

KNOX
your city

Equality
In Action



2021-2025

Gender Equality Action Plan
Knox City Council

Knox City Council acknowledges the Wurundjeri Woi-wurrung people and Bunurong people of the Kulin Nation as Traditional Custodians of the land. The Knox Aboriginal and Torres Strait Islander Community come from a variety of different Nations within Australia and Torres Strait, including the Traditional Custodians and Stolen Generation. As such we pay respect to all Aboriginal and Torres Strait Islander Elders, past and present, who have resided in the area and have been an integral part of the region's history.

Located at the foot of the Dandenong Ranges, Knox has many places of historic significance to the Kulin Nation. Important cultural and historical sites within Knox hold both the traditional knowledge of the First Nations People and the traumatic stories of colonisation. The journey ahead for Knox involves the land, the traditional custodians, the local Indigenous community, the wider community and the Council itself. Walking together and listening together to create a culturally safe and culturally rich community for all. In 2021 Knox City Council announced an intention to promote a “whole of business” mindset, moving forward in its acknowledgement and respect of First Nations people, ensuring cross functional collaboration as opportunities present themselves.



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1

Introduction and context

It is an honour to present Knox City Council's *2021-2025 Gender Equality Action Plan*.

Our organisation is committed to implementing the new *Gender Equality Act 2020* and acknowledges the significant reform it introduces to benefit all Victorians.

This is Knox's second gender equality action plan, which demonstrates our long-term commitment to advancing gender equality as a social, economic and organisational imperative. Council has a fundamental belief in gender equality as a human right and acknowledges gender inequality as a key driver of family violence and violence against women. We will continue to use an equity approach to achieve equality.

We are committed to continuing to develop our workforce to create a gender equitable environment in which people of all genders can develop, perform, progress and thrive.

The results of our recent workplace gender audit demonstrates Knox's comparatively strong performance - creating the foundations for this new plan. We know there is also improvement to be made and we have drawn inspiration and evidence from the wide-ranging workplace consultation that occurred over the past year.

This new plan contains our 2025 Gender Equality Vision for our workplace to be **a fair, equitable and respectful organisation, consciously leading by example on gender equality in our community**. Within the plan, there are 18 actions designed to achieve three measurable strategies focused on ensuring we address prevalence and understanding, prevention and leadership, and response and effectiveness.

Importantly, our plan aligns with and supports implementation of Knox's 2021-2025 Council Plan (incorporating our Municipal Public Health & Wellbeing Plan), 2021-2025 Workforce Plan, and our THRIVE: Future-Ready Knox Strategy.

I look forward to working together with our people to achieve meaningful progress on gender equality in our workplace.

Bruce Dobson

Chief Executive Officer



In support of the development of an inclusive workplace, the following terms and definitions are provided to enable awareness and application in everyday workplace interactions.

GENDER - the socially constructed differences between men and women, as distinct from 'sex', which refers to their biological differences. Gender is part of how you understand who you are and how you interact with other people.

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

GENDER EQUALITY INDICATORS - the *Gender Equality Act 2020* sets out seven workplace gender equality indicators. They represent the key areas where workplace gender inequality persists – and where progress towards gender equality must be demonstrated.

GENDER EQUALITY PRINCIPLES - are a set of 10 principles set out in section 6 of the *Gender Equality Act 2020* which provide guidance on how to improve gender equality.

GENDER EQUITY - the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.

GENDER IMPACT ASSESSMENTS - Gender Impact Assessments (GIAs) are a set of guidelines and tools designed to help organisations think critically about how new (and up for review) policies, programs and services that have a direct and significant effect on the public, will benefit Victorians.

GENDER IDENTITY - a person's gender-related identity, which may or may not correspond with their designated sex at birth, and includes the personal sense of the body (whether this involves medical intervention or not) and other expressions of gender, including dress, speech, mannerisms, names and personal references.

INTERSECTIONALITY - refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Aspects of a person's identity can include characteristics such as Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes. The concept of 'intersectionality' is the idea that privilege or (dis)advantage are never the result of one single factor such as race, class or gender. Instead, they are a result of how we are seen, positioned and (de)valued in relation to the way society is structured and governed (Chen 2017; Crenshaw 1989, 1990; Nasr 2020).

PANEL PLEDGE - aims to increase the visibility and contribution of women leaders in public and professional forums. It is a commitment made by any speaker requested to participate in a panel or forum, to ask the organiser about the gender balance of the program and highlight their commitment to diversity. This work started through the 'champions of change' coalition which is a globally recognised strategy for achieving gender equality.

PAY EQUITY PRINCIPLES - workplaces achieve gender pay equity when women and men receive equal pay for work of equal or comparable value. The pay equity principles are 6 principles outlined in the *Gender Equality Act 2020*.

SEX - refers to a person's biological characteristics. A person's sex is usually described as being male or female. Some people may not be exclusively male or female, which is referred to as intersex. Some people identify as neither male nor female.

WORKPLACE GENDER AUDIT - The *Gender Equality Act 2020* requires certain organisations (defined entities) to undertake a workplace gender audit and regularly collect and report data on gender equality in the workplace. A gender audit is undertaken under section 11 of the Act.

Our 2031 Community Vision

Everything we do at Council is to ensure we achieve our Community Vision; “Knox is where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive”

Our 2021-2025 Council Plan

Implementation of our adopted Gender Equality Action Plan is a key initiative in Knox’s Council Plan, which contains a strategy to ‘Foster inclusivity, equality, belonging and safety within the community’. This is prioritised under the key Direction: Connection, Resilience and Wellbeing.

Gender inequality is a key factor which contributes towards family violence and violence against women. Preventing family violence continues to be one of Council’s key priorities and is evidenced by the breadth of work Council does in this space, spanning prevention through to response. Our Council Plan which incorporates our Municipal Public Health & Wellbeing Plan highlights our commitment to our community’s health and wellbeing and describes how we are working to prevent and respond to family violence through Council’s services, programs and advocacy. As part of our response to family violence Knox has developed a Family Violence Statement of Commitment which is available on our website www.knox.vic.gov.au

Our Legislative Framework

The *Local Government Act 2020* requires Victorian councils to address gender equality, diversity and inclusiveness as part of workforce planning. This Plan enables us to demonstrate this requirement of our 2021-2025 Workforce Plan.

The *Gender Equality Act 2020* requires each defined entity to promote gender equality in the workplace and consider gender equality when developing or reviewing policies, programs and services which have a direct and significant impact on the community.

When developing this plan, Council must also have regard to legal obligations under Commonwealth and State legislation and industrial instruments, including:

- The Fair Work Act 2009 (Cth)
- The Equal Opportunity Act 2010 (Vic)
- The Charter of Human Rights and Responsibilities Act 2006 (Vic)
- The Sex Discrimination Act 1984 (Cth)
- Enterprise agreements, workplace determinations and modern awards.



2

Case for change

In 2018, Knox City Council developed a 10-point gender equality action plan.

Our new plan acknowledges and builds upon this earlier plan.



Our case for change

Knox City Council believes gender equality is a fundamental human right, a key contributor to economic growth and an organisational imperative to take action.

We will be a community leader promoting and championing diversity and equality in all its forms. Our actions will strengthen our influence and representation in the community we serve. We will hold ourselves to account; *we will do what is right, not what is easy*. Our commitment will start internally, creating a safe, inclusive, respectful and equal workforce at Knox City Council.

Improving gender equality at Knox City Council will ...



Contribute to a safe and healthy working environment for all



Improve organisational performance



Reduce gender based violence and discrimination

Our 2025 vision statement

Knox City Council is a fair, equitable and respectful organisation, consciously leading by example on gender equality in our community.



3

Process, Participation and Consultation

Baseline audit analysis

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

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



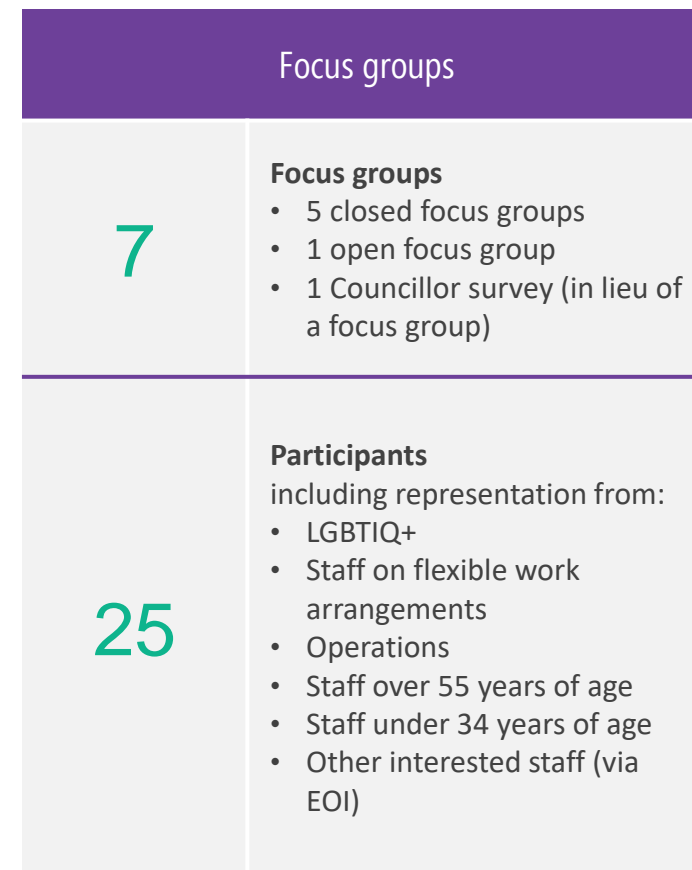
Focus groups

The consultation process was delivered through a series of small, facilitated focus groups.

Participants were asked for their reflections on the audit report, as well as their general experiences, observations and hypotheses about the state of gender equality in their workplace.

The Councillor focus group was conducted via survey, and focused on their aspirations for Knox City Council.

Knox's Staff Consultative Committee, comprising union and employee representatives, were invited to share and provide feedback at five separate meetings from April 2021 to March 2022. These meetings focused on the Workplace Gender Audit and our GEAP development ¹.



Source: Knox City Council (2021, September). Gender equality project. Consultation process, designed by Right Lane Consulting.

Note 1: Knox Staff Consultative Committee consultation meetings took place on 28 April 2021, 9 June 2021, 21 July 2021, 21 August 2021, 16 March 2022

GEAP development

Final review and approval

The draft GEAP was developed by the Gender Equality Working Group over two half-day workshops on 18 & 19 October, 2021, facilitated by Right Lane Consulting.

The draft GEAP for consultation 2 was reviewed by the Knox City Council Executive Management Team on 3 November and 14 December, 2021.

GEAP Development		Participants
1	Workshop 1: Draft Knox City Council Case for Change and GEAP Priorities	Knox City Council Gender Equality Working Group
2	Workshop 2: Draft Knox City Council's Strategies and Measures	13 diverse representatives from across Knox City Council, representing a variety of directorates, genders and cultural backgrounds
3	Workshop 3: Review and endorse the draft GEAP created by the Gender Equality Working Group	Knox City Council Executive Management Team

Consultation 2

The final draft of the GEAP was shared with all Knox City Council staff on 8 March 2022 to provide feedback. In addition, a staff session was held on 16 March and an online feedback survey was available.

The final draft was presented to the Staff Consultative Committee (SCC) on the 16 March 2022 who were invited to provide further feedback.

Councillors provided feedback on 21 March.

Minor amendments were made based upon feedback from staff, SCC and Councillors.

Leadership Approval

The GEAP was approved by the Executive Management Team on 29 March 2022.



Councillors have highlighted four gender equality aspirations for Knox City Council

COUNCILLOR QUOTES

1	Be a gender equity leader	<ul style="list-style-type: none">• 'I would like to see Knox Council be leaders in gender equity and implementing a 40:40:20 gender based aspirational policy'• 'I would like to see more training and modelling behaviour of what true gender equity is'
2	Meaningfully impact the Knox community	<ul style="list-style-type: none">• 'To transform the social norms and community values to provide a more enabling environment where positive change can occur'• 'Particular reduction in domestic violence situations across the municipality'
3	Build a safe and respectful workplace	<ul style="list-style-type: none">• 'For Knox to build a high standard of performance and workplace conduct, promoting a culture of respect and equity'• 'A workplace that is accepting of everyone. That is respectful to each other regardless of gender or position'• 'Growing respect across all genders (organisation and broader community)'• 'I would like to make sure that they feel safe, supported, empowered and valued in fulfilling the duties of the role'
4	Promote transparency of gender equality at Knox	<ul style="list-style-type: none">• 'Increased awareness and open conversation of gender equality issues'• 'For Knox to be responsive, transparent and accountable to marginalised groups'



4

Audit Summary Report

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

Data was collected from 2 sources:

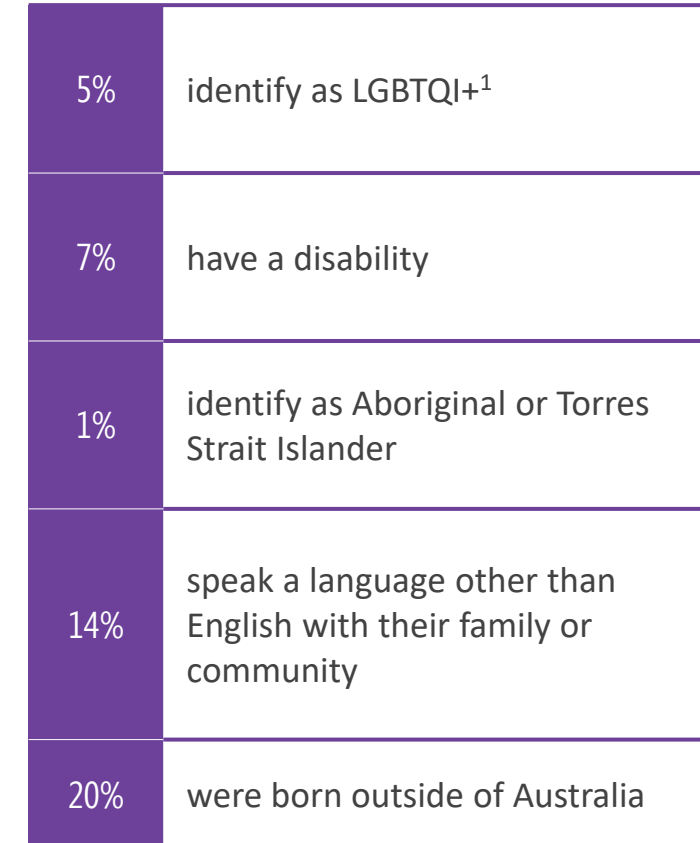
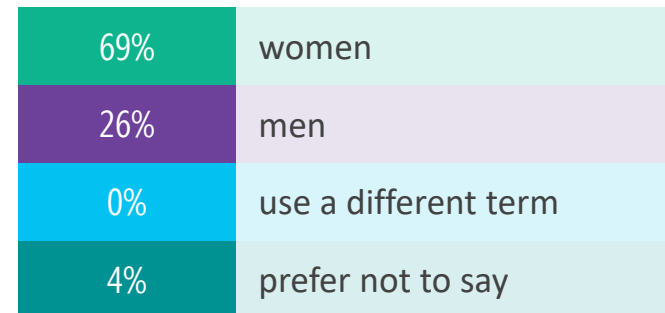
1. **Workforce data**, gathered from the council's internal payroll and HR systems
 2. **Employee experience data**, gathered via the People Matter Survey, administered by the Victorian Public Sector Commission.
-

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

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

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

Sources of insight for this workplace gender audit










Notes: 1. This figure is taken from the question on sexual orientation only, it includes 'gay and lesbian', 'bisexual', 'use a different term' and 'pansexual'. There is a separate question on gender, whether respondents identify as trans, non-binary or gender diverse: 1% responded 'yes' and 6% responded 'prefer not to say'.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector; Knox City Council. (2021, June). Gender equality project. People Matter Survey. (n=241). Administered by the Victorian Public Sector Commission and analysed by Right Lane Consulting.

Executive summary – baseline audit results

Workplace gender equality indicator

Summary of audit findings as at 30 June 2021

1		Gender composition of all levels of the workforce	Knox City Council employs 1059 employees ¹ , 72% of whom are women. The Executive Management Team is evenly split between men and women. While 74% of respondents to the People Matter Survey agree that Knox City Council has a positive culture in relation to diverse employees, a lower proportion agree that Knox City Council has a positive culture in relation to employees with a disability (64%) or employees who identify as Aboriginal or Torres Strait Islander (66%).
2		Gender composition of governing bodies	Knox City Council has 9 Councillors elected by residents to govern the city; 8 out of 9 Councillors are women ² .
3		Equal remuneration	The gender pay gap at Knox City Council is 3.4%, where the average woman's base salary is less than the average man's. When we look at total remuneration, the median gap is 3.5% and greatest at Level -7 where the median woman earns 4.3% less than the median man.
4		Sexual harassment	There were 4 formal complaints of sexual harassment made at Knox City Council in FY21. 5% of People Matter Survey respondents experienced sexual harassment. 85% of respondents agree that Knox City Council encourages respectful workplace behaviour, however, a slightly lower proportion, 76%, agree that they feel safe to challenge inappropriate behaviour at work.
5		Recruitment and promotion practices	In FY21, women represented 69% of Knox City Council's 131 new recruits. Across most senior levels of the organisation, men were more likely to participate in career development training or be awarded higher duties or internal secondments than women. 19% of People Matter Survey respondents were not confident that Knox City Council makes fair recruitment and promotion decisions.
6		Utilisation of flexible work and other support practices	8% of women and 3% of men at Knox City Council are on formal flexible work arrangements. The majority of women (55%) work part-time; the majority of men (69%) work full-time. 75% of People Matter Survey respondents feel that there is a positive culture at Knox City Council in relation to employees who use flexible work arrangements.
7		Gendered segregation	Women are overrepresented in professional and clerical and administrative occupations, while men represent the majority of technicians and trade workers. 83% survey respondents agree that work is allocated fairly in their workgroup, regardless of gender. 10% of respondents experienced bullying in the last year; 5% of respondents experienced discrimination in the last year.

Knox City Council acknowledges the gender equality principles outlined in the Act

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

Knox City Council acknowledges the pay equity principles outlined in the Act

1	Establishing equal pay for work of equal or comparable value	Equal or comparable value refers to work valued as equal in terms of skill, effort, responsibility and working conditions. This includes work of different types
2	Freedom from bias or discrimination	Employment and pay practices are free from the effects of unconscious bias and assumptions based on gender
3	Transparency and accessibility	Employment and pay practices, pay rates and systems are transparent. Information is readily accessible and understandable
4	Relationship between paid and unpaid work	Employment and pay practices recognise and account for different patterns of labour force participation by workers who undertake unpaid and/or caring work
5	Sustainability	Interventions and solutions are collectively developed and agreed, sustainable and enduring
6	Participation and engagement	Workers, unions and employers work collaboratively to achieve mutually agreed outcomes

Knox City Council acknowledges the gender pay equity principles and has developed strategies to set the right standard and act against the conditions that enable inequity, supported by strategic actions to improve recruitment and selection practices and conduct further analysis into the pay gap and rectify it. In addition to our obligations to publish audit data pertinent to our GEAP, we commit to being transparent about our ongoing progress to establish equal pay for work of equal or comparable value.

Knox City Council will prioritise respect, inclusion, safety and equality for all, supported by the required training, internal awareness campaigns and process implementation.

Through increasing access, utilisation and support for flexible work, we acknowledge the relationship between paid and unpaid work, as well as different patterns of labour force participation.

Since 2018 with the development of our first GEAP, we have made a long-term commitment to achieving gender equality at Knox City Council, and have developed strategies that will be both sustainable and enduring.

We will continue to work collaboratively with staff and unions to continue to make Knox City Council a fair, equal and respectful organisation, consciously leading by example in our community.



5

Strategies and measures

Strategy 1: Prevalence and understanding

Identify and contribute to eliminating gender inequality by understanding its prevalence and nature, as well as its drivers and impacts (including bullying, discrimination, harassment, and victimisation).

Strategic Action	Measure	Accountability	Timeline
1.1 Develop and implement a sexual harassment prevention plan that provides a balanced and fair victim-survivor centric approach.	<ul style="list-style-type: none"> Increased survey response rates and overall improvement in gender equality survey results. Level of under-reporting reduces, and level of internal reporting increases, to the extent we see a reducing gap between the levels of internal reports made compared to levels reported externally via workplace surveys. Improved understanding of workforce diversity profile through increased disclosure by workforce, with an emphasis on intersectional data (aboriginality, age, disability, ethnicity, gender identity, race, religion and sexual orientation). Greater understanding and raised awareness of the drivers and impacts of gender inequality and pay inequity compounded by other forms of disadvantage or discrimination. 2023 Workplace Gender Audit submitted by deadline. 	Strategy, People and Culture + Leaders	Yr 1 – 4
1.2 Implement improved data collection and reporting to create a more robust dataset to better understand the prevalence of intersectional gender inequality and pay inequity.		Strategy, People and Culture	Yr 1 – 4
1.3 Openly acknowledge the prevalence of sexual harassment and gender inequality to accelerate the pace of change.		Leaders	Yr 1 – 4
1.4 Review the findings of the 2020-21 LGBTIQ+ Needs Analysis to explore additional prioritised strategies to address audit findings.		Strategy, People and Culture + LGBTIQ+ Working Group	Yr 2 – 4
1.5 Investigate the application of gender-responsive budgeting, as part of building new and better systems and insights for enhancing gender equality outcomes.		Finance + Strategy, People and Culture	Yr 2 – 3
1.6 Undertake follow up workplace gender audit as at 30 June 2023 (incl workplace survey).		Strategy, People and Culture, Gender Equality Working Group	Yr 1 – 4

Strategy 2: Prevention and leadership

Champion gender equality leadership and accountability to prevent inequality and harassment before it happens, by visibly setting the right standard and prioritising safety, respect, inclusion and equality for all.

Strategic Action	Measure	Accountability	Timeline
2.1 Continue to cultivate an inclusive environment that supports open dialogue on complex — and sometimes difficult — conversations about diversity, equity and inclusion. Redefine leadership expectations including role modelling and case study promotion.	<ul style="list-style-type: none"> Leaders promoting and taking action towards achieving gender equality. Increased visible leadership accountability for gender equality through achievement against gender targets, business scorecards and individual KPIs. 	Leaders	Yr 1 – 4
2.2 Update Knox’s CEO Statement of Commitment and take the Panel Pledge. Encourage other leaders to take-up the Panel Pledge.	<ul style="list-style-type: none"> Increased awareness of legal and policy responsibilities, including each person’s positive duty to speak up and act to implement requirements under the Gender Equality Act 2020. 	CEO	Yr 1 – 4
2.3 Build inclusive leadership capability and implement bystander training, continue with our everyday sexism campaign, and expand unconscious bias education and training, to raise awareness, minimise blind spots, and foster a speak up culture.	<ul style="list-style-type: none"> Improved perceptions of positive organisation culture of equality and respect and Knox is considered a leader of gender equality by its people and external bodies. 	Strategy, People and Culture + Leaders	Yr 1 – 4
2.4 Implement a refreshed flexibility model to support work-life integration and assist teams to continue to work together to service the changing needs of the community while adopting hybrid (remote-friendly) working.	<ul style="list-style-type: none"> Policies, training and communications are contemporary, regularly promoted, with high engagement and/or participation levels. 	Strategy, People and Culture + Leaders	Yr 1 – 4
2.5 Improve gender composition within directorates and/or functions experiencing significant gender imbalance. Improve recruitment and selection practices, focus on promoting career progression and advancement and implement talent programs including mentoring and sponsorship for underrepresented groups, in particular, for those experiencing the compounding effects of intersectionality.	<ul style="list-style-type: none"> Tracking of availability and utilisation of terms, conditions and practices relating to flexibility options, family violence leave, and working arrangements to support employees with family or caring responsibilities. Improved gender composition of internal and external candidate pools and shortlists (striving for 40/40/20). 	Strategy, People and Culture + Leaders	Yr 1 – 4
2.6 Ensure adequate resources are allocated to developing and implementing the Gender Equality Action Plan.	<ul style="list-style-type: none"> Improved gender composition (striving for 40/40/20) of all levels of the workforce, by department and by job family. 	CEO	Yr 1 – 4

Strategy 3: Response and effectiveness

Enable safe reporting, act against the conditions that enable inequity, and support respectful transparency to enhance our learning and demonstrate our accountability to others.

Strategic Action	Measure	Accountability	Timeline
3.1 Support individuals to speak up in safe and respectful ways through providing effective avenues of redress and contemporary complaint handling processes for bullying, discrimination, harassment and victimisation, including the use of an anonymous reporting program.	<ul style="list-style-type: none"> Policies and processes place consideration of the victim-survivors' needs at the centre. 	Strategy, People and Culture + Leaders	Yr 1 – 4
3.2 Conduct additional remuneration analysis to better understand where the pay gap is, and rectify the pay gap (like-for-like, by level, and organisation-wide) year-on-year.	<ul style="list-style-type: none"> Anonymous reporting program introduced and utilised. Reduced gender pay-gap year on year. 	Strategy, People and Culture + Leaders	Yr 1 – 4
3.3 Undertake a schedule of Gender Impact Assessments, taking action to address systemic drivers in policies, programs and services which directly and significantly impact the public.	<ul style="list-style-type: none"> Schedule of Gender Impact Assessments undertaken. Policy and practice address causes and prevents re-occurrence. Unplanned turnover by gender is within target range. 	Community Wellbeing + Leaders	Yr 1 – 4
3.4 Explore the feasibility of introducing a wider range of flexible and supportive leave options that recognise individual needs.	<ul style="list-style-type: none"> Gender diversity metrics are developed and integrated into business scorecards and progress is measured and reported. 	Strategy, People and Culture	Yr 1 – 3
3.5 Create accountability mechanisms to plan, resource, evaluate and report on progress. Include gender equality performance measures within individual ROADmaps and Organisation Health performance scorecards.	<ul style="list-style-type: none"> 2023 Gender Equality Action Plan Progress Report submitted by deadline. 	Strategy, People and Culture + Executive Management Team	Yr 1 – 4
3.6 Prepare and report progress to the Commission for Gender Equality in the Public Sector by 31 October 2023.		Strategy, People and Culture	Yr 3 – 4



6

Resourcing our GEAP

Everyone working at Council has a role to play in achieving gender equality outcomes.

As individuals:

- All position descriptions contain an express responsibility.
- All staff receive regular training and information during induction that is routinely refreshed and reinforced each year. This may take the form of compulsory e-learning training, internal campaigns to promote awareness, and face to face seminars and courses to develop mindsets and skillsets.

As leaders:

- Executive leadership is accountable for overseeing the development and implementation of the Plan and implementation of Council's positive legal duties.
- Senior leadership is accountable for the implementation of the Plan and Council's positive duties within their functional areas (departments).
- All people leaders receive additional training, support and information to enable them to meet Council's positive duties and to lead in line with Council's policies.

As resource groups:

- Gender Equality Working Group
- LGBTIQ+ Network
- Contact Officer Network
- Staff Consultative Committee
- Protected Interest Disclosure Officers
- Safety & Wellbeing Committee
- Wellness @ Knox Committee

As specialists:

INTERNAL

- Strategy, People and Culture department
- Community Wellbeing department

Within these departments, there are generalist and specialist positions in place that directly contribute to improved organisational and community diversity, equity and inclusion outcomes.

Two specialist roles directly ensure compliance with the *Gender Equality Act 2020*. These roles work in harmony to ensure Council is meeting its commitments.

- Diversity Lead, within Strategy, People & Culture, focused on the development and implementation of the Gender Equality Action Plan, including workplace gender audits
- Health Promotion Officer, Community Wellbeing, focused on enabling the organisation to build its capability and undertake Gender Impact Assessments

Both of these roles are each supported by a coordinator, senior manager and executive who invest additional time and effort to support the success of gender equality outcomes via promotion, early intervention, and response systems, strategies and processes.

Staff working within Strategy, People & Culture have responsibilities for ensuring the workforce is trained and clear on its obligations; managing Council's reporting requirements; and establishing Council's avenues of redress and internal complaint handling processes. This includes reporting to other bodies, managing staff concerns and complaints sensitively and coordinating and/or conducting any investigations that may be warranted.

EXTERNAL

Specialist support, tools and advice is procured as required, for example external trainers, legal advice, investigators, workforce analysis and software systems.

Direct and Indirect costs to develop and implement the GEAP

The direct and indirect costs over the life of the plan are based upon 17,451 hours.

Role	Hours				TOTAL
	2021-22*	2022-23	2023-24	2024-25	
Leaders	333	191	1112	4930	6566
Employees	584	993	1537	0	3114
Specialists (Internal)	1329	1021	896	2770	6016
Specialists (External)	168	44	1470	73	1755
TOTAL HOURS	2,414	2,249	5015	7,773	17,451

*includes GEAP development time

Direct and Indirect costs to develop and implement the GEAP

The direct and indirect costs over the life of the plan are estimated in the following table to cost **\$1,698,310** including preparing the plan.

Strategy component	TOTAL HOURS	TOTAL COST
Preparation	2,414	\$207,949
Implementation		
Strategy 1	2,249	\$269,468
Strategy 2	5,015	\$376,913
Strategy 3	7,773	\$843,981
TOTAL	17,451	\$1,698,311



7

Measuring our progress

The effectiveness of our Gender Equality Action Plan will be monitored regularly through a combination of the measures outlined in the Plan and the seven indicators the Gender Equality Commission has developed to guide organisations to plan, measure, and evaluate progress.

Council is required to provide progress reports to the Commission every two years and conduct periodic full workplace gender audits.

In addition, Council will conduct a pay equity analysis every 12 months through the life of this Plan and regularly report these results.



Appendix A :

Audit findings by indicator

Indicators:

- | | | |
|---|---|--|
| 1 |  | Gender composition of all levels of the workforce |
| 2 |  | Gender composition of governing bodies |
| 3 |  | Equal remuneration |
| 4 |  | Sexual harassment |
| 5 |  | Recruitment and promotion practices |
| 6 |  | Utilisation of flexible work and other support practices |
| 7 |  | Gendered segregation |



Indicator 1: Gender composition of all levels of the workforce

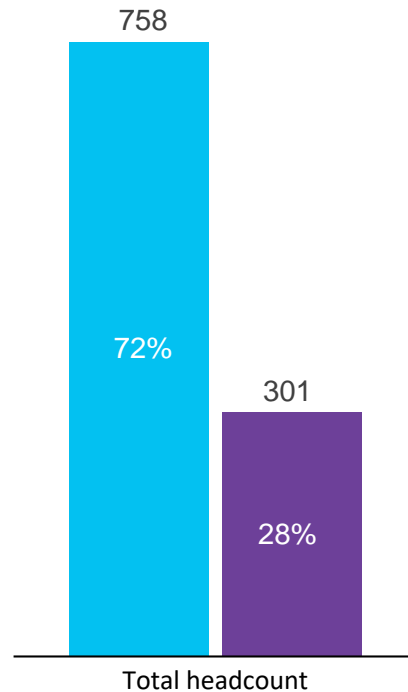
Workforce data

KEY INSIGHTS

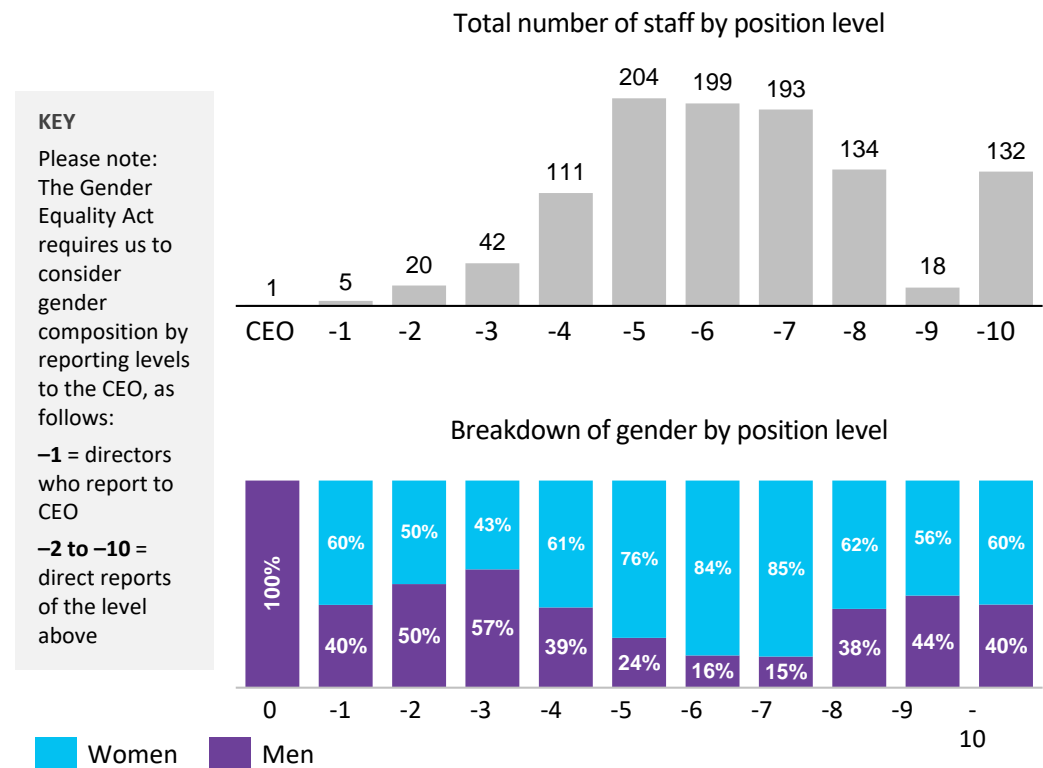
Women represent 72% of Knox City Council's workforce

- Women make up 72% of Knox City Council's 1059 person workforce²; men make up 28%
- The Executive Management Team (CEO and Level -1) are evenly split between men and women
- Levels -2 and above are evenly split between men and women

Total number of staff, disaggregated by gender^{1,2}



Breakdown of staff by level, disaggregated by gender^{1,2}



Notes: 1. Staff represented include full-time, part-time and casual staff, but excludes contractors. 2. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 1: Gender composition of all levels of the workforce

Workforce data

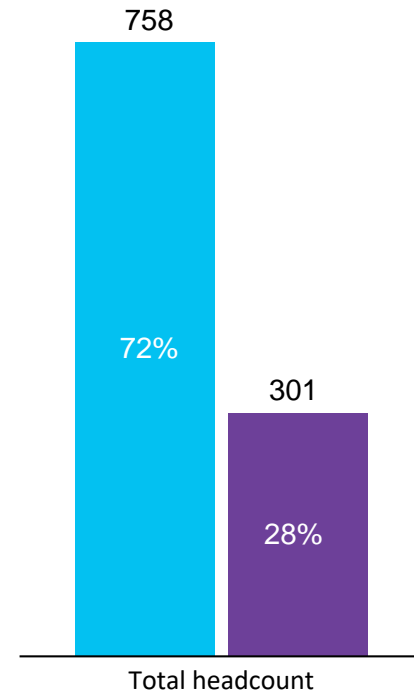
Breakdown by age

KEY INSIGHTS

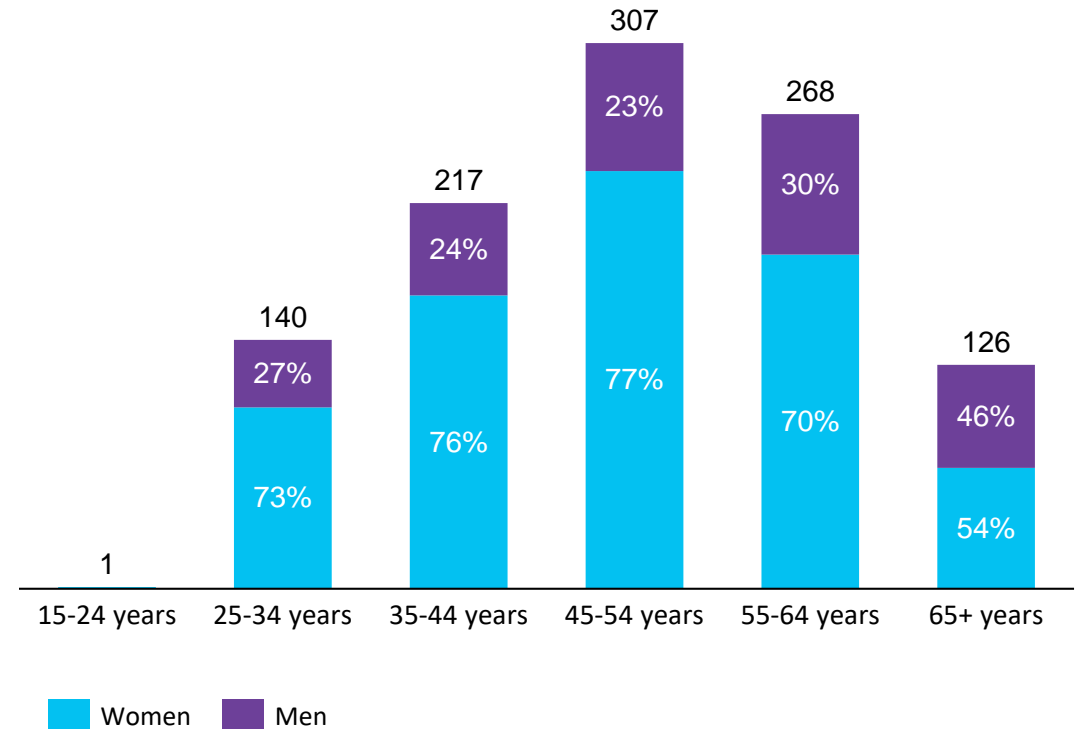
Women over-index in the age brackets of 35-54 years; men over-index in the age brackets over 55 years

- Women make up 72% of Knox City Council’s workforce; men make up 28%
- Men represent a relatively higher proportion of staff aged over 55 years
- Women represent a relatively higher proportion of staff in the 35-54 years age brackets

Total number of staff, disaggregated by gender¹



Breakdown of staff by age, disaggregated by gender¹



Note: 1. Given the small number of people that prefer to self-describe their gender, the ‘prefer to self-describe’ category has been excluded from this analysis to protect privacy. Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 1: Gender composition of all levels of the workforce

People Matter Survey results

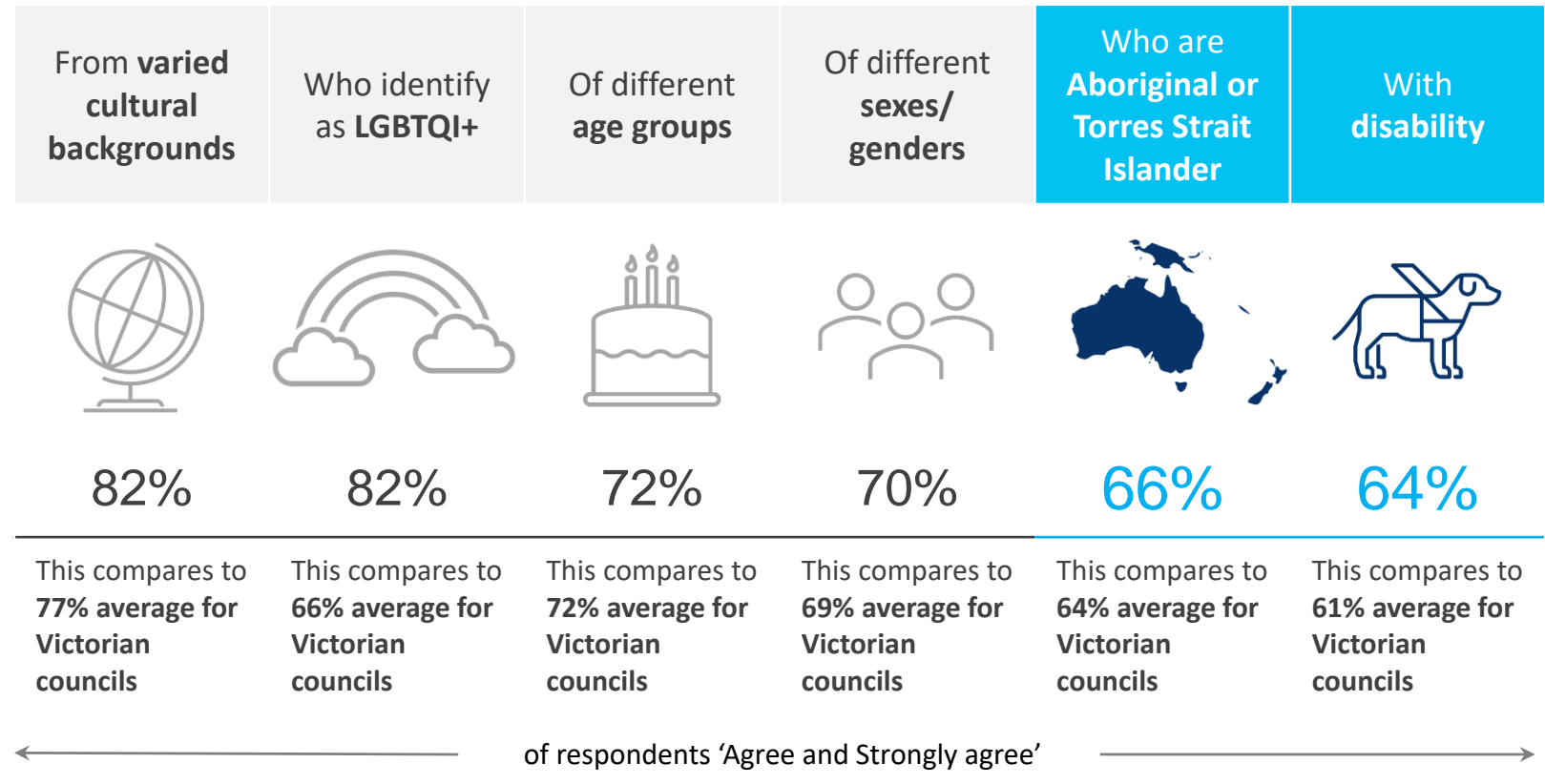
Positive culture

KEY INSIGHTS

74% of staff agree that there is a positive culture of diversity and inclusion at Knox City Council

- This compares to **69% average for Victorian councils**
- Fewer respondents agree there is a positive workplace culture in relation to Aboriginal and Torres Strait Islander people and people with disability than for other intersectional characteristics

'There is a positive culture within my organisation in relation to employees...'





Indicator 2: Gender composition of governing bodies

Workforce data

Knox City Council has 9 Councillors elected by residents to govern the city;
8 women and 1 man¹



8 of 9

Councillors at Knox City Council
are women.



1 of 9

Councillors at Knox City Council
are men.



The current Mayor
is a woman.

Note: 1. Councillor gender assumed as Councillors did not self-identify.
Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 3: Equal remuneration for work of equal or comparable value

Workforce data



KEY INSIGHT

There are two methodologies used to calculate the gender pay gap for work of equal or comparable value. The first allows for simple comparisons to other organisations and benchmarks, the second provides insight to guide action

Methodology 1:

Average (mean) base salary pay gap for full-time employees

3.4% pay gap at Knox City Council¹

This method is used by the Workplace Gender Equality Agency (WGEA) to **simply compare** pay gaps across organisations, industries and states

Inclusions:

- Base salary (full-time equivalent)
- Full-time employees (permanent)

Exclusions:

- Junior employees
- Part-time employees
- Casual employees
- Fixed term employees
- Bonuses and other fixed remuneration
- Overtime
- Superannuation
- Pay that is salary sacrificed

Methodology 2:

Median total remuneration pay gap for full-time and part-time employees

3.5% pay gap at Knox City Council¹

This method provides valuable insight to help organisations understand why their pay gap exists and where it is most pronounced

Inclusions:

- Total remuneration (full-time equivalent base salary plus fixed remuneration, overtime and superannuation)
- Full-time and part-time employees (permanent and fixed term)

Exclusions:

- Casual employees are excluded due to the skewing effect of casual loading

Notes: 1. This gap reflects women being paid less than men.

Source: Workplace Gender Equality Agency. (2021, August). The gender pay gap.; Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 3: Equal remuneration for work of equal or comparable value

Workforce data

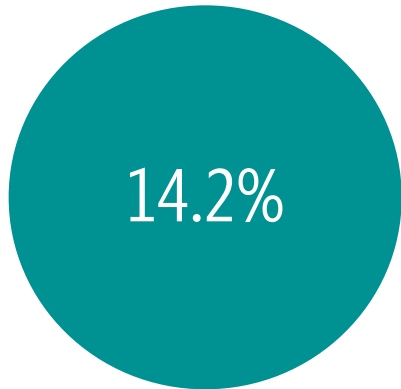


Methodology 1

KEY INSIGHT

In FY21, Knox City Council's average gender pay gap for full-time employees was 3.4%, below the 14.2% national average and 10.8% public sector average

WGEA

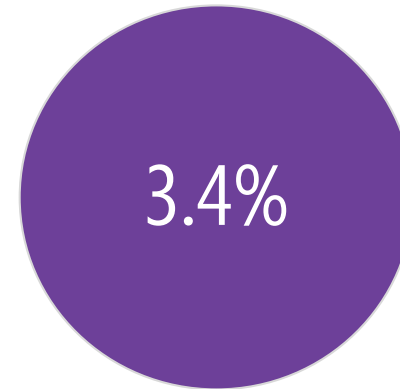


Australia's average national gender pay gap¹



Australia's average public sector gender pay gap¹

Knox City Council



Knox City Council's average gender pay gap¹

This is the average pay gap between women and men on base salary

The **median** base salary pay gap at Knox City Council is **2.7%**

Notes: 1. This gap reflects women being paid less than men.

Source: Workplace Gender Equality Agency. (2021, August) - The gender pay gap; Knox City Council (2021, June 30) - Workforce data as reported to the Commission for Gender Equality in the Public Sector.



Indicator 3: Equal remuneration for work of equal or comparable value

Workforce data



Methodology 2

KEY x% women earn more
x% women earn less

KEY INSIGHTS

For every \$100 the median man earns at Knox City Council, the median woman earns \$96.50^{1,2}

The gender pay gap (median, excl. casuals) at Knox City Council is:

3.5%

- The gender pay gap is greatest at the -7 Level, where the median woman earns 4.3% less than the median man, and the -2 Level where the median woman earns 5.1% less than the median man
- There is no gender pay gap at levels -3, -5, -8, -9 and -10
- The gender pay gap (median for all staff, inclusive of casuals) is 2.7%

Gender pay gap by position level ^{3,4} , # employees					
	Women	Men	Pay gap (all staff)	Pay gap (excl. casuals)	Interpretation
CEO	0	1	n/a	n/a	-
-1	3	2	n/a	n/a	-
-2	10	10	5.1%	n/a	The median woman earns 5.1% less than the median man
-3	18	24	0.0%	n/a	There is no gender pay gap at level -3
-4	68	43	3.7%	n/a	The median woman earns 3.7% less than the median man
-5	155	49	0.0%	0.0%	There is no gender pay gap at level -5
-6	168	31	3.5%	3.5%	The median woman earns 3.5% less than the median man
-7	164	29	5.3%	4.3%	The median woman earns 5.3% less than the median man. If we exclude casuals, the pay gap decreases to 4.3%
-8	83	51	0.0%	0.0%	There is no gender pay gap at level -8
-9	10	8	0.0%	0.0%	There is no gender pay gap at level -9
-10	79	53	0.0%	0.0%	There is no gender pay gap at level -10
TOTAL	758	301	2.7%	3.5%	

Notes: 1. This analysis focuses on the median gender pay gap, instead of the mean pay gap; the median is a more representative measure of the pay gap because it is not affected by outliers (i.e. a few individuals at the top or bottom of the range with disproportionately high/low remuneration.) 2. The calculation of overall pay gap excludes casual employees due to the skewing effect of casual loading. 3. All remuneration is reported on an annualised basis, converted to a full-time equivalent of 1. 4. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 3: Equal remuneration for work of equal or comparable value

People Matter Survey results



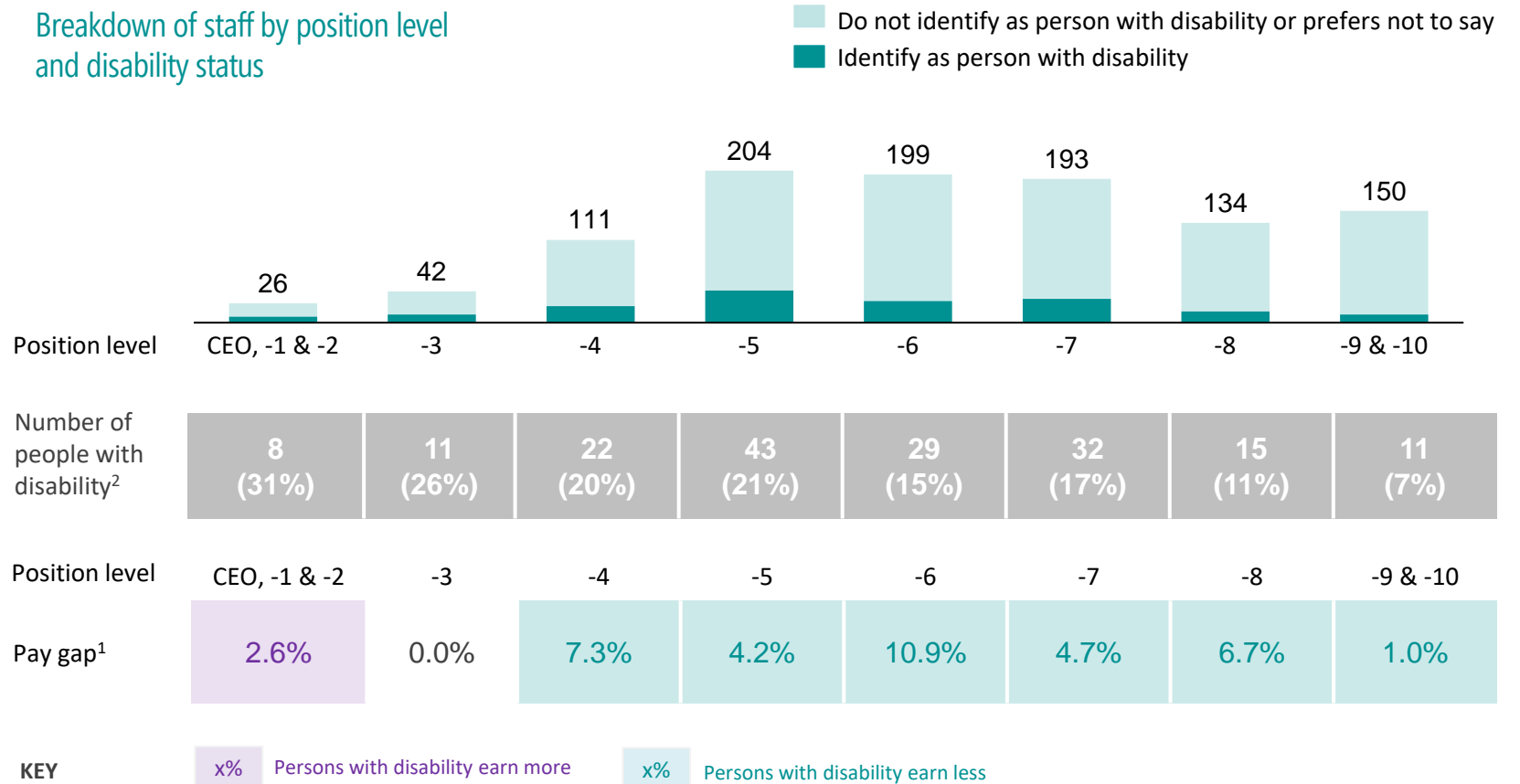
Methodology 2

KEY INSIGHTS

171 people at Knox City Council identify as having a disability

- Employees with a disability make up 16% of Knox City Council’s workforce
- Knox City Council employs people with a disability across all levels of the organisation, with highest concentration at CEO, -1 & -2 (31%), -3 (26%) and -5 (21%)
- For every \$100 the median employee without a disability earns at Knox City Council, the median employee with a disability earns \$97.30^{1,2}
- This pay gap is most pronounced at Level -6 where a person with disability earns 10.9% less than a person without

Breakdown of staff by position level and disability status



Notes: 1. Based on median total remuneration. 2. Includes staff from all employment basis (full-time, part-time and casual).

Source: Knox City Council(2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 4: Sexual harassment in the workplace

People Matter Survey results



KEY INSIGHTS

5% (12) of Knox City Council survey respondents experienced sexual harassment¹

- The average for local councils was 7%
- 1% (2) of respondents witnessed sexual harassment

Women and men reported experiencing sexual harassment at roughly equal rates

Sexual harassment was experienced by:

- 3% (2) of men
- 4% (7) of women
- 27% (3) of people who prefer not to say their gender or identify as non-binary or gender diverse²

Of the 12 respondents who experienced sexual harassment:

9%

1 respondent told a manager
(compared to 15% local council average)

4

submitted a formal complaint

Of the 8 respondents who did NOT submit a formal complaint:

64%

5 respondents cited that they did not believe it was serious enough as a reason

27%

2 respondents cited that they thought the complaint process would be embarrassing or difficult (compared to 13% local council average)

Notes: 1. Sexual harassment is defined as non-consensual or unwelcome sexual behaviour that could reasonably be expected to make a person feel offended, humiliated or intimidated. 2. Survey data did not distinguish rates of sexual harassment for people who prefer not to say their gender (4% of all respondents) and people who identify as non-binary or gender diverse (0.4% of all respondents).

Source: Knox City Council(2021, June). People Matter Survey. (n=241). Administered by the Victorian Public Sector Commission and analysed by Right Lane Consulting.



Indicator 4: Sexual harassment in the workplace

People Matter Survey results

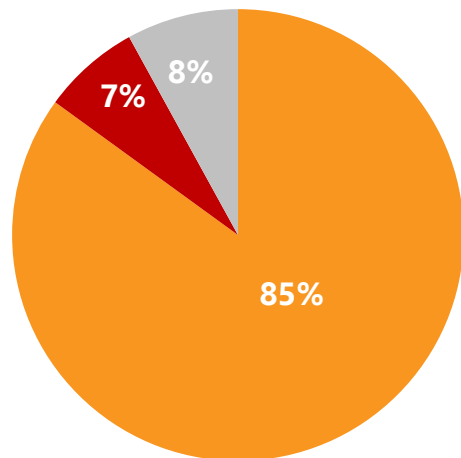
Attitudes towards inappropriate behaviour

KEY INSIGHTS

There is strong agreement (85%) that Knox City Council encourages respectful workplace behaviours

- A slightly lower proportion, 76%, agree that they feel safe to challenge inappropriate behaviour at work

Q: 'My organisation encourages respectful workplace behaviours'

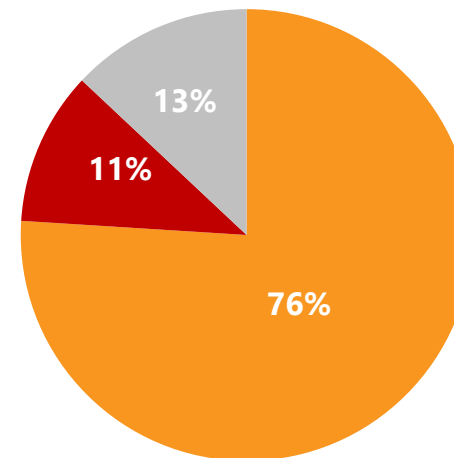


A high proportion of staff (85%) agree that Knox encourages respectful workplace behaviours. The average agreement for Local Councils in 2021 was 83%

89% men respondents agree

84% women respondents agree

Q: 'I feel safe to challenge inappropriate behaviour at work'



There is strong agreement (76%) that respondents feel safe to challenge inappropriate behaviour at work. The average agreement for Local Councils in 2021 was 70%

81% men respondents agree

75% women respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral



Indicator 4: Sexual harassment in the workplace

People Matter Survey results

Attitudes towards inappropriate behaviour

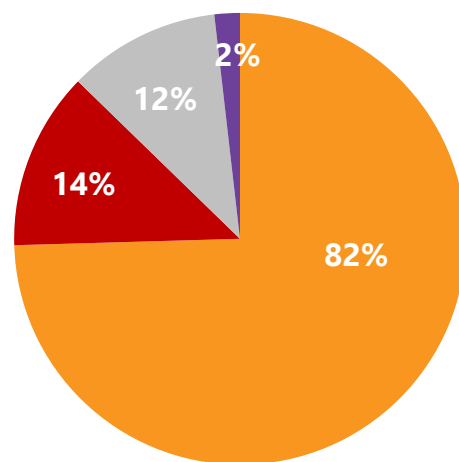
KEY INSIGHTS

There is strong agreement (72%) that Knox City Council takes measures to stop bullying, harassment and discrimination

- A lower proportion of women (70%) compared to men (79%) agree that steps are taken to eliminate bullying, harassment and discrimination

Q:

'My organisation takes steps to eliminate bullying, harassment and discrimination'



A high proportion of staff (72%) agree that Knox takes steps to eliminate bullying, harassment and discrimination. The average agreement for Local Councils in 2021 was 66%

79% men
respondents agree

70% women
respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral Don't Know



Indicator 4: Sexual harassment in the workplace

People Matter Survey results

Sexual harassment

KEY INSIGHTS

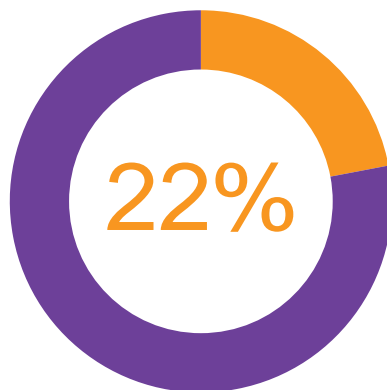
There have been 4 formal reports of sexual harassment at Knox City Council since 1 July 2020 (FY21)

The relatively small number of formal reports does not, however, end our inquiry. In 2020 the Victorian Auditor-General’s Office (VAGO) undertook an audit to examine whether Victorian councils provided workplaces free from sexual harassment.

We know from the VAGO report¹ that:

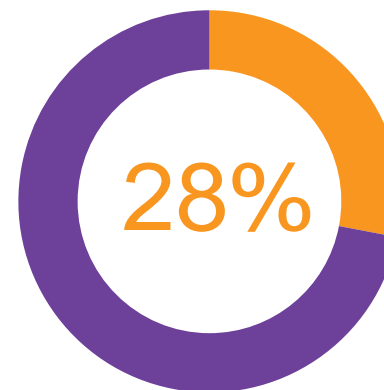
- 22% (44) of Knox City Council respondents experienced workplace sexual harassment in the last 12 months
- across all Victorian councils, 28% of people surveyed said they had experienced workplace sexual harassment in the last 12 months
- however, only 2% of those made a formal complaint.

Extract from the VAGO report for Knox City Council (FY20)²



22% (44) of survey respondents experienced sexual harassment in the last 12 months

Extract from the VAGO report (across all Victorian councils) (FY20)



28% experienced workplace sexual harassment

Of whom:

- 90% said it happened during day-to-day work
- 23% said they were harassed by a member of the public
- Only 2% made a formal complaint to their council

In June 2020, 75 out of 79 councils took part in our voluntary survey, with 9 939 council employees and councillors responding.
In the last 12 months ...

Notes: 1. The VAGO methodology included a voluntary survey completed by almost 10,000 council employees and Councillors, from 75 of Victoria’s 79 local councils. VAGO also conducted a more detailed audit of 5 councils, selected to represent a range of council types and sizes. 2. N=198

Sources: VAGO. (2020, December 9). Sexual Harassment in Local Government.; Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 5: Recruitment and promotion practices in the workplace

Workforce data



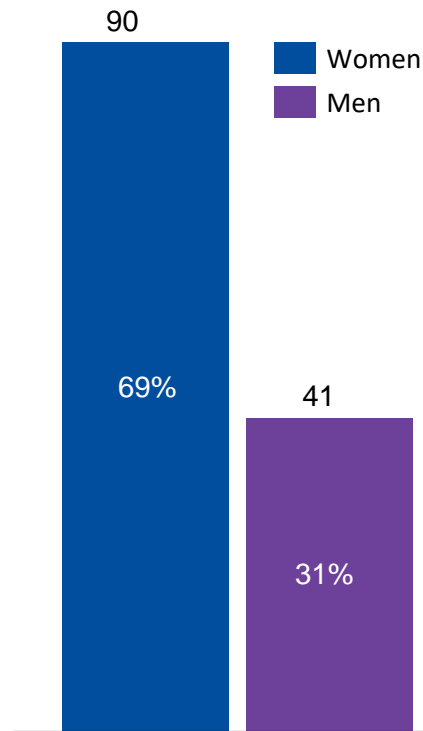
Recruitment by gender

KEY INSIGHTS

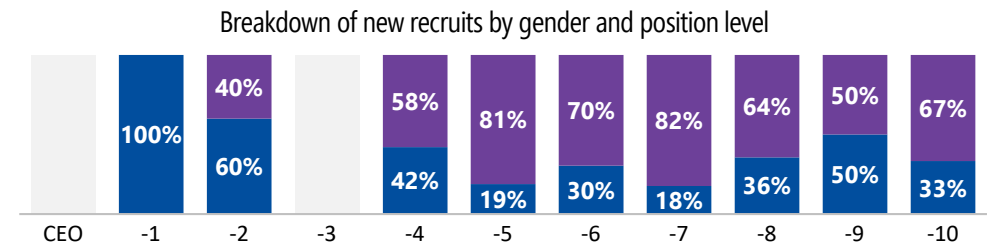
In FY21, women represented 69% of Knox City Council's 131 new recruits

- At Level -1, 1 new recruit joined a cohort of 5 (as at June 30, 2021)
- At Level -2, 10 new recruits joined a cohort of 20 (as at June 30, 2021)
- At Level -4, 19 new recruits joined a cohort of 111 (as at June 30, 2021)
- At Level -5 and below, 101 new recruits joined a cohort of 880 (as at June 30, 2021)
- 49% of new recruits were appointed to full-time positions; 30% to part-time and 21% to casual roles

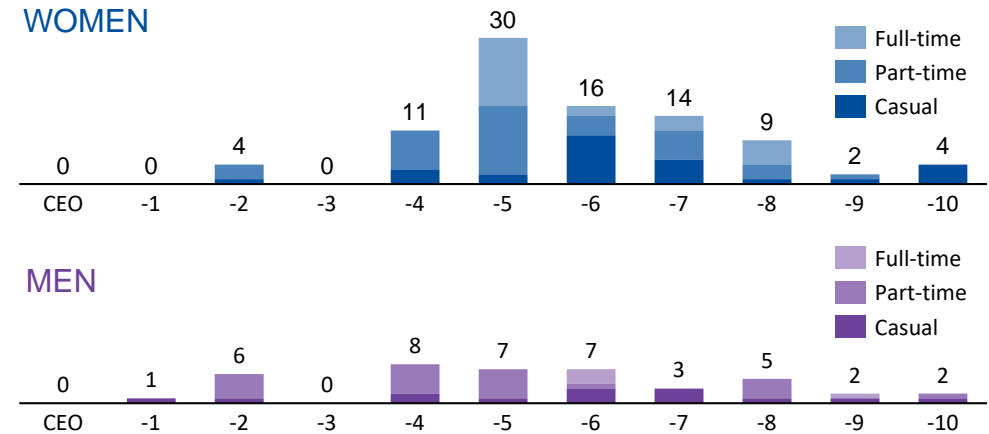
Total number of people recruited, disaggregated by gender¹



Breakdown of people recruited, disaggregated by position level and gender¹



Composition of new recruits by position level and employment basis



Notes: 1. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy. Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 5: Recruitment and promotion practices in the workplace

Workforce data



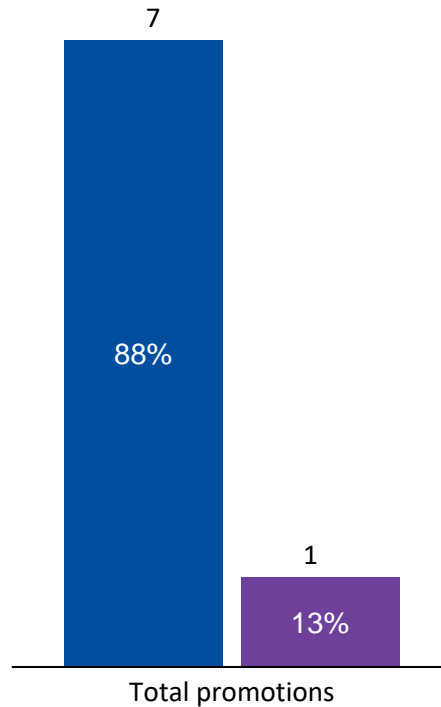
Promotions by gender

KEY INSIGHTS

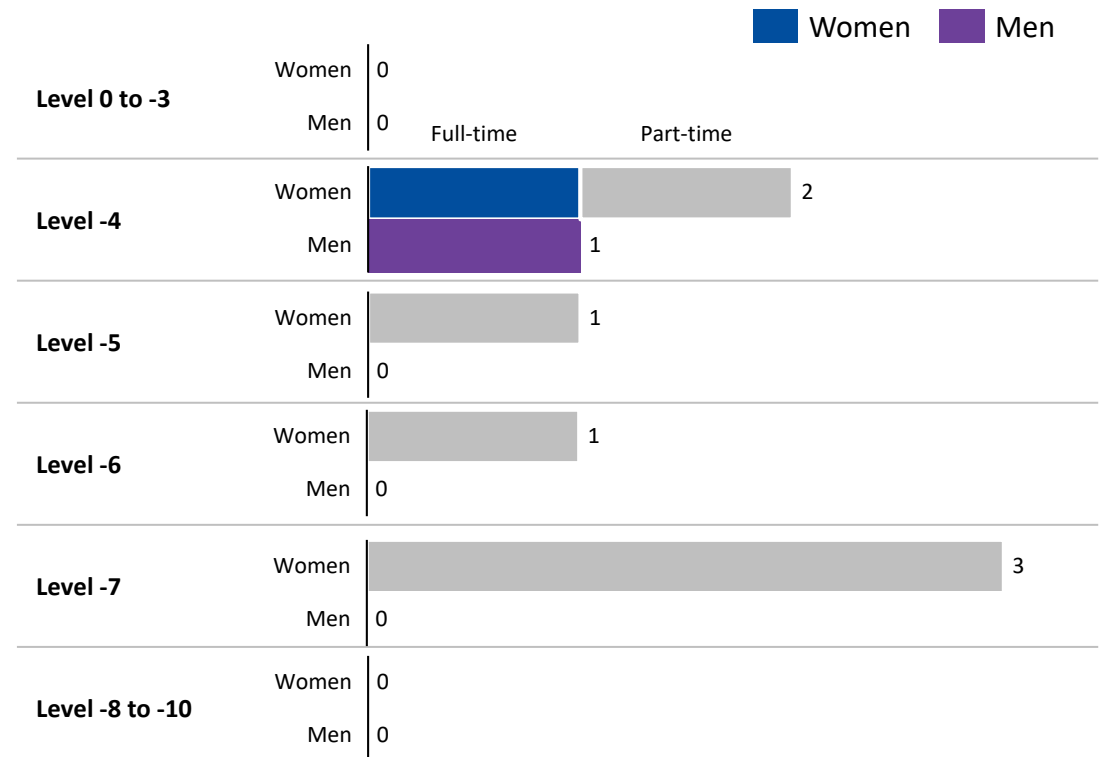
In FY21, Knox City Council permanently promoted 8 employees; 1 of whom was a man

- In FY21, there were no new employees promoted to Levels 0 to -3 and -8 to -10
- 7 (88%) of those promoted were women; 1 (13%) was a man
- 6 of the 7 promoted women work part-time; the 1 promoted man works full-time

Number of permanent promotions, disaggregated by gender^{1,2}



Breakdown of promotions, disaggregated by position level and gender



Notes: 1. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy. 2. Percentages may not add up to 100% due to rounding. Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 5: Recruitment and promotion practices in the workplace

Workforce data

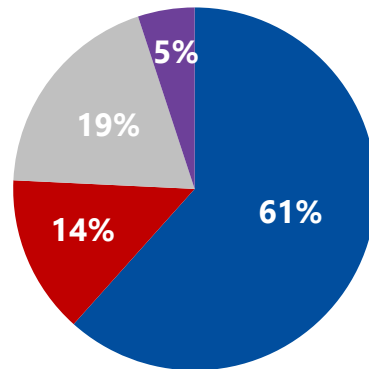
Recruitment and promotion decisions

KEY INSIGHTS

61% of respondents agree that Knox City Council makes fair recruitment and promotion decisions based on merit

- A lower proportion, 52%, agree that they feel they have an equal chance at promotion
- Men were marginally more likely than women to agree that Knox City Council makes fair, merit-based recruitment and promotion decisions
- Men and women were equally likely to agree that they have an equal chance at promotion

Q: 'My organisation makes fair recruitment and promotion decisions, based on merit'^{1,2}



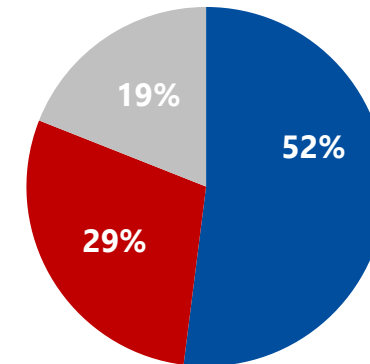
Most respondents (61%) agree that Knox City Council makes fair, merit-based recruitment and promotion decisions. The average agreement for Local Councils in 2021 was 54%.

! 19% did not know or disagreed.

65% men respondents agree

63% women respondents agree

Q: 'I feel I have an equal chance at promotion in my organisation'^{1,2}



Most respondents (52%) agree that they have an equal chance at promotion. The Local council average was 51%.

! 19% of respondents disagree that they have an equal chance at promotion, and 29% were neutral.

52% men respondents agree

52% women respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral Don't Know

Notes: 1. Gender disaggregated data for men and women does not include respondents who selected 'prefer not to say' or 'non-binary and I use a different term' for their gender. 2. Percentages may not add up to 100% due to rounding. Source: Knox City Council. (2021, June). Gender equality project. People Matter Survey. (n=241). Administered by the Victorian Public Sector Commission and analysed by Right Lane Consulting.



Indicator 5: Recruitment and promotion practices in the workplace

Workforce data

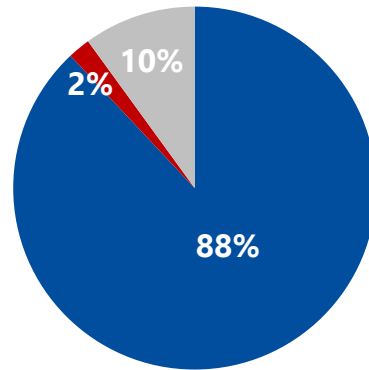
Support for diversity and inclusion

KEY INSIGHTS

88% of respondents agree that their workgroups actively support diversity and inclusion

- A lower proportion, 76%, agree that senior leaders are similarly supportive
- Women were more likely than men to agree that people in their workgroup actively support diversity and inclusion

Q: 'People in my workgroup actively support diversity and inclusion in the workplace'

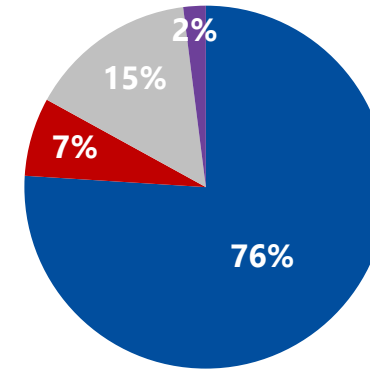


There is very strong agreement (88%) among respondents that their workgroup actively supports diversity and inclusion. The average for local councils was 81%.

65% men
respondents agree

63% women
respondents agree

Q: 'Senior leaders actively support diversity and inclusion in the workplace'



There is strong agreement (76%) that senior leaders support diversity and inclusion in the workplace. The average agreement for Local Councils in 2021 was 71%.

52% men
respondents agree

52% women
respondents agree

■ Agree or strongly agree ■ Disagree or strongly disagree ■ Neutral ■ Don't Know



Indicator 5: Recruitment and promotion practices in the workplace

People Matter Survey results

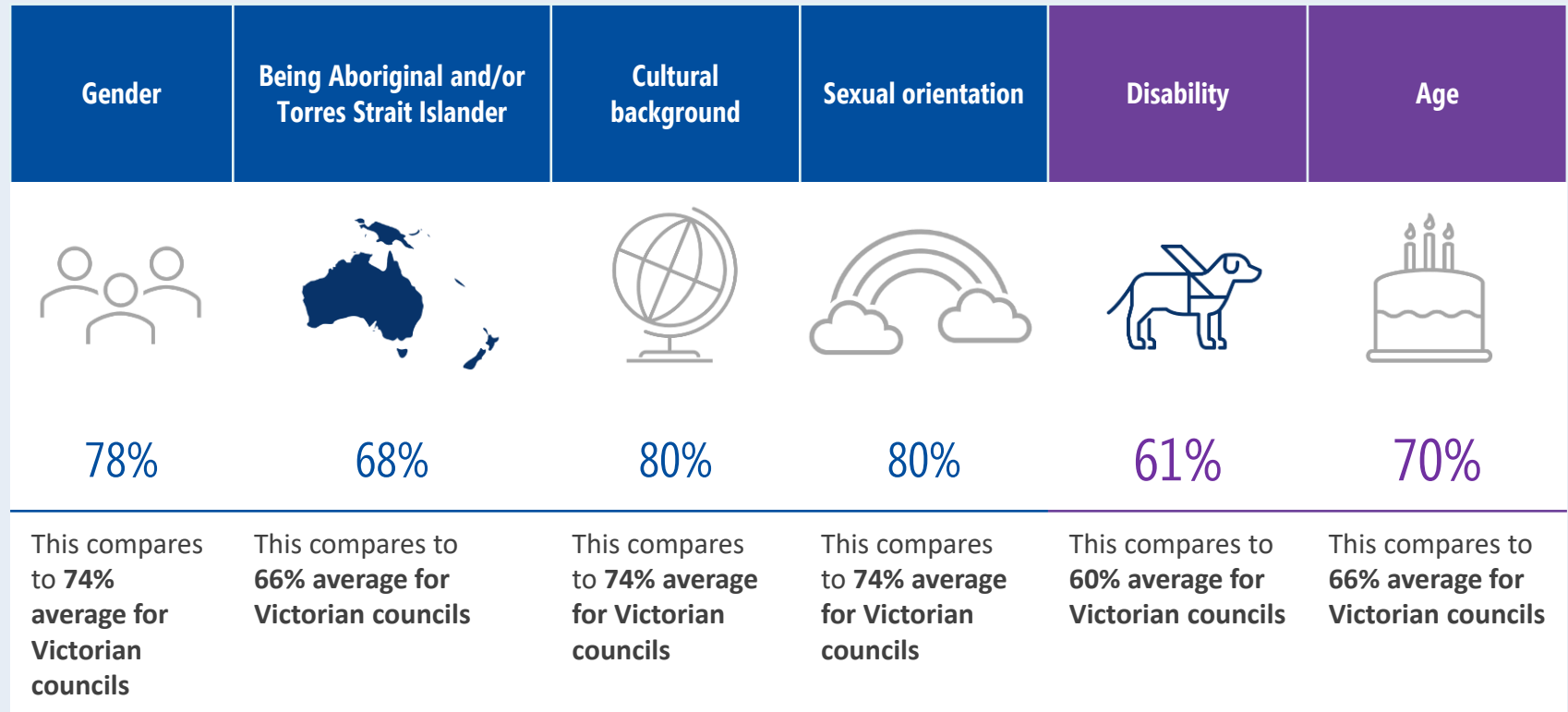
Support for diversity and inclusion

KEY INSIGHTS

74% of staff agree that there is a positive culture of diversity and inclusion at Knox City Council

- This compares to **69% average for Victorian councils**
- Fewer respondents agree there is a positive workplace culture in relation to age, Aboriginal and Torres Strait Islander people and people with disability than for other intersectional characteristics

'The following is not a barrier to success in my organisation ...'



← of respondents 'Agree and Strongly agree' →



Indicator 5: Recruitment and promotion practices in the workplace

People Matter Survey results



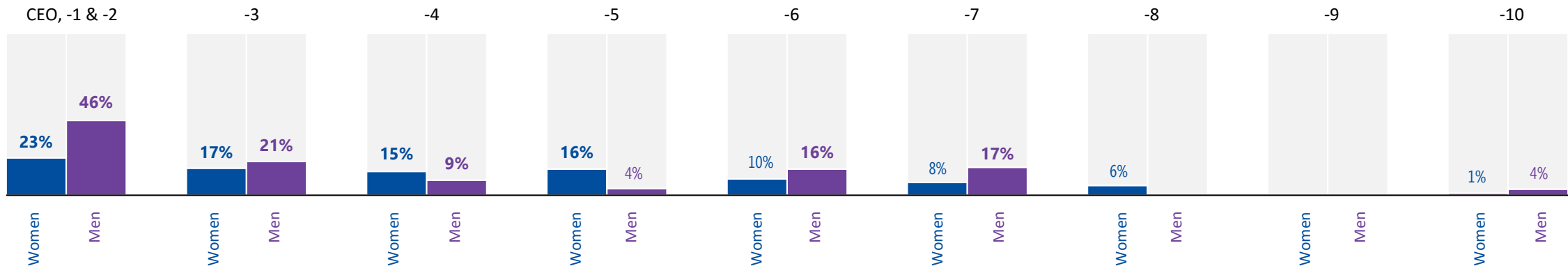
Development opportunities (1/3)

KEY INSIGHT

10% (106) of employees participated in career development training; employees in senior positions were more likely to participate in training than the rest of the workforce

Career development training participation

Participation % by position level and gender



- 10% (106) of all staff participated in career development training in FY21: 77 women (10% of all women) and 29 men (10% of all men)
- Employees in more senior positions (Levels -3 and above) were most likely to participate in career development training
- Employees at Levels -8, -9 and -10 were least likely to participate in career development training; this cohort makes up 27% of the Knox City Council workforce
- Women at Levels -4, -5 and -8 were more likely to participate in career development training than men; men at Levels CEO, -1 & -2, -3, -6 and -7 were more likely to participate in career development training than women.

Notes: 1. Career development training is extracted from Knox City Council's PageUp Learning Management system including organisation wide training activities and requires individual staff to add additional learning they have completed. 2. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 5: Recruitment and promotion practices in the workplace

People Matter Survey results



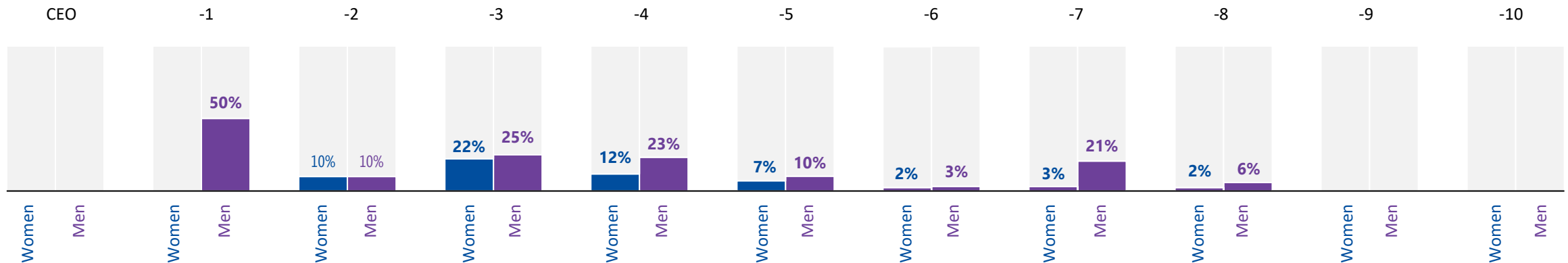
Development opportunities (2/3)

KEY INSIGHT

In FY21, 35 women and 33 men were awarded higher duties; across all levels, men were proportionally more likely to be awarded higher duties than women

Awarded higher duties

Proportion of staff by position level and gender



- 7% of all staff were awarded higher duties in FY21: 35 women (5%) and 33 men (11%)
- Employees at Levels -1, -3, -4 and -7 were most likely to be awarded higher duties; employees at Levels -2, -5, -6, -8 were least likely to be awarded higher duties
- Across all levels, men were more likely to be awarded higher duties than women

Note: 1. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy.
 Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 5: Recruitment and promotion practices in the workplace

People Matter Survey results



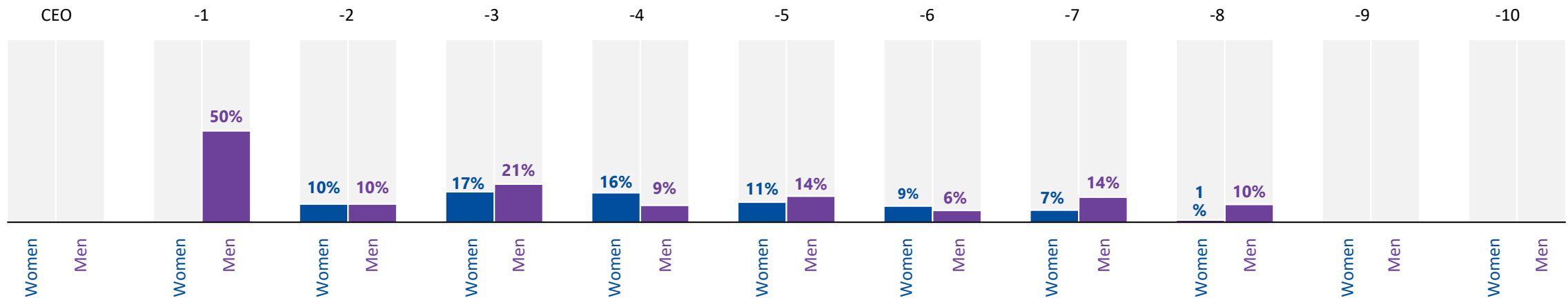
Development opportunities (3/3)

KEY INSIGHT

In FY21, 8% (88) of all staff were awarded internal secondments in FY21: 59 women (8%) and 29 men (10%)

Internal secondments

Proportion of staff by position level and gender



- 8% (88) of all staff were awarded internal secondments in FY21: 59 women (8%) and 29 men (10%)
- Employees at Levels -3 were most likely to be awarded internal secondments; there were no internal secondments awarded for Levels -9 and -10
- Across most levels, men were proportionately more likely to be awarded internal secondments than women

Note: 1. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy.
 Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 5: Recruitment and promotion practices in the workplace

People Matter Survey results



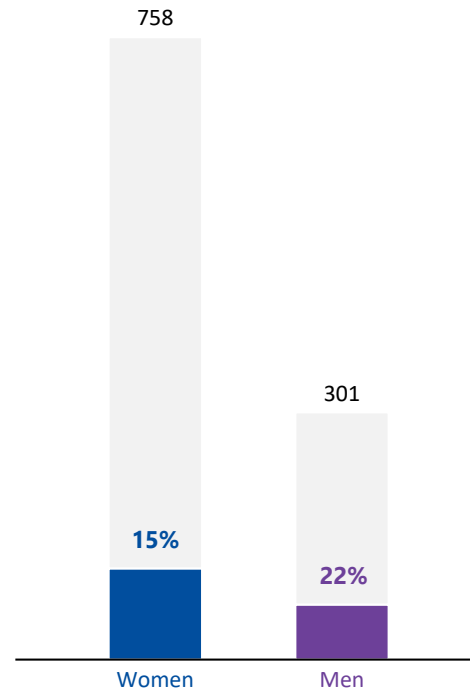
Exits from the organisation

KEY INSIGHTS

In FY21, 178 employees exited the organisation, 67 men and 111 women

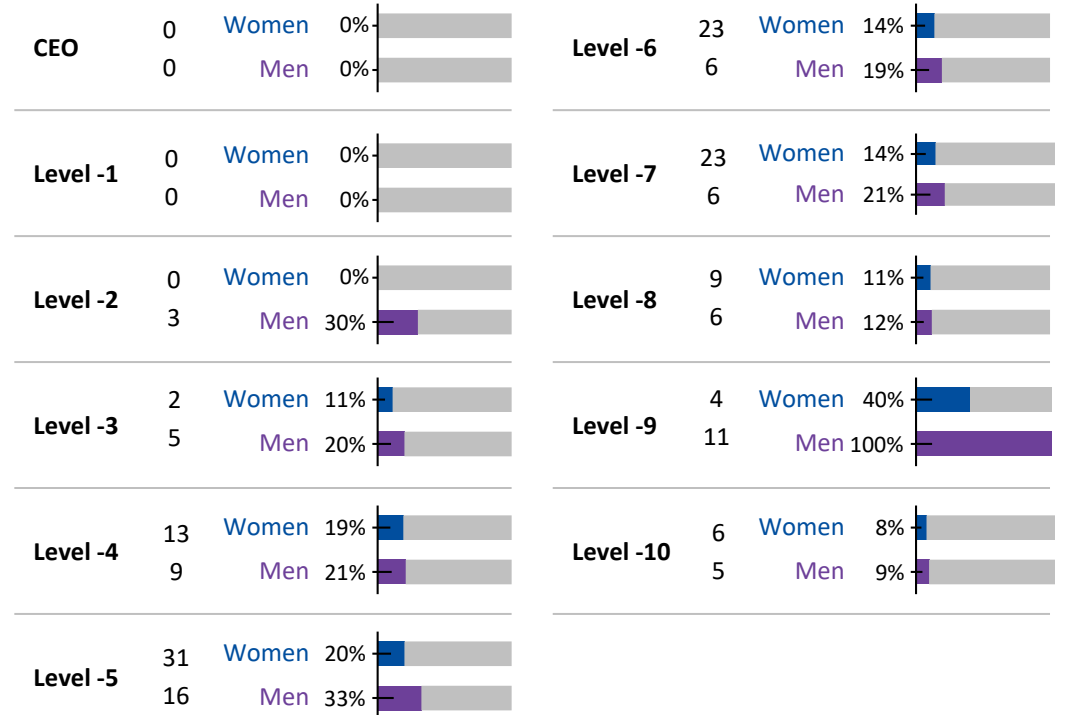
- 62% of those who exited were women; 38% were men
- In FY21, 3 of 27 **Levels -2 and above** members exited the organisation, 100% of whom were men

Total number of people who exited the organisation¹



Composition of people who exited the organisation by position level and gender^{1,2}

% of staff that exited the organisation during the period



Notes: 1. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy. 2. In instances where the number of exits were more than the staff employed as of the 30th of June 2020/1, it was assumed that 100% of the workforce at that level were exited.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

Availability and use of flexible work arrangements

KEY INSIGHT

A high number of People Matter Survey respondents indicated they are on various flexible working arrangements; 32% of respondents access flexible start and finish times and 23% of respondents work part-time.

		Number	% of all respondents		Number	% of all respondents	
Shift swap		4	2%	Purchased leave		16	7%
Working more hours over fewer days		19	8%	Using leave to work flexible hours		18	7%
Flexible start and finish times		77	32%	Other		10	4%
Part-time		56	23%	Working from an alternative location (e.g. home, hub/shared work space)		109	45%
Job sharing		2	1%	No, I do not use any flexible work arrangements		62	26%



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

Availability and use of flexible work arrangements

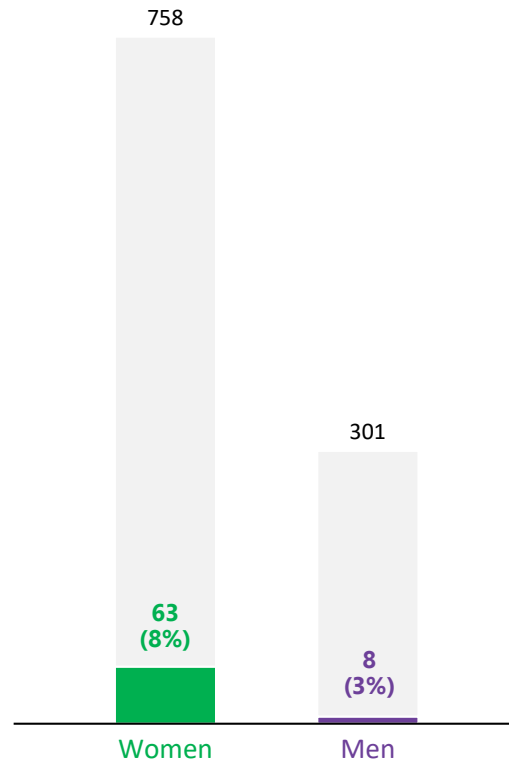
KEY INSIGHTS

8% of women and 3% of men at Knox City Council are on formal flexible work arrangements¹

- **71 (7%) employees were on formal flexible work arrangements in FY21;** 63 (88%) of these were women
- **13 of 178 (7%) senior leaders (Level -4 and above) utilise flexible work arrangements,** choosing to work more hours over fewer days or to work part-time; 10 (77%) of these were women

Flexible work is defined as access to one or more of the following arrangements, as chosen by the employee: working more hours over fewer days, flexible start and finish times, working remotely (not related to COVID-19), working part-time (negotiated by the employee), shift swap, job sharing, study leave, purchased leave or using leave to work flexible hours.

Total number of people on formal flexible work arrangement^{1,2}



Breakdown of people on formal flexible work arrangements by position level

Position Level	Number	Gender	Proportion
Level 0 to -2	0	Women	
	0	Men	
Level -3	1	Women	6%
	3	Men	13%
Level -4	9	Women	13%
	0	Men	
Level -5	17	Women	11%
	1	Men	2%
Level -6	14	Women	8%
	2	Men	6%
Level -7	19	Women	12%
	2	Men	7%
Level -8	3	Women	4%
	0	Men	
Level -9 & -10	0	Women	
	0	Men	

Note: 1. Formal flexible work arrangements defined by Knox City Council as submission of a Flexible Working Arrangement form. 2. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

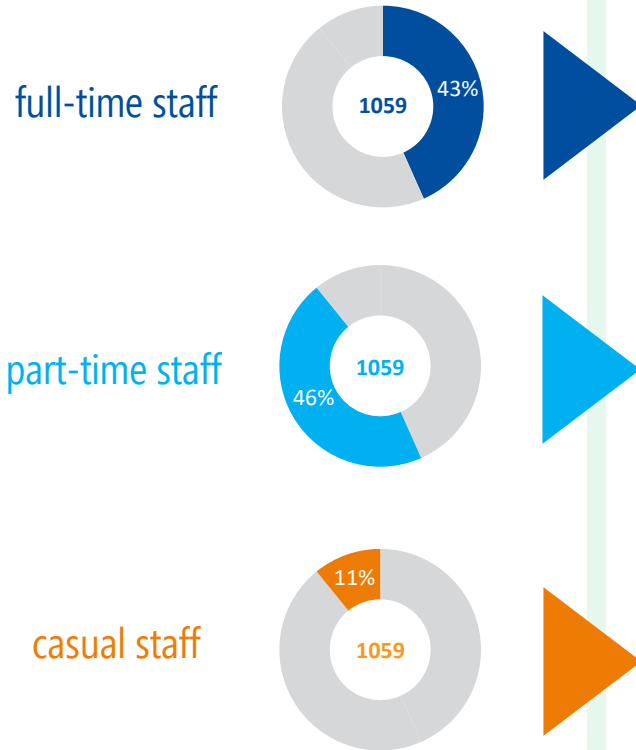
Employment basis

KEY INSIGHTS

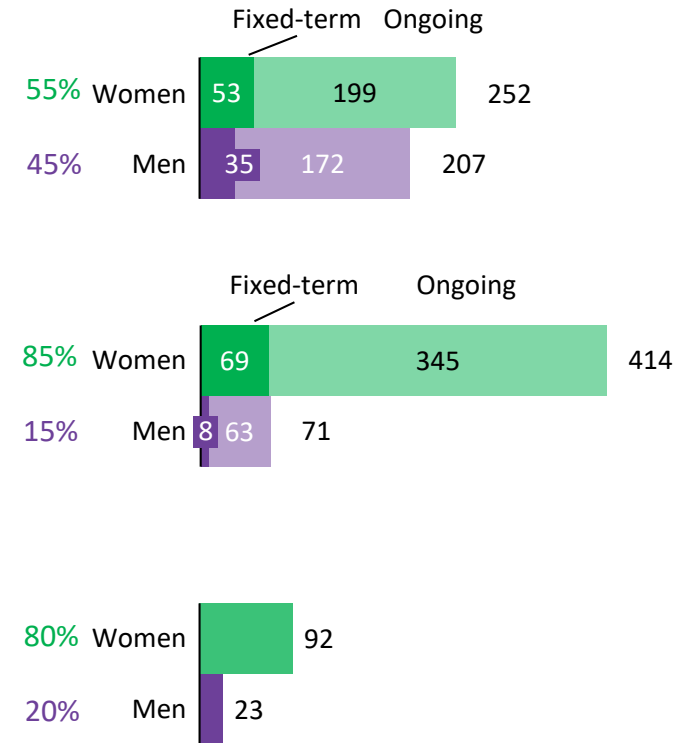
The majority of women (55%) work part-time; the majority of men (69%) work full-time

- 459 (43%) staff work full-time; 55% of these are women
- 485 (46%) staff work part-time; 85% of these are women
- 115 (11%) staff work casually; 80% of these are women
- 69% of men work full-time; 24% work part-time; and 8% work casually³
- 33% of women work full-time; 55% work part-time; and 12% work casually³

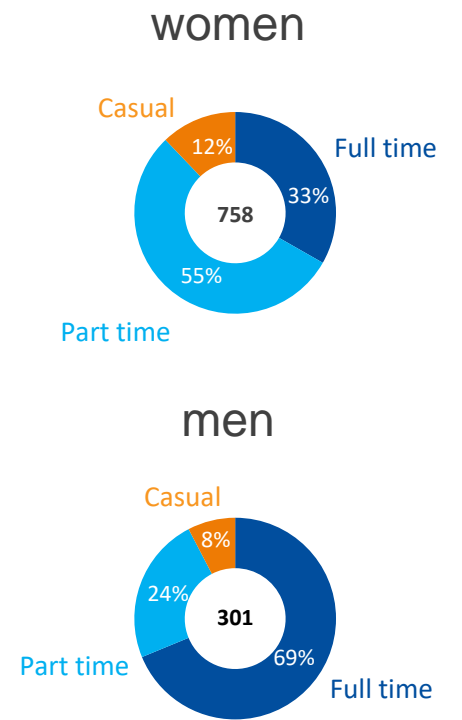
Total number of staff, disaggregated by employment basis^{1,2,3}



Breakdown of staff by employment basis, disaggregated by gender^{1,2,3}



Gender composition by employment basis^{1,2,3}



Notes: 1. Staff represented include full-time, part-time and casual staff, but excludes contractors; 2. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy. 3. Percentages may not add up to 100% due to rounding.

Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results



Employment basis

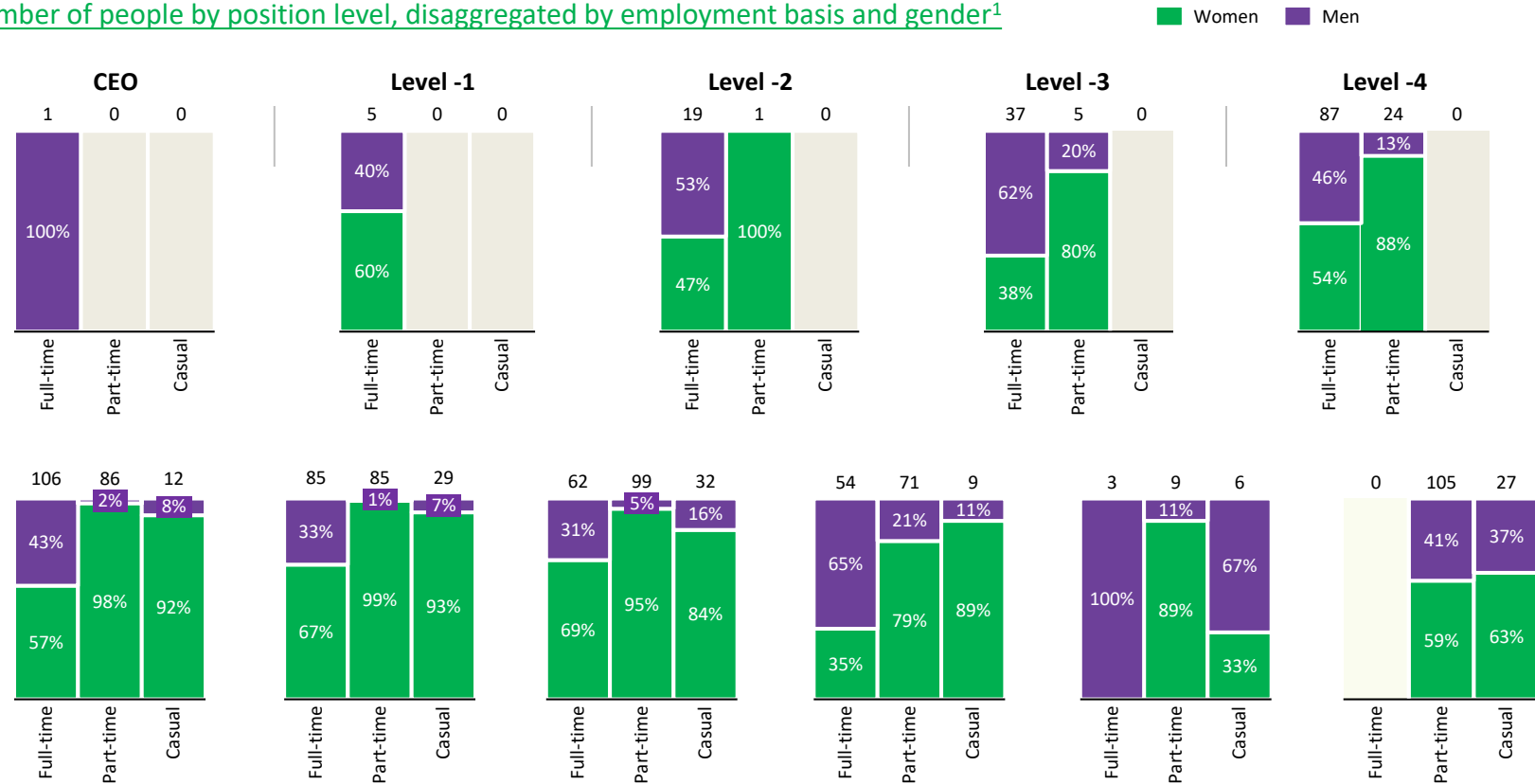
KEY INSIGHTS

The majority of part-time and casual workers are women working at Level -6 and below

- 83% of senior leaders (Level -4 and above) work full-time; 17% work part-time
- The majority of staff work full-time at Level -5 and above; the majority of staff work part-time at Level -6 and below
- 69% of men work full-time; 24% work part-time; and 8% work casually
- 33% of women work full-time; 55% work part-time; and 12% work casually

Gender composition by position level and employment basis^{1,2}

Number of people by position level, disaggregated by employment basis and gender¹



Notes: 1. Percentages may not add up to 100% due to rounding. 2. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy. Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

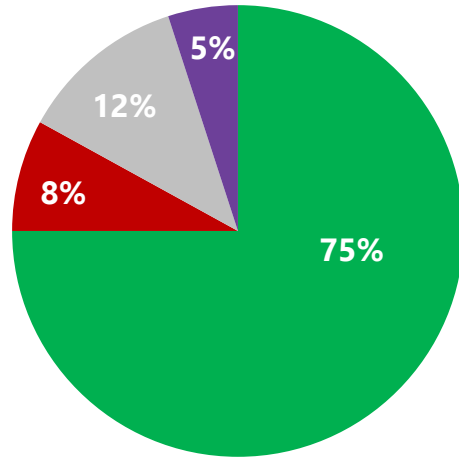
Availability and use of flexible work arrangements¹ – Staff perceptions

KEY INSIGHTS

75% of respondents feel that there is a positive culture at Knox City Council in relation to employees who use flexible work arrangements

- A slightly lower proportion (68%) agree that using flexible work arrangements is not a barrier to success
- Men respondents are more likely than women respondents to agree that there is a positive culture in relation to use of flexible arrangements and that it is not a barrier to success

Q: 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'

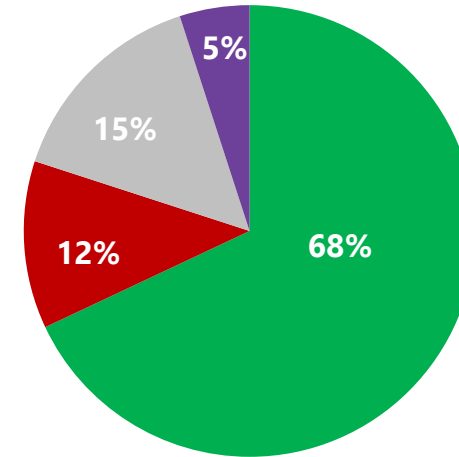


There is strong agreement (75%) that Knox City Council has a positive culture in relation to employees using flexible working arrangements. The Local council average was 65%.

79% men respondents agree

75% women respondents agree

Q: 'Using flexible work arrangements is not a barrier to success in my organisation'



Most respondents (68%) agree that using flexible arrangements is not a barrier to success at Knox City Council. The average agreement for Local Councils in 2021 was 67%.

73% men respondents agree

68% women respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral Don't Know

Notes: 1. Flexible work is defined as access to one or more of the following arrangements, as chosen by the employee: working more hours over fewer days, flexible start and finish times, working remotely (not related to COVID-19), working part-time (negotiated by the employee), shift swap, job sharing, study leave, purchased leave or using leave to work flexible hours.

Source: Knox City Council. (2021, June). Gender equality project. People Matter Survey. (n=241). Administered by the Victorian Public Sector Commission and analysed by Right Lane Consulting.



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

Caring responsibilities

Women Men

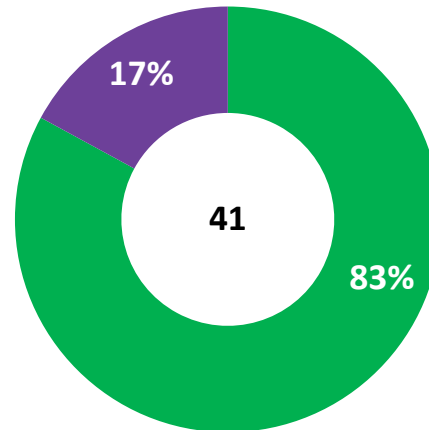
KEY INSIGHTS

In FY21, 41 Knox City Council staff took parental leave; 27% of Knox City Council staff accessed carer's leave.

- The average parental leave taken by women was 36 weeks longer than the average parental leave taken by men
- In FY21, 27% (286) Knox City Council staff took carer's leave; 29% of women and 22% of men

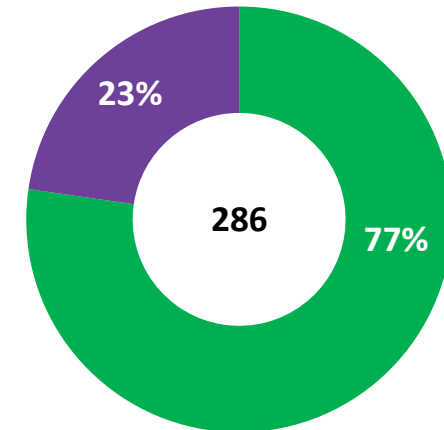


Parental leave



- 41 Knox City Council staff took parental leave between 1 July 2020 and 30 June 2021
- 83% of staff who took parental leave were women
- For women, the average parental leave taken was 15 weeks paid leave and 26 weeks unpaid leave
- For men, the average parental leave taken was 5 weeks paid leave and no unpaid leave
- There were no parental leave exits in FY21

Carer's leave



- 27% (286) Knox City Council staff accessed carer's leave between 1 July 2020 and 30 June 2021
- 221 of 758 (29%) of women accessed carer's leave
- 65 of 301 (22%) of men accessed carer's leave



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

Caring responsibilities

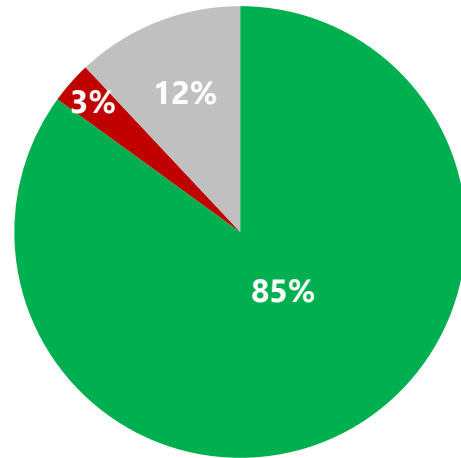
KEY INSIGHTS

Respondents agreed that Knox City Council is supportive of employees with family or caring responsibilities, regardless of gender

- Women (86%) were marginally more likely to agree than men (84%)
- 3% of all respondents disagreed

Q:

'Using flexible work arrangements is not a barrier to success in my organisation'



There is strong agreement (85%) that Knox City Council supports employees with family and other caring responsibilities regardless of gender. The average agreement for Local Councils in 2021 was 82%

84% men respondents agree

86% women respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral



Indicator 6: Availability and utilisation of flexible working arrangements

People Matter Survey results

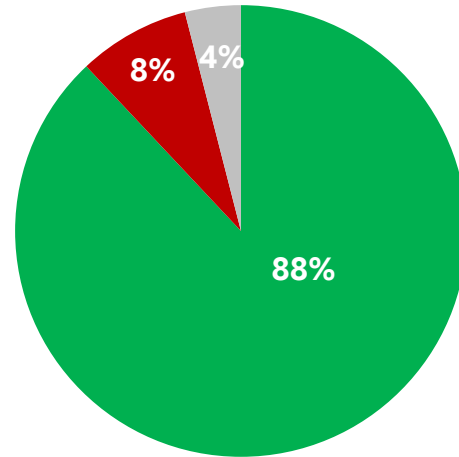
Availability and use of flexible work arrangements

KEY INSIGHTS

Respondents agreed that Knox City Council is supportive of employees who may require flexible work arrangements or need to take family violence leave, regardless of gender

- Women were more likely to agree than men for both questions
- No respondents disagreed that the organisation would support them if they needed to take family violence leave

Q: 'My organisation would support me if I needed to take family violence leave'

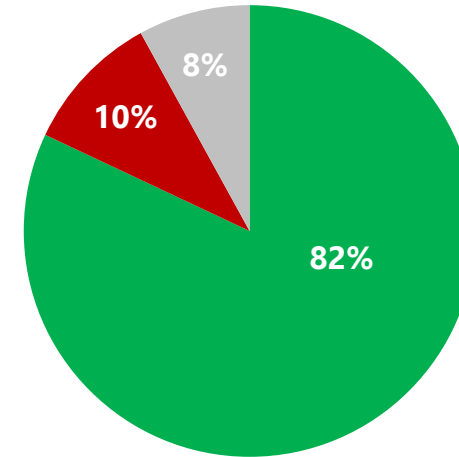


There is strong agreement (88%) that Knox City Council supports employees who may need to take family violence leave regardless of gender. The average agreement for Local Councils in 2021 was 86%

84% men respondents agree

92% women respondents agree

Q: 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'



There is strong agreement (82%) that Knox City Council gives due consideration to flexible work arrangement requests regardless of gender. The average agreement for Local Councils in 2021 was 75%

76% men respondents agree

84% women respondents agree

Agree or strongly agree Disagree or strongly disagree Neutral



Indicator 7: Gendered segregation within the workplace

Workforce data

Women Men

KEY INSIGHTS¹

Women over-index in professional and clerical and administrative occupations, while men represent the majority of technicians and trade workers

- Women represent 81% of all professional workers at Knox (445 out of 542 individuals), and 78% of all clerical and administrative workers (118 out of 151)
- Men represent over 85% of all technicians and trade workers at Knox City Council (29 out of 34 in total)



Women at Knox City Council are most likely to work in education or professional jobs

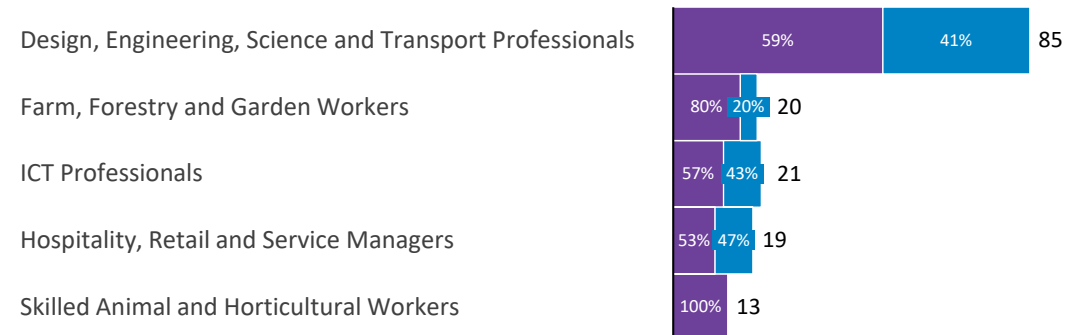


Men at Knox City Council are most likely to work in professional engineering or outdoor jobs

Top occupations where women over-index at Knox City Council^{1,2}



Top occupations where men over-index at Knox City Council^{1,2}



Notes: 1. As per ANZSCO occupational categories. 2. Given the small number of people that prefer to self-describe their gender, the 'prefer to self-describe' category has been excluded from this analysis to protect privacy. Source: Knox City Council. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.



Indicator 7: Gendered segregation within the workplace

Workforce data

Work allocation

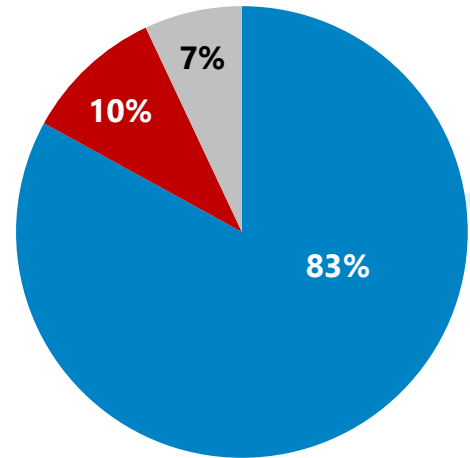
KEY INSIGHTS

There is strong agreement among respondents that work is allocated fairly in their workgroup, regardless of gender

- Men were marginally more likely than women to agree

Q:

'In my workgroup, work is allocated fairly, regardless of gender'



There is strong agreement (83%) that work is allocated fairly, regardless of gender. The average agreement for Local Councils in 2021 was 83%.

84% men
respondents agree

82% women
respondents agree

■ Agree or strongly agree ■ Disagree or strongly disagree ■ Neutral



Indicator 7: Gendered segregation within the workplace

Workforce data

Bullying

KEY INSIGHTS

10%¹ (24) of respondents experienced bullying in the last year compared to 16% local council average

- A higher proportion of men experienced bullying than women (13% (8) of men and 9% (15) of women)
- 18% (2) of 'other' respondents experienced bullying⁴. Other respondents include those who prefer not to say their gender or identify as non-binary or gender diverse²

Of the 24 respondents who experienced bullying³:

60%	14 experienced incivility (e.g. were talked down to, received demeaning remarks, weren't listened to)
52%	13 experienced exclusion or isolation
48%	12 experienced intimidation or threats
32%	8 had essential information for their job withheld
32%	8 experienced verbal abuse
4%	1 was given impossible assignments
4%	1 was assigned meaningless tasks unrelated to the job
4%	1 had their personal property and/or work equipment interfered with



- 40% (10) of respondents who experienced bullying experienced it at least weekly; 36% (9) experienced it less than once a month
- 20% (5) submitted a formal complaint (13% local council average); 44% (11) told a manager and 24% (6) told Human Resources³
- The main reasons for not submitting a formal complaint were the beliefs that making a formal complaint would have negative consequences for their reputation (65%); would have negative consequences for their career (45%); would not make a difference (40%)³
- 15% of those who experienced bullying didn't submit a formal complaint because they were able to make the bullying stop (6% local council average)

Notes: 1. 10% may not reflect the number of discrete instances. This question asks respondents to indicate whether they had experienced bullying. 2. 'Other' participants made up 4.6% of survey respondents.

3. Respondents could select multiple categories.

Source: Knox City Council. (2021, June). Gender equality project. People Matter Survey. (n=241). Administered by the Victorian Public Sector Commission and analysed by Right Lane Consulting.



Indicator 7: Gendered segregation within the workplace

Workforce data

Discrimination

KEY INSIGHTS

5%¹ (12) of respondents experienced discrimination in the last year; 7% (17) reported they were not sure if they had experienced discrimination

- Women were more likely to report experiencing discrimination than men (5% (9) versus 3% (2))
- 9% (1) submitted a formal complaint

Of the 12 respondents who reported experiencing discrimination categorised it as²:




45%	5 were denied flexible work arrangements or other adjustments
45%	5 experienced other discrimination
27%	3 experienced discrimination related to opportunities for promotion
27%	3 experienced discrimination related to opportunities for training
18%	2 experienced discrimination related to pay or conditions offered by employer



- Most respondents who reported experiencing discrimination experienced it less than once a month (45% or 5 respondents); 36% (or 4 respondents) reported experiencing it at least weekly³
- Of respondents who experienced discrimination, 9% (1) submitted a formal complaint, 36% (4) told a manager and 27% (3) told Human Resources²
- The main reasons for not submitting a formal complaint were the beliefs that there would be negative career consequences (70%) or negative reputational consequences (40%), or that it would not make a difference (50%)²

Notes: 1. 5% may not reflect the number of discrete instances. This question asks respondents to indicate whether they have experienced discrimination. 2. Respondents could select multiple categories. Source: Knox City Council. (2021, June). Gender equality project. People Matter Survey. (n=241). Administered by the Victorian Public Sector Commission and analysed by Right Lane Consulting.

The following table provides notes on the methodology used to calculate key metrics in specific indicators.

	Workplace gender equality indicator	Notes on methodology
3	 Equal remuneration	<ul style="list-style-type: none"> • Gender pay gap: two different methodologies have been used to provide both simple comparison to other organisations and greater insight to guide action: <ul style="list-style-type: none"> • Methodology 1: pay gap between women and men on average (mean) base salary for full-time employees only. This excludes part-time and casual staff, and other remuneration such as bonuses and overtime. • Methodology 2: pay gap between women and men on median total remuneration for all permanent and fixed term employees. This excludes casual employees which can skew the data due to casual loading rates. All remuneration is annualised to 1 full-time equivalent.
5	 Recruitment and promotion practices	<ul style="list-style-type: none"> • Recruitment: commentary on the recruitment numbers at each level references the number of existing employees by gender in each level, to provide insight into how recruitment activity may be contributing to changes in gender mix by level. The number of ‘existing’ employees refers to the total number of staff as at 30 June 2021 (from the unit level upload data). • Development opportunities: the number of employees who have accessed development opportunities (including career development training, higher duties and secondments) during the financial year includes people who may have exited the organisation, consistent with the data collection approach specified by the Commission. To understand relative levels of access to these opportunities by gender, these numbers are also reported as a proportion of total employees as at 30 June 2021 (from the unit level upload data). • Exits: the turnover rate is calculated based on the number of people who exited the organisation across the financial year as a proportion of total employees as at 30 June 2021 (from the unit level upload data).
6	 Utilisation of flexible work and other support practices	<ul style="list-style-type: none"> • Flexible working arrangements: the number and proportion of employees on formal flexible working arrangements is based on status of employees as at 30 June 2021. • Caring responsibilities: <ul style="list-style-type: none"> – The number of employees who have accessed parental leave and carer’s leave during the financial year includes people who may have exited the organisation, consistent with the data collection approach specified by the Commission. To understand relative levels of access to this leave by gender, these numbers are also reported as a proportion of total employees as at 30 June 2021 (from the unit level upload data). – The average period of paid and unpaid parental leave is calculated for employees whose parental leave finished in the financial year only and includes leave commenced prior to the reporting year. This is to ensure the data reflects the total leave taken (not leave that is still in progress).

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Equality *In Action*



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