more structured consultation sessions facilitated by a consultant.

The People Matter Survey was conducted in May/June 2021, and administered by the Victorian Public Sector Commission in consultation with the Commission for Gender Equality in the Public Sector. The survey provided a safe and anonymous way for employees to tell organisations what they experience in their workplace and provided feedback on different aspects of their workplace experience of gender equality, diversity and inclusion. 273 Frankston staff participated in the survey.

A series of information sessions were held across the organisation and attended by 213 staff. The sessions outlined the data and insights gained from the internal workforce data collected as at 30 June 2021.

Consultation sessions were also arranged for staff to share their personal experiences and to provide more qualitative data to support the workforce data that was analysed. These were attended by ~50 team members from across the organisation and facilitated by Gender works.

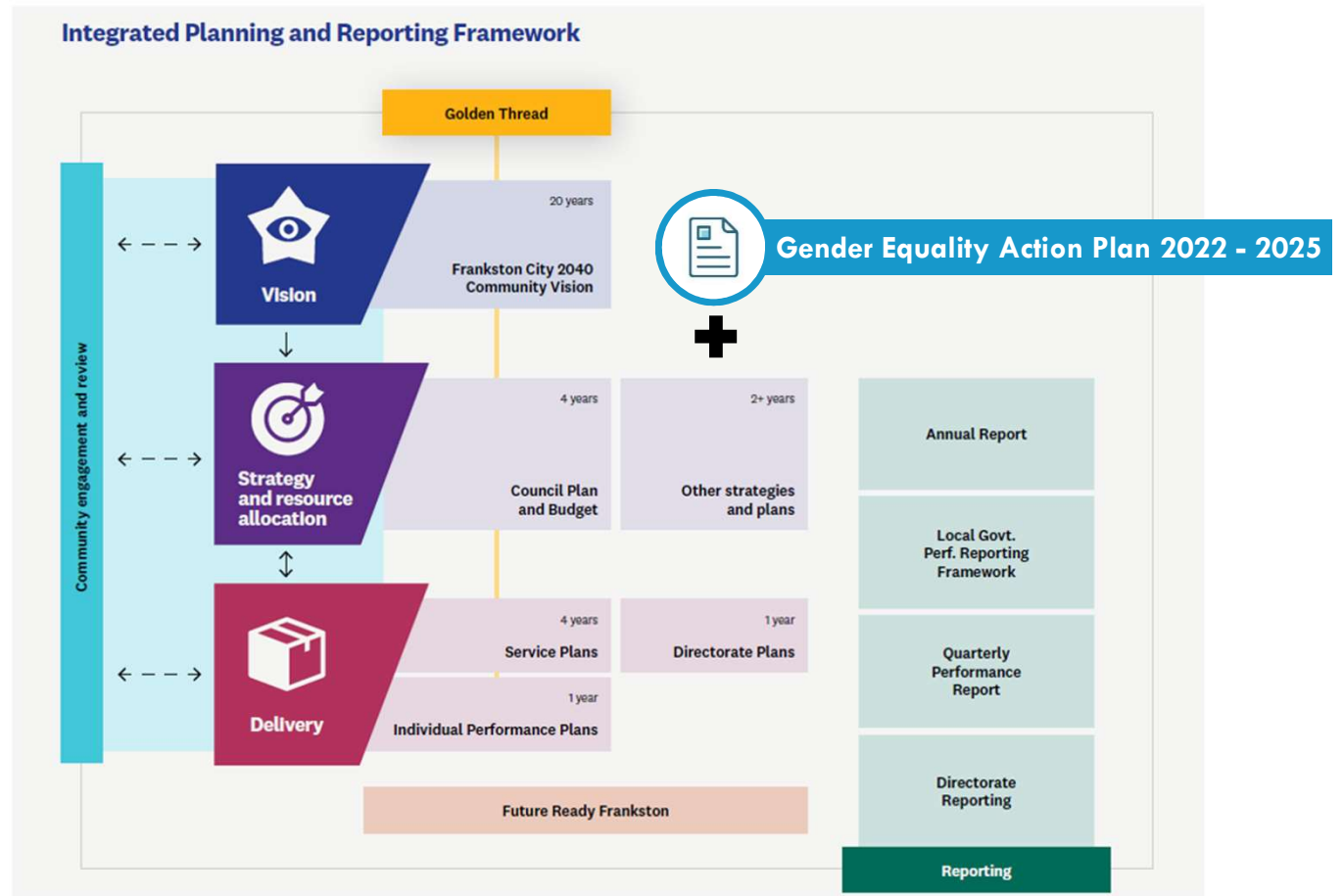
Consultation was also guided by the Gender Equality Advisory Committee consisting of 15 passionate staff from across the organisation. This group met monthly and came together as a resource for consultation, brainstorming and feedback.

FCC was supported throughout the consultation process by GenderWorks, drawing on their expert knowledge and experience to guide FCC through the process of understanding our data and developing a strategic approach to Gender Equality.



Integrated Planning and Reporting Framework

Frankston City Council's Integrated Planning and Reporting Framework ensures that initiatives, plans and programs are cohesive and aimed at delivering outcomes for the community. The GEAP is located within 'Other Strategies and Plans' as it is not directly related to the Council Plan or Community Vision. However, the GEAP is a supporting plan aimed at creating a more supportive, productive and engaging place to work, helping staff to work better together and deliver greater outcomes for Frankston.



Related Plans & Policies

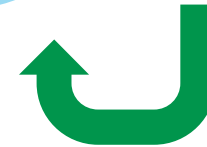
Frankston City Council works with and has developed many strategic plans and policies which support Gender Equality in the workplace. The following are related plans and policies:

Policies

Staff code of conduct
Sexual Harassment Policy
Disciplinary Policy
Flexible Working Arrangements Policy
Enterprise Agreement
OHS Policy



Gender Equality Action Plan 2022-2025



Action Plans

Workforce Plan
Family Violence Action Plan
Reconciliation Action Plan
Health and Wellbeing Action Plan
Disability Action Plan
Stronger Families Plan

Relevant legislation

The Gender Equality Action Plan also includes principles from the following legislation:

Local Government Act (2020)

Fair Work Act 2009 (Cth)

Equal Opportunity Act 2010 (Vic)

Australian Human Rights Commission Act 1986 (Cth)

Charter of Human Rights and Responsibilities Act 2006 (Vic)

Sex Discrimination Act 1984 (Cth)

Workplace Gender Equality Act 2012 (Cth)

Age Discrimination Act 2004 (Cth)

Disability Discrimination Act 1992 (Cth)

Occupational Health and Safety Act 2004 (Vic)

Racial and Religious Tolerance Act 2001 (Vic)

Racial Discrimination Act 1975 (Cth)

Strategies for 2022-2025

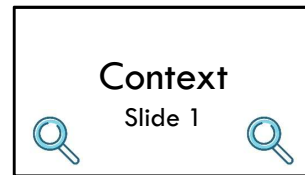


Gender Equality Action Plan

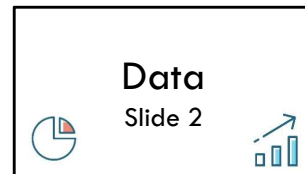
Overview

In this section, we will share data and actions for progressing Gender Equality at Frankston City Council. These strategies are based on 7 indicators as these are the areas that the Commission for Gender Equality outlined as requiring mandatory consideration. Each indicator has three slides as outlined below – context, data and strategies.

Structure for each indicator



The 'Context' slide outlines the information referred to by the indicator. For example, Indicator 5 'Recruitment and Promotion' contains data and strategies relating to promotions, higher duties, recruitment practices and more.



The 'Data' slide offers up data related to the topic. This data is informative because it outlines the current state of Frankston City Council. Additionally, this data formed the basis of developing many of the strategies and approaches for each topic. For example, Indicator 1 'Workforce Composition' data shows that men are slightly more likely to be in leadership roles than women, given their population. That data was used to inform strategy 1.1 and the value of applying a gender lens to recruitment of leaders into the organisation.



The 'Strategies' slide outlines the strategies and approaches that Frankston City Council have committed to in order to support gender equality related to that topic. For example, strategies related Indicator 4 'Harassment and Discrimination' outline how Frankston City Council will work to identify and reduce experiences of harassment, bullying and discrimination in the workplace.



Workforce Composition Indicator 1

Context

Workforce Composition refers to the proportions of people that make up Frankston City Council's workforce. For example, workforce composition could refer to gender, aboriginality, carer status, disability, age, and more. By understanding the proportions of the workforce that identify with these identity groups, we can better see the diversity of council.

By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity. We acknowledge that due to our current IT systems that we do not collect data on aboriginality, carer status, disability and ethnicity. This will be addressed through the Action Plan period.



Workforce Data

- Across all 983 staff, 64% are women and 36% are men.
- Employment statuses of Men – 72% FT, 16% PT, and 12% Casual
- Employment statuses of Women – 33% FT, 47% PT, and 20% Casual



Workforce Data

- Proportionally, 21% of men are in leadership roles compared to 16% of women.
- Additionally, the majority of leadership roles are full time roles, with only female leaders working part-time or casual leadership roles.



PMS Data

Women more likely to feel that flexible working or caring responsibilities are a barrier to success at the organisation, especially compared to men



Consultation Data

Some roles are necessarily full time, others are simply more easily managed as full time roles. Some men do not have the access to part-time roles that women do.

Data & Insights

Workforce Composition

Insights

- Some jobs are assessed on ease of manageability rather than the needs of staff. Full time hours are *assumed* to be necessary for particular roles.
- Men can find that without a strong enough reason i.e. caring responsibilities, they do not have the opportunity to go part-time.
- Women perceive caring responsibilities and the need for flexibility as barriers to progression in the organisation.
- Women are more likely to take up caring or flexible work options, and they are more likely to experience these options as being barriers to being successful at FCC. This may impact on the ability for women to take up leadership roles.
- The majority of women working part-time impacts earnings, at-home responsibilities, career opportunities and more.

Related Strategies

1.1, 1.2, 1.3, 6.1, 6.2

Indicator 1

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Women, men and gender diverse people are equitably represented in leadership	1.1 - Recruit, retain and effectively support women and gender diverse people to ensure gender diverse representation at leadership levels	<ul style="list-style-type: none"> 1.1.1 - Apply an intersectional gender lens to recruitment practices for leaders (contracts with agencies) 1.1.2 - Review leaders job descriptions 1.1.3 - Apply a gender lens to Kick start leaders program (track by gender) 1.1.4 - Exiting leaders interview with external provider 	✓ ✓	✓ ✓	✓ ✓	✓ ✓	<ul style="list-style-type: none"> 52% of Managers, Directors and CEO are men and 48% are women 0 Gender Diverse leaders 	<ul style="list-style-type: none"> Track gender of leaders quarterly to monitor any shifts or reduction in the number of women Increase in representation of leaders who are gender diverse
Leaders are skilled and confident to lead on workplace gender equality and inclusion	1.2 - Build leaders skills and confidence to lead a gender equitable and inclusive workplace	<ul style="list-style-type: none"> 1.2.1 - Inclusive Leadership\Gender Equity training delivered to all leaders 1.2.2 - Leaders onboarding inclusive of Inclusive Leadership training 	✓	✓	✓	✓	<ul style="list-style-type: none"> NIL 	<ul style="list-style-type: none"> 100% of leaders with direct reports have completed Inclusive Leadership training Training integrated into leaders onboarding
Leaders are accountable for achieving workplace gender equality	1.3 - Improve leadership accountability through gender equity measures and approach, improved systems and reporting	<ul style="list-style-type: none"> 1.3.1 - Update leaders job descriptions to include gender equitable and inclusive leadership 1.3.2 - Leaders' KPIs updated to include at least one regarding gender equitable and inclusive leadership 		✓ ✓	✓ ✓	✓ ✓	<ul style="list-style-type: none"> NIL 	<ul style="list-style-type: none"> Leaders job descriptions are inclusive of gender equitable and inclusive leaders All leaders have at least 1 KPI on GE&I leadership
Address workplace gender stereotypes that impact the workplace experience of people of different identities	1.4 - Breakdown workplace gender stereotypes and challenge assumptions about the experiences and roles of women, men and gender diverse people	<ul style="list-style-type: none"> 1.4.1 Whole of organisation Gender Equity and Bystander training rolled out departmentally 	✓	✓			<ul style="list-style-type: none"> Current offerings related to diversity, gender and more - 0 	<ul style="list-style-type: none"> All teams complete Gender Equity and Bystander training (2022/3) Gender Equity and Bystander Training included in induction program for new employees



Council Composition

Indicator 2

Context

Given the nature of gender equality, it is crucial that governing bodies are reflective and involved in the application of gender equality. At Frankston City Council, our governing body are the elected Councillors that make up the Council.

Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table that represent the community, workforce and more.



Workforce Data

- Council's composition is 67%M: 33%F (6M:3W)



Workforce Data

- Limited data on the identities of Councillors e.g. cultural identity, age, disability, etc.



PMS Data

- N.A



Consultation Data

- N.A

Data & Insights

Council Composition

Insights

- The gender composition of the Council has stayed the same for the last three council terms. (6M: 3W).
- In the 2020 local government elections in Victoria elected 272 Female Councillors or 48% of Councillors are women which is higher than the Frankston composition of 33%.

Related Strategies

2.1, 2.2, 2.3, 8.1

Indicator 2

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Data collection on Council members meets the legislated requirements under the <i>Gender Equality Act 2020</i> Council promotes gender equality	2.1 - Strengthen data collection processes for Council in terms of gender and other attributes	<ul style="list-style-type: none"> 2.1.1 - Communicate the needs for intersectional data collection to Council and address privacy issues 2.1.2 - Provide all Councillors with the opportunity to update details regarding their attributes 	✓				• NIL	• Processes for data collection of board members are inclusive of all attributes prescribed under the Gender Equality Act
	2.2 - Improve Council capacity and commitment to leading on workplace issues of gender and inclusion	<ul style="list-style-type: none"> 2.2.1 - Apply an intersectional gender lens to Councillor induction program 2.2.2 - Councillors completes Gender Equitable and Inclusive Leadership training 2.2.3 - Regular reporting of Gender Equality data 		✓	✓	✓	• NIL	<ul style="list-style-type: none"> Induction process is gender equitable and inclusive Councillors complete Gender Equitable and Inclusive Leadership training Established annual reporting to Council on progress
Council reflects community composition in terms of gender and other attributes	2.3 - Implement best practice strategies to promote Council as being inclusive of people of all genders and identities	<ul style="list-style-type: none"> 2.3.1 - Benchmark other Council programs directed at increasing diversity of representation 			✓		• NIL	• TBC

Gender Pay Gap Indicator 3



Context

The gender pay gap measures the difference between the average earnings of women and men in the workforce. The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.

The gender pay gap is persistent in Victoria and as at May 2021 stands at 12.2%, according to the Australian Bureau of Statistics⁴. In the Victorian public sector, the gender pay gap is 2%⁵.



Workforce Data

Looking at the **whole of FCC**, there is **no pay gap towards either gender** – more favourably towards women if you use the median average, and more favourably towards men if you use the mean average



Workforce Data

Looking only at banded roles (864/983 staff), there is a pay gap that favours men over women. This gap ranges from 1% to 9%, depending on the average taken.



PMS Data

Open text comments revealed some data from female respondents concerning their belief that they felt they were being paid less than similarly qualified and experienced male counterparts.



Consultation Data

- N.A

Data & Insights

Gender Pay Gap

Insights

- The Victorian average for the pay gap is -12.2%, favouring men. For Frankston City Council, the overall pay gap is negligible which is a very positive sign.
- When looking only at banded roles, however, there is a pay gap that favours men in most circumstances. Some contributing factors include the nature of the work, the higher proportion of men in leadership roles, greater pay from allowances, increased overtime etc.
- Going band by band, base remuneration reveals that women are paid equally at all bands up to band 7C where base remuneration begins to favour men for the remaining bands (7 & 8). In total remuneration, there are multiple bands where men are paid more than women by anywhere up to 25%.

Related Strategies

3.1, 7.1

Indicator 3

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Pay gap is more clearly understood at Frankston	3.1 Increase organisational pay gap literacy and transparency	<ul style="list-style-type: none"> 3.1.1 - Investigate pay gaps across the organisation with focus on those levels highlighted in the Workplace Gender Audit report 3.1.2 - Investigate pay and level differences across areas of the organisation that are traditionally seen as male or female (reviewing level and responsibility) and develop a plan to address this. 		✓			<ul style="list-style-type: none"> Organisation wide pay gap of 3.5% favouring women (mean) and 3.4% favouring men (median) Male coordinators earn on average 10% more for both base and total remuneration than women Pay in banded roles favour men anywhere from 1 to 9%. 	<ul style="list-style-type: none"> Pay gap eliminated or explained at all levels in the organisation



Harassment & Discrimination Indicator 4

Context

Sexual harassment in the workplace is common in Australia, including Victoria. It causes financial, psychological, and physical harm to victim survivors. It also has a significant economic cost to organisations and the community.

Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is.

By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment.



Workforce Data

0 formal reports of harassment or discrimination



PMS Data

FCC staff did not submit any formal complaints of inappropriate workplace behaviour, either to People & Culture or the Stopline in the previous 12 months most often because they were either worried about negative consequences for themselves or felt that it would not make a difference.



PMS Data

The most common forms of negative behaviour experienced at FCC within the past 12 months were bullying (23% of PMS respondents), sexual harassment (8%), and discrimination (6%).



PMS Data

There was 69% of agreement among female respondents and 70% agreement among male respondents that they feel safe to challenge inappropriate behaviour at work.

Data & Insights

Harassment & Discrimination

Insights

- Leaders play a critical role in building a culture that prevents sexual harassment and bullying.
- People are experiencing bullying, harassment and discrimination in the workplace at a rate slightly higher at FCC than the LG average.
- People are experiencing bullying, harassment and discrimination in the workplace and are not formally reporting these matters.
- There is some sentiment held by a number of FCC staff that favouritism allows those who display negative behaviours to not face negative consequences.

Related Strategies

4.1, 4.2, 7.2

Indicator 4

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
A workplace free from sexual harassment and discrimination	4.1 Build a positive culture free from sexism, racism, homophobia, ableism and transphobia	<ul style="list-style-type: none"> 4.1.1 - Review sexual harassment policy through an intersectional gender lens 4.1.2 - Endorse and implement all 11 recommendations from the VAGO survey into SH in the LG sector 4.1.3 - Workplace Gender Equity and Bystander training 4.1.4 - Dismantling Bias Training: Workplace Sexism, Racism, Ableism and Homophobia 4.1.5 - Preventing and Responding to Sexual Harassment for Leaders training 4.1.6 - Apply an intersectional gender lens to mandatory Sexual Harassment training (compliance). Conducted face-to-face (preferably) 	✓	✓	✓		<ul style="list-style-type: none"> 8% of women and 5% of men respondents to People Matter survey experienced sexual harassment in the previous 12 months (PMS 2021) 69% agreement by female respondents and 70% agreement by male respondents reported they feel safe to challenge inappropriate behaviour (PMS 2021) 26% women and 28% men witnessed negative behaviours in the previous 12 months (PMS 2021) 64% agreement by female respondents and 67% agreement by male respondents that FCC took steps to eliminate bullying, harassment and discrimination (PMS 2021) 	<ul style="list-style-type: none"> All departments undertake Gender Equity and Bystander Training (2022) <i>also included under indicator 1 & 7</i> All departments undertake Dismantling Bias training Increase % of women and men who feel safe to challenge inappropriate behaviour Increase in % of women and men who agree that FCC takes steps to eliminate bullying, harassment and discrimination
	4.2 Improve the experience of people who experience sexual harassment	<ul style="list-style-type: none"> 4.2.1 - Develop process to assess complainants' satisfaction of formal complaints of sexual harassment 4.2.2 - Additional question regarding sexual harassment included in staff survey 	✓	✓			<ul style="list-style-type: none"> 0 formal report of sexual harassment (include confidence to report SH to P&C in staff survey – 2022) 	<ul style="list-style-type: none"> System to capture satisfaction of complaint developed and implemented



Recruitment & Promotion Indicator 5

Context

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.

Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities.



Workforce Data

111 women and 62 men were recruited during the reporting period



Workforce Data

In 2020-21, men received/took up 52% of higher duties roles and women received/took up 48%. Given the smaller male population, the proportional ratio is closer to 2:1, favouring men.

Higher duties were predominantly offered to employees who worked full-time (88%) compared to part-time (12%)



PMS Data

There was 51% agreement among both female and male respondents that the organisation makes fair recruitment and promotion decisions. This was lower than the LG average.



Consultation Data

- There was some sentiment from female staff that leadership opportunities for part-time or casual staff were limited

Data & Insights

Recruitment & Promotion

Insights

- The concept of merit in recruitment and promotion remains an area of conflicting opinions. While some staff felt women were bypassed for opportunities due to their gender, others felt that women were unfairly promoted due to their gender. Overall, there is not a consistent view of what 'merit' entails and how it is demonstrated at FCC.
- Men are offered higher duties at much higher rates than women. While gender may be a significant contributing factor, it appears that full time vs part-time may also have a major bearing. Given that a much larger proportion of men work full time, this may account for the gap in higher duties opportunities for women.

Related Strategies

5.1, 5.2

Indicator 5

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Recruitment practices are gender equitable and inclusive	5.1 Strengthen end to end recruitment practices to ensure that they are gender equitable and inclusive	<ul style="list-style-type: none"> 5.1.1 - Undertake a review of recruitment practices end to end using an intersectional gender lens and deliver a recommendations report 5.1.2 - Update policies and processes based on the recommendation of the review 5.1.3 - Train P&C and Hiring Managers on gender equitable and inclusive recruitment practices (refine existing training) 5.1.4 - Unpack merit with the organisation 	✓	✓			<ul style="list-style-type: none"> 51% agreement by FCC staff that they feel they have an equal chance of promotion (PMS 2021) 	<ul style="list-style-type: none"> Recommendation report identifying improvements to recruitment practice (year1) Implementation of recommendations including systems and policy changes Hiring Manager and P&C training Communications / training to explore the concept of 'merit' Increase in % of women and men who feel they have an equal chance of promotion
Career development practices support career development and success for people of all genders	5.2 Improve learning and development, secondment and higher duties practices to be gender equitable and inclusive	<ul style="list-style-type: none"> 5.2.1 - Track and report access to learning and development, secondment and higher duties 5.2.2 - Promote career development opportunities to part-time and casual staff and track on leaders dashboard 5.2.3 - Review secondment opportunities and placements through a gender lens (length / type of role / formal appointment) etc. 		✓			<ul style="list-style-type: none"> 60% agreement by female respondents and 54% agreement by male respondents that there are adequate opportunities to develop skills and experience (PMS 2021) 88% of higher duties opportunities were full-time Women access secondments at a rate of 15:1 when compared to men 	<ul style="list-style-type: none"> Increased perception from employees that they have the opportunity to develop skills and experience at Council Increase in part-time HD opportunities Secondments are reviewed to see if they are replacing permanent appointments

Flexible Work & Leave Indicator 6



Context

Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave.

It's important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

Family violence causes significant trauma to a victim survivor, which can affect their ability to work. Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters. Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence.



Workforce Data

29 men and 59 women are on formal flexible working arrangements (these include 48/52, Parental Leave RTW and other formal flexible working arrangements)



Workforce Data

- 80% of all carers leave was taken by women.
- Proportionally, twice as many women accessed carer's leave compared to men.



PMS Data

- Using flexible work arrangements is not a barrier to success – 55% (Women) vs. 70% (Men) agreement.
- Having caring responsibilities is not a barrier to success – 55% (Women) vs. 66% (Men) agreement.



Consultation Data

- Traditional and stereotypical attitudes towards flexible work and carer responsibilities impacts women AND men. Men can feel restricted in taking up flexible work arrangements which might otherwise be granted to women.

Data & Insights

Flexible Work & Leave

Insights

- Women and Men take up formal flexible working arrangements in almost-proportional amounts. Unfortunately, women feel less supported in taking up flexible work arrangements than men.
- Women are more likely to be carers. Women are also more likely to consider carer responsibilities to have an impact on their ability to be successful at FCC. This is an aspect of work that disproportionately affects women.
- Overall, there are notable differences in experience between women and men in the area of flexible working and carer responsibilities. Women tend to have a more negative outlook on the support that FCC offers to those with family or caring responsibilities, and those who take up flexible work arrangements

Related Strategies

1.3, 6.1, 6.2

Indicator 6

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
FCC is a flexible workplace where women, men and gender diverse people at all levels and from all areas have equitable access to flexible working arrangements	6.1 - Strengthen Council culture and commitment to flexible working arrangements for people at all levels and all areas	<ul style="list-style-type: none"> 6.1.1 - Review flexible working policy and Enterprise Agreement through an intersectional gender lens 6.1.2 - Update processes for applying for flexible work 6.1.3 - Improved communications regarding flexibility during onboarding 6.1.4 - P&C to partner with leaders to understand specific barrier in implementing policy and work to address these 6.1.5 - Monitor flexibility on Gender Equity dashboard by gender, level and department 6.1.6 - Allocate resourcing to support constrained areas to implement (e.g. additional funds to pilot job-share, cover additional work cover costs etc.) 6.1.7 - Offer flexibility to all existing leaders and assess and remove barriers 6.1.8 - Promote flexibility through recruitment for all levels and areas of the organisation 6.1.9 - Conversation through performance management process to assess flexibility needs for coming year (not constraining it to only at this point) 6.1.11 - Annual campaign to promote the benefits of flexible working arrangements to the organisation (challenge gender stereotypes when doing so) 		✓			<ul style="list-style-type: none"> Flexible Working Policy and Enterprise Agreement without intersectional gender lens 55% of women and 70% of men respondents to survey believe that flexible working arrangements are not a barrier to success 58% of women and 75% of men believe there is a positive culture within the organisation in relation to employees who use flexible working arrangements 55% of women and 66% of men agree family responsibilities are not a barrier to success. 0 Managers and above on formal flexible work arrangements 	<ul style="list-style-type: none"> Quarterly reporting on Gender Equity Dashboard for flexibility within departments Flexible work procedure/policy with GE&I Lens Enterprise Agreement with GE&I lens Increase in women and men's perception that flexible working arrangements are not a barrier to career success Increase in leaders at all levels accessing flexible working arrangements

Indicator 6

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
FCC is a flexible workplace where women, men and gender diverse people at all levels and from all areas have equitable access to flexible working arrangements	6.2 - Improved access to parental leave and return to work support for women, men and gender diverse employees	<ul style="list-style-type: none"> 6.2.1 - Benchmark parental leave entitlements under the Enterprise Agreement and develop recommendations report for FCC (e.g. remove waiting period, increase secondary carers leave and allow secondary carer to transition to primary carer) 6.2.2 - Leaders actively promote parental leave to men expecting a new child (both paid and unpaid) 6.2.3 - Review existing return to work program and improve support for parents coming back following parental leave 	✓	✓			<ul style="list-style-type: none"> 16 weeks primary carers parental leave in EA 15 days secondary carers leave 30% of new parents accessing paid parental leave were men 	<ul style="list-style-type: none"> Increase men's uptake of paid parental leave Increase in men's access to unpaid parental leave
	6.3 - Improved practices related to disclosures of family violence for employees	<ul style="list-style-type: none"> 6.3.1 - Review family violence policy with an intersectional gender lens 6.3.2 - Family violence support communicated during onboarding and at induction 6.3.3 - Develop Leaders Guide to Responding to Disclosures of Family Violence 6.3.4 - Leaders complete Responding to Disclosures of Family Violence training Refresher training every two years. 6.3.5 - Annual 16 Days of Activism campaign focused on prevention and support for staff 		✓	✓		<ul style="list-style-type: none"> 91% agreement by female respondents and 89% agreement by male respondents that the organisation would support them if they needed to take Family Violence leave (PMS 2021) 	<ul style="list-style-type: none"> Increase in women and men's perception (95% target) that the organisation would support them if they needed to take family violence leave All leaders complete Responding to Disclosures of Family Violence training Leaders guide for responding to family violence completed Annual 16 Days of Activism campaign completed



Work Industry Indicator 7

Context

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is partially driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women.

Organisations can use data on their workforce composition to see which roles and areas have more women or more men, evaluate whether these differences a) benefit or hinder the work, and b) are based on preference or other factors. By doing so, Frankston can be more deliberate about when and where to place a higher value on diversity as a desired characteristic in service of better outcomes.



Workforce Data

There are particular role types that are male or female dominant. Professionals – 74% women
Technicians and Trade Workers – 73% men



Workforce Data

Current hiring and promotion practices perpetuate FCC's current workforce composition, and impact on the culture of the council. For example, recruitment of men and women follows current patterns - women recruited as professionals, men recruited as technicians and trade workers. Promotions match current proportions of men and



PMS Data

There was 79% agreement among female respondents and 91% for male respondents that work is allocated fairly, regardless of gender



Consultation Data

Diversity seen by many as something that can bring value to teams and FCC.

Data & Insights

Work Industry

Insights

- Exploring the pay gap, leadership, representation and more will be served by better understanding the gender segregation of work by nature and sector. By doing so, FCC will be able to identify where barriers exist and where deliberate efforts at diversity will be successful in achieving outcomes.
- Training to create an organisational culture that is inclusive and equitable in how teams interact, staff are recruited and promoted etc. which is focussed on the whole organisation rather than pockets of teams.
- Some women at FCC feel as though they contribute greater to their team's workloads. It is unclear whether this perceived increased workload results in more or less career opportunities.
- There is a gap in organisational literacy on understanding unconscious bias, intent vs impact and micro-aggressions.

Related Strategies

3.1, 7.1, 7.2, All Strategies

Indicator 7

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Increase gender diversity in teams that are traditionally male or female dominated	7.1 - Select key male and female teams to pilot approaches to broadening gender diversity	<ul style="list-style-type: none"> 7.1.1 - Partner with 2 female and 2 male dominated teams to develop a 3 year project plan with clear targets and measures 7.1.2 - Roll out targeted measures with 4 teams including across recruitment, leadership, career development and culture (y2-4) 7.1.3 - Evaluate program with a view to improving and upscaling with additional teams in the next GEAP 		✓			# of women and # of men in X team(s) (update once teams are selected)	<ul style="list-style-type: none"> 2-4 teams develop 3 year action plan X% increase in women's representation in X department / team (determined with manager input) X% increase in men's representation in X department / team (determined with manager input)
Create a culture free from sexism, racism, homophobia, ableism and transphobia	7.2 - Promote a safe, inclusive and respectful workplace for people of all genders and identities	<ul style="list-style-type: none"> 7.2.1 - Revise bullying and harassment policies and protocols through a gender equity and inclusion lens 7.2.2 - Team or Department level Gender Equity and Bystander training. 7.2.3 - Gender Equitable and Inclusive leader training for all leaders with reports 7.2.4 - Gender Equity and Bystander training integrated into induction for new employees 7.2.5 - Develop inclusive language guidelines for employees, contractors and consultants 7.2.6 - Training on gendered workplace language and appropriate alternatives 7.2.7 - Challenging our Bias training – dismantling sexism, racism, homophobia, ageism and transphobia 	✓	✓			23% of survey respondents reported personally experiencing bullying at work in the past 12 months (PMS 2021)	<ul style="list-style-type: none"> Decrease in survey respondents experiencing bullying in the previous 12 months Inclusive language guide developed All leaders complete Gender Equitable and Inclusive Leadership training Whole of organisation roll out of Gender Equity and Bystander training Whole of organisation roll out of Challenging our Bias training

Organisation- Wide



Context

There are several initiatives that do not fit into any particular indicator: these initiatives are organisation-wide and have been kept separate.

Organisation-wide

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Increase gender diversity in teams that are traditionally male or female dominated	8.1 - Whole of organisation accountability framework for monitoring and reporting on gender equality developed	<ul style="list-style-type: none"> 8.1.1 - Investigate a whole of organisation reporting approach (e.g. investigate dashboards in Year 1) , select approach and create 8.1.2 - Quarterly dashboard reporting - EMT 8.1.3 - Privacy protocols developed 	✓				<ul style="list-style-type: none"> Selected measures from each indicator 	<ul style="list-style-type: none"> Gender Equality Dashboard created (year 1) Quarterly reporting to Executive against key measures (ongoing)
	8.2 - Improve organisational capacity to complete reporting on all workplace gender measures as prescribed under the Gender Equality Act 2020	<ul style="list-style-type: none"> 8.2.1 - Evaluate existing organisational systems and complete recommendations report on ability to report against all 7 indicators under the Gender Equality Act 	✓	✓			<ul style="list-style-type: none"> Data collection gaps against a number of indicators Gaps in intersectional data collection 	<ul style="list-style-type: none"> Data collection processes enables employees to self-identify gender and other attributes Annual campaign to encourage employees to update details
	8.3 - Apply an intersectional gender lens to policies that underpin workplace gender equality	<ul style="list-style-type: none"> 8.3.1 - Identify and prioritise key policies (including the Enterprise Agreement) that underpin gender equitable and inclusive workplaces 8.3.2 - Deliver Applying an Intersectional Gender Lens to Policy training to key People & Culture staff 	✓				<ul style="list-style-type: none"> NIL 	<ul style="list-style-type: none"> Intersectional gender lens applied to X new and revised workplace policies each year (ongoing) Intersectional gender lens applied to Enterprise Agreement

Organisation-wide

Objective	Strategies	Actions 2022-2025	Timeline				Baseline Measure	2025 Target
			2022	2023	2024	2025		
Increase gender diversity in teams that are traditionally male or female dominated	8.4 - Demonstrate strong and consistent organisational leadership commitment to gender equality and inclusion	<ul style="list-style-type: none"> 8.4.1 - Gender Equity a standing agenda item at EMT and departmental meetings (quarterly) 8.4.2 - Establish Gender Equity Working Group with cross organisational representation and strong leadership support (Executive Sponsorship) 	✓	✓	✓	✓	• NIL	<ul style="list-style-type: none"> Gender Equity working group meets 6 times per year Gender Equity Working Group TOR complete and aligned to the Gender Equality Act Monthly agenda item at EMT and Departmental meetings
Strategic resourcing for gender equality to ensure the action plan can be achieved	8.5 - Resource delivery of the Gender Equality Action Plan to ensure it is	<ul style="list-style-type: none"> 8.5.1 - Establish Gender Equity Officer role to deliver on both workplace and community gender programs (1 FTE with additional resourcing for GIA's) 8.5.2 - Establish Gender Equity budget line to enable Council to track expenditure for reporting 	✓				• NIL	<ul style="list-style-type: none"> 1 FTE allocation to leading workplace gender equality (additional FTE for community facing gender work) Programs costed and budgeted Cost centre for Gender Equity created
Communication supports effective delivery	8.6 - Communication Plan delivers consistent messaging GE	<ul style="list-style-type: none"> 8.6.1 - Develop communications plan to underpin programs and initiatives 8.6.2 - Celebrate and support International Women's Day annually 	✓	✓	✓	✓	• NIL	• Annual communications plan developed and delivered on
Manage risks in perception	8.7 - Identify, mitigate and ultimately reduce negative reactions to gender equality	<ul style="list-style-type: none"> 8.7.1 - P&C and key leaders complete Managing Backlash and Resistance Training (P&C) 8.7.2 - Risk of resistance identified and mitigated in GE activities 		✓			• NIL	<ul style="list-style-type: none"> P&C undertake managing backlash and resistance training Strategies to reduce backlash and resistance integrated into all initiatives



Resource Planning & Tracking Progress

Resource Planning

Frankston City Council is committed to contributing the resources necessary to implement the actions that have been outlined in this GEAP.

Detailed resourcing is not possible for all actions at this stage in the process, however resource bids have already been submitted for the 2022/23 financial year and resource bids will be submitted and considered in subsequent years in accordance with the budgetary process.

Tracking Progress

Progress towards Gender Equality will be tracked and measured through multiple avenues:

- 1) Current existing systems e.g. HRMS, Pulse.
- 2) Staff evaluation surveys e.g. People Matter, yearly internal survey
- 3) Progress on this Action Plan will be formally reported on to the Commission for Gender Equality after two years

Resources

Budget

- **Budget bids** have been submitted those actions requiring funding in then 2022-23 budget
- Discussions with consultants have allowed **draft estimates of training costs** to be devised, evaluating different approaches to delivery developed
- Newly created **Gender Equality Officer position** is currently under consideration
- EMT agree in principle to the strategies outlined in this GEAP
- **Local government budgeting processes** serve to provide a rigorous process for evaluating allocation of Council budget to gender equality initiatives

Time

- Gender Equality Advisory Committee
- L&OD team

Reference List

¹ <https://www.vic.gov.au/gender-equality-work-and-economic-security>

² <https://www.vic.gov.au/safety-and-freedom-gender-based-violence>

³ <https://www.vic.gov.au/gender-equality-leadership-empowerment-and-cultural-change>

⁴ [https://www.wgea.gov.au/publications/australias-gender-pay-gap-statistics#:~:text=Between%20May%202020%20and%202021,Victoria%20increased%20by%202.6pp.&text=Data%20source%3A%20ABS%20\(2021\),Earnings%2C%20May%202021%2C%20cat.](https://www.wgea.gov.au/publications/australias-gender-pay-gap-statistics#:~:text=Between%20May%202020%20and%202021,Victoria%20increased%20by%202.6pp.&text=Data%20source%3A%20ABS%20(2021),Earnings%2C%20May%202021%2C%20cat.)

⁵ <https://vpsc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/>

⁶ <https://www.pwc.com/gx/en/about/diversity/iwd/iwd-female-talent-report-web.pdf>

⁷ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

⁸ <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

⁹ <https://www.dca.org.au/media-releases/inclusion-work-antidote-great-resignation>

¹⁰ https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2021.pdf

¹¹ <https://womensworkforceparticipation.pmc.gov.au/sites/default/files/towards-2025-strategy.pdf>

¹² https://melbourneinstitute.unimelb.edu.au/_data/assets/pdf_file/0011/3127664/HILDA-Statistical-Report-2019.pdf

¹³ <https://www.wgea.gov.au/publications/gender-equality-business-case#economic-growth>



Frankston City Council's
Gender Equality Action
Plan

Appendix 1: GEAP Consultation

The table to the right outlines the consultation that was undertaken with FCC staff in order to understand and gather feedback on Gender Equality at Frankston City Council. These consultations and engagements form the foundation of this Gender Equality Action Plan.

What	Who	When
Gender Equality Advisory Committee Consultation on upcoming initiatives, effective approaches etc. Consultation ranged from reviewing audit data, reviewing engagement approaches and brainstorming effective ways to support GE across FCC	<ul style="list-style-type: none"> • Cross-section of organisation, voluntary involvement. • Attendance >10 pax. per session. 	June 23 Aug. 4 Sept. 8 Oct. 6 Oct. 27 Dec. 8
Managers' Forum Sharing back Gender Equality data and receiving input through activities	<ul style="list-style-type: none"> • All managers across FCC. Attendance ~20 pax. 	Oct. 22
Information Sessions Summary of Workplace Gender Audit data. Q&A to finish session	<ul style="list-style-type: none"> • Whole of organisation directly invited via email. • Attendance >213 staff 	Nov. 3 Nov. 4 Nov. 11
Engagements with GenderWorks Calls, check-ins, updates, directions, advice-giving	<ul style="list-style-type: none"> • L&OD team and GenderWorks 	Minimum fortnightly calls
Consultation Sessions 5x sessions facilitated by GenderWorks aimed at gathering further input on the experience of working at FCC. These sessions were split into identity groups - <ul style="list-style-type: none"> • Managers (Female and Gender Diverse) • Ops Centre (Male; Female and Gender Diverse) • Whole-of-org (Male; Female and Gender Diverse) 	<ul style="list-style-type: none"> • Facilitated by GenderWorks • Whole-of-organisation • Attendance varied from 6 to 20 pax. 	Nov. 15 Nov. 16 Nov. 17 Nov. 18 Nov. 18
Gender Equality Survey Alternative avenue to provide input if unable to attend consultation sessions	Whole-of-organisation 10 people responded	Nov. 15 – 22
Executive Engagement Engagement with EMT to sign off draft initiatives that make up GEAP	L&OD team and EMT	Dec. 8 - 13
GIA Working Group Session with GenderWorks	Comprising 7 key stakeholders from across the organisation	Sept. 1

Appendix 2: Business Case

Organisational Outcomes

Creating a larger applicant pool to attract talented people

Gender Equality approaches can serve to improve workforce participation of women, increasing the pool of candidates for a role and resulting in hiring the best person for the job^{6,11}. While contributing factors are social, others, such as increased levels of education and flexible work arrangements, are examples of gender equal approaches that FCC can use to support the participation of women in the workforce, thereby creating a larger pool of applicants from which to draw.

Better community outcomes

A team with a member who shares a client's ethnicity is 152% likelier than another team to understand that client⁸. Translated to the local government context, if we want to better understand our community, then representative diversity at Frankston City Council helps us understand and meet the needs of the community better.

Diversity can increase financial performance

Increased diversity in organisations can be linked to financial performance. There is a relationship between diversity in executive teams and organisational financial performance above industry standards. This impact is even greater when considering ethnic diversity compared to gender diversity⁷.

Inclusion supports productivity, staff retention and more

According to the Diversity Council Australia (DCA), workers who are part of inclusive teams are:

- 4x less likely to leave their job in the next 12 months
- 6x more likely to provide excellent customer service
- 4x more likely to work extra hard
- 10x more likely to be innovative⁹

Appendix 3: Business Case

People Outcomes

Gender Equality is good for men and women

Men are denied flexible work at twice the rate of women¹². Without that flexibility, they are less able to increase their share of unpaid work, take on greater carer responsibilities and create opportunities for women to take up paid work. And while it's reductive to frame flexible working as the only factor impacting the level of unpaid work men do at work, it is considered a factor.

Female leaders are more likely to support staff wellbeing

Female managers are more likely to check in on a personal level, prevent burnout, manage workloads and check in on wellbeing¹⁰. Female leaders are also more likely to be supportive and champions of Diversity & Inclusion¹⁰. In short, if an organisation wants to bring about greater change related to D&I, they are more likely to generate greater momentum with female leaders.

Supporting women in our local community

By creating opportunities for gender equality, we will create a chance for better financial outcomes for women at work and in the community. This is impactful for a number of reasons, including that older women are more likely to live in poverty due to less earning across their lifetimes and accruing 40% less super than men^{12,13}.

Inclusive teams support staff wellbeing

Teams that identify as being inclusive are more likely to provide a better staff experience across a number of areas:

- 10x more likely to be satisfied at work
- 5x less likely to experience discrimination and/or harassment
- 4x less likely to feel work has negative impacts on their mental health⁹