

# Safer, healthier communities

---

Gender Equality Action Plan

2021–23

The *Gender Equality Act 2020* (the Act) requires public sector agencies to conduct a gender audit taking an intersectional approach (that is, not just gender but also age, ability, ethnicity etc.) and prepare a Gender Equality Action Plan (GEAP) to address several indicators of organisational health:

- › gender composition of governing body
- › gender composition of the workforce
- › gendered work segregation
- › recruitment and promotion
- › gender pay equity
- › leave and flexibility
- › sexual harassment

## Acknowledgement of Country

We acknowledge the Traditional Custodians of the various lands on which we work and pay respects to Elder's past, present and emerging. We recognise and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of Victoria.

## Accessibility

If you need this information in an accessible format, telephone **1300 735 135** or email **[communications@ibac.vic.gov.au](mailto:communications@ibac.vic.gov.au)**

This document can also be found on our website **[www.ibac.vic.gov.au](http://www.ibac.vic.gov.au)**

Alternatively, contact the National Relay Service on **133 677** ([www.relayservice.com.au](http://www.relayservice.com.au)).

© State of Victoria 2022 (Independent Broad-based Anti-corruption Commission).

You are free to re-use this work under a Creative Commons Attribution 4.0 licence, provided you credit the State of Victoria (Independent Broad-based Anti-corruption Commission) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any branding, including Government logos.

# CONTENTS

<b>A message from our CEO</b>	<b>4</b>
<b>Our case for change</b>	<b>5</b>
<b>Guiding principles</b>	<b>6</b>
<b>A comprehensive and considered approach</b>	<b>8</b>
<b>Collaborating to create shared goals</b>	<b>9</b>
<b>Our audit results and action plan</b>	<b>10</b>
Audit results for Indicator 1 and 2: Gender workforce composition and composition of governing body	11
Audit results for Indicator 3: Pay equity	13
Audit results for Indicator 4: Sexual harassment	15
Audit results for Indicator 5: Recruitment and promotion	17
Audit results for Indicator 6: Leave and flexibility	19
Audit results for Indicator 7: Gender segregation	21
<b>A continued, dedicated focus on gender equality</b>	<b>23</b>
<b>Our diversity and inclusion resourcing framework</b>	<b>24</b>
<b>Taking an intersectional approach</b>	<b>25</b>

## A message from our CEO

---

We are fortunate to live in a state that, by law, protects our human rights and places high expectations on employers to create safe, healthy and fair work environments.

As one of Victoria's core integrity agencies, our vision is a public sector and police that acts with integrity for all Victorians. To help strengthen gender equality within our own organisation and guide our interactions with the public sector and community we've developed a Gender Equality Action Plan (GEAP).

To develop our GEAP we have taken an evidence-based approach to better understand how gender may influence perceptions and experiences of our own recruitment and promotion practices, pay, and access to leave and flexibility.

Alongside these insights, we consulted with subject experts Gender Equity Victoria (GenVic), our team members and the Community and Public Sector Union (CPSU). I would like to thank everyone for their input into this important work.

We will make change happen by incorporating our actions into our business planning and core business activities, reporting regularly to the Gender Equality Commission and the broader community, and reviewing and extending our equality actions over time.

For us, gender equality is a basic human right and precondition to social justice. It aids the prevention of family violence and other violence against women and children. And significantly, it brings economic, social and health benefits for our communities.

Implementing our GEAP over the next four years will help us evolve the way we connect with others, make decisions and provide equitable services. We are proud of this plan and our efforts to ensure we treat everyone with dignity, respect and fairness.

**Marlo Baragwanath**  
CEO

# Our case for change

---

The social need for gender equality is clear. When people of all genders have equal rights, responsibilities and opportunities, we see and experience lower rates of violence against women, stronger economies, and safer, healthier communities.

We are taking this social issue personally. Our drive for change is born from our aspiration to set an example of best practice.

As a government-funded organisation overseeing public sector corruption, we want to deliver a comprehensive gender equality program. We want transformational change.

## **Acting in the interests of Victorians will be at the centre of all we do.**

Developing this GEAP has shown us that we have work to do to collect the data and information we need to make significant change. We need to understand our current environment so we can make informed decisions and develop targeted actions to address gender equality. To do this, we need better systems and clearer procedures.

We expect the first two years of this program to be spent on systemic change. We will implement new technology and practices to capture intersectional information about our workforce, the programs we run and services we provide. This first step in capturing information will help us to be transparent and accountable.

These pieces of work will be supplemented with behavioural activities – activities to challenge our conscious and unconscious assumptions and reshape the way we work. No one person can make the changes we are looking to make. We all need to shine a light on inequities, have collegiate conversations, and work collaboratively.

We want to change to realise our vision to be a leader in an inclusive, diverse and equitable working environment that reflects and supports the Victorian community we serve.

# Guiding principles

---



## We believe that acting in the interests of Victorians should be at the centre of all we do.

We aim to provide the best possible experience for everyone who contacts IBAC. We're accessible, and we make sure everyone understands our processes and what we can and can't do. If a complaint comes to us that's outside our legislative remit, we'll advise the complainant of other options to follow or agencies who may be able to help.



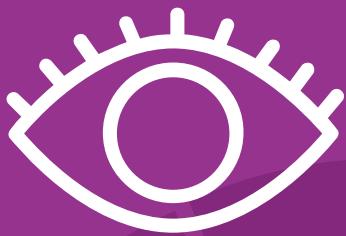
## We are intelligence led.

We gather information, data and evidence to form real insights about where we should focus our efforts in maintaining integrity across the public sector and Victoria Police. IBAC collects and analyses intelligence, which alerts us to trends, emerging public sector corruption and police misconduct risks, and opportunities to improve our work. We are focused on being able to effectively use intelligence and data to inform good decision making and improve our practices.



## We collaborate.

We're fiercely independent when we need to be, but value collaboration when it's appropriate. Collaboration to us means sharing information and resources, building trust and working together to achieve a common purpose. We work across IBAC and with our key stakeholders to bring diverse people and thinking together in order to ensure integrity across the public sector and police.



### **Our organisational vision**

For a public sector and police force that acts with integrity for all Victorians, relies on a deep commitment to high standards in diversity, inclusion and equality.

### **Our gender equality vision**

For an inclusive, diverse and equitable working environment that reflects and supports the Victorian community we serve.

# A comprehensive and considered approach

Gender equality is a complex matter. One which requires comprehensive and considered thinking to address.

There were several key elements guiding our approach to the development of this plan:

- › our latest strategic plan, *The IBAC Plan 2021-25*
- › the *Victorian Gender Equality Act 2020* gender equality principles
- › intersectionality.

## A strategic approach

*The IBAC Plan 2021-25* outlines four strategic pillars for our work:

1. Independent, fair and trusted integrity agency
2. A targeted approach to police misconduct
3. A progressive and connected workplace
4. A collaborative way forward

Our GEAP supports and straddles all four of these pillars. Understandably, many of our gender equality strategies are closely aligned to our third pillar, a progressive and connected workplace. To be an independent, fair and trusted integrity agency, we need a strong, safe and healthy organisation.

The Gender Impact Assessments we will conduct will be more externally focussed. These will look at our significant policies, programs and services to help us critically consider how gender inequality can be compounded by disadvantage or discrimination that a person may experience on the basis of other factors such as age, disability, or ethnicity.

## A considered approach

*The Victorian Gender Equality Act 2020* sets out ten comprehensive gender equality principles, which framed our thinking and the development of this plan.

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.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.

6. Advancing gender equality is a shared responsibility across the Victorian community.
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.
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.
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10. Special measures may be necessary to achieve gender equality.

# Collaborating to create shared goals

It was important to us that we brought together people with differing perspectives, lived experiences and skills to create this plan.

We wanted the choices we made to reflect our integrity and the community we serve. Together, our leaders, colleagues, experts in the field and the CPSU co-created this Gender Equality Action Plan – a plan that targets our personal concerns and priorities and is tailored to our specific working environment.

Through a series of information sessions, workshops, meetings and surveys, around half of our workforce (over 125 voices) were heard. Their thoughts and feedback shaped our vision, strategies and measures.

## Plan

Over a dozen meetings were convened to collaboratively plan our approach (Human Resources, Executive Sponsor of diversity and inclusion, GenVic, Diversity and Inclusion Working Group and CPSU).

## Share

Three information sessions were held to share our gender equality audit findings, answer questions and collect early thinking (Executive Leadership Team, Corporate Governance Committee and all employees – over 110 attendees).

## Co-draft

Human Resources and GenVic worked collaboratively to draft a GEAP that translates the feedback from consultation, expert thinking and research into impactful and achievable strategies and measures.

## Consult

Three voluntary workshops for team members and an online survey were used to brainstorm strategies to address gender equality – over 130 participants.

## Launch

All team members celebrated the launch of our Gender Equality Action Plan at a whole-of-organisation meeting.

## Consult

An online survey was used to gain feedback on the draft strategies and measures to inform the final document (22 participants including CPSU).

# Our audit results and action plan

---

Late in 2020, we conducted a Workplace Gender Audit using:

## **1. Results of our 2021 Victorian Public Sector Commission People Matter Survey (survey)**

We are proud that 71 per cent of our workforce responded to the survey (compared to a 39 per cent response rate across the public sector) which gave us a broad range of employee opinions on how we embrace public sector values and employment principles.

## **2. Data from our human resources and payroll system**

Data collected from our in-house systems covered the period 1 July 2020 to 30 June 2021. This process revealed that there are gaps in our knowledge. We acknowledge that we can't manage what we can't measure. A strong focus within this plan is to close out those gaps; provide more safe opportunities for employees to disclose demographic information and build systems to capture this information.



**71%**

of our workforce responded to the survey

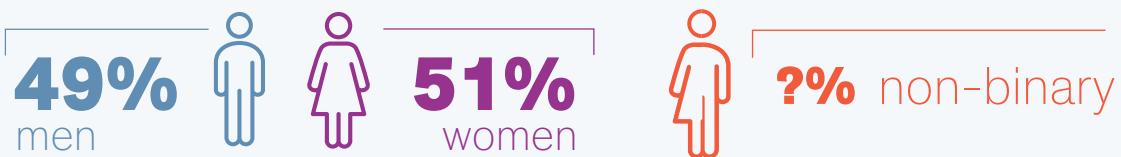
- Our results and associated actions are aligned to each of the seven gender equality indicators of health. One primary action sits across all indicators:

**Set up a governance framework that manages and monitors gender impact assessments for all externally facing policies, strategies and processes that have a direct and significant impact on the public.**

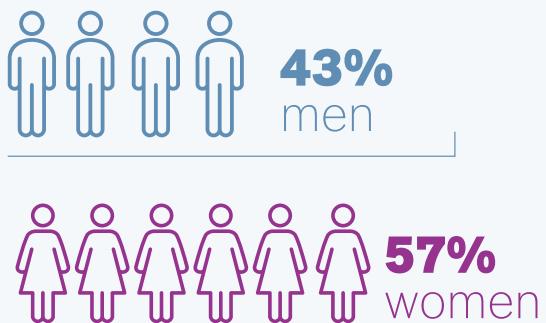
Audit results for Indicator 1 and 2:

## Gender workforce composition and composition of governing body

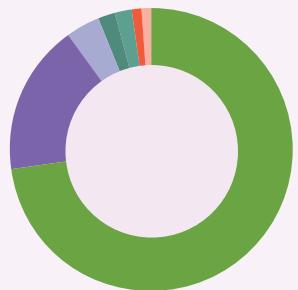
### Workforce composition



### Executive Leadership Team (ELT) composition



### Cultural diversity



- 73% Australian
- 17% Prefer not to say
- 4% European
- 2% East Asian
- 2% English
- 1% Middle Eastern
- 1% Pacific Islander



### Other audit data

- Executives and governance structures are fairly balanced.
- We need to improve our systems to enable the collection and recording of non-binary and intersectional data.
- Our cultural diversity does not currently mirror the Victorian community we serve.



# Our actions

## WHAT WE HEARD

“

Celebrate the value and importance of diversity and this will continue to flow through to hiring and decision making.”

“We need to focus on groups that have a large imbalance.”

“I like the idea of the sponsoring and mentoring. Making that more available for all staff to help career plan and help people understand the opportunities available to them to seek promotions.”

“Introduce a senior junior mentoring gender specific program within divisions.”

“Mentors have understanding of what is available and have skills and information to assist with programming.”

## STRATEGIES

- 1.1 Improve our data collection systems to enable the auditing of gender composition and intersectionality within our teams and identify imbalances.
- 1.2 Run a campaign to provide employees with safe and meaningful ways to disclose demographic information.
- 1.3 Develop and implement strategies to address gender composition imbalances (eg mentoring and secondments) ensuring gender composition reporting is included.

## PROGRESS INDICATORS

- People Matter Survey results (relating to positive culture and intersectional acceptance and inclusion) show an upward or positive trend.
- Our gender composition and intersectionality shows improvement within the People Matter Survey and Annual Report.
- Fair representation of genders participating in the secondment/mentoring programs.

Audit results for Indicator 3:

## Pay equity

### Pay equity by VPS level

Levels	Pay gap	Favours
VPS 3-5	0.9-3.3%	Women
VPS 6-7	6%	Men
SES1	6.1%	Men
SES2	2%	Women

Victorian gender pay gap is:



### Other audit data

- Our widest gender pay gap across some of the levels was only around half the size of Victoria's average gender pay gap.
- Our largest gaps sit within the Victorian Public Service (VPS) Grade 6-7 and Senior Executive Service (SES) Grade 1 pay levels.
- While we identified gender pay gaps when viewing the average (median and mean) annualised full time salary against the intersection of age and reporting levels to CEO, we found these were mostly due to the different reporting structures across our teams.



# Our actions

## WHAT WE HEARD

“

For existing positions, is the pay grade reflective of the role? Review job designs/descriptions.”

Define what is an acceptable pay gap for IBAC.”

“Looking at [our] pay gap, and performance development plan progression... there is a huge pressure to get progression, how do we manage this and monitor fairness?”

## STRATEGIES

**3.1** Scope and deliver a role and remuneration alignment project for all positions to identify issues and address accordingly.<sup>1</sup>

**3.2** Develop a remuneration guideline to raise awareness and transparency of our practices regarding setting remuneration and accessing progression, higher duties and secondments.

**3.3** Introduce gender pay equity reporting and monitoring. Share results with staff and within our Annual Report.

## PROGRESS INDICATORS

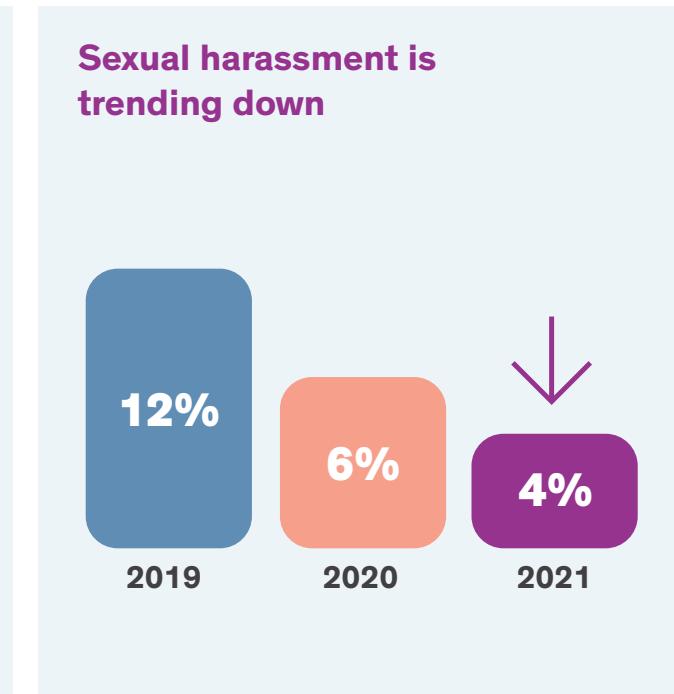
➢ People Matter Survey results regarding role clarity improve (understanding of what is expected in the job and whether the workload is appropriate).

➢ New and existing team members clearly understand our remuneration guidelines.

➢ Our gender pay equity within the Annual Report shows improvement over the life of the plan.

1. Refer to Equal Workplaces Advisory Council | Victorian Government ([www.vic.gov.au](http://www.vic.gov.au))

Audit results for Indicator 4:  
**Sexual harassment**





# Our actions

## WHAT WE HEARD

“

Regular training – reiterate appropriate behaviours and reporting mechanisms.”

“Systems to report sexual harassment anonymously or in a safe/protected manner.”

“Calling out low level sexist language/jokes etc.”

“Calling out when it happens – zero tolerance/ change in culture.”

## STRATEGIES

- 4.1** Review our existing sexual harassment and gendered violence prevention policies against:
- Victorian Equal Opportunity and Human Rights Commission's (VEOHR) complaint process prioritising safety and victim-survivor centric approaches.
  - Victoria Police sex discrimination, sexual harassment, and gender equality reform agenda.
  - Australian Human Rights Commission, *Respect@Work: Sexual Harassment National Inquiry Report (2020)*.

- 4.2** All team members and people leaders to ensure they undertake at least two of the regular training, education and awareness activities offered in relation to sexual harassment, our processes and supports.
- 4.3** Continue monitoring and acting on reported sexual harassment incidents and introduce reporting within our Annual Report.

- 4.4** Evaluate our ‘speak up’ and bystander training programs against the Respect Victoria’s Violence monitoring and evaluation strategic framework<sup>2</sup> and implement improvements.
- 4.5** Introduce and promote an anonymous and confidential service for team members to report experiences of sexual harassment in the workplace.

## PROGRESS INDICATORS

- IBAC policy and standard operating investigation procedures align to the related recommendations.
- People Matter Survey results regarding confidence to speak up against inappropriate behaviour improves.
- Employee confidence that reported incidents are handled respectfully, confidentially and quickly improves; incident numbers are disclosed in our Annual Report.
- People Matter Survey employee perception scores on sexual harassment continue to improve.

<sup>2</sup> [www.respectvictoria.vic.gov.au/guiding-frameworks](http://www.respectvictoria.vic.gov.au/guiding-frameworks)

Audit results for Indicator 5:

## Recruitment and promotion

**50**

**colleagues**

were given higher duties opportunities last financial year



**22%** of our workforce



**63%**  
women



**73%**  
men

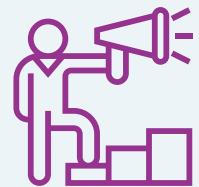
**Believe age is not a barrier to success at IBAC**

### Other audit data

- Further work will be done to understand why 28 per cent believe we make unfair recruitment and promotion decisions and a further 32 per cent don't know or neither agree or disagree.
- 62 per cent of men and 51 per cent of women believe disability is not a barrier to their success at IBAC.

**10** team members

secured ongoing promotions



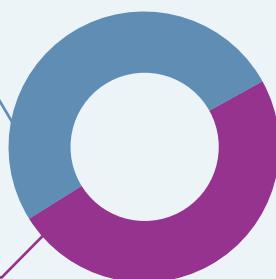
**71%**  
men

**63%**  
women

**believe cultural background is not a barrier to success at IBAC**

**56%** men

**55%** women



**believe being Aboriginal and/or Torres Strait Islander is not a barrier to success**





# Our actions

## WHAT WE HEARD

“... there might be scope to have internships, temporary working opportunities / programs or similar for particular backgrounds / identities etc. at various levels to encourage access to the organisation.”

“Promote forensic high tech crime roles in non-male forums at schools / universities.”

“Create and recruit to an Indigenous only role in the organisation and provide training programs.”

## STRATEGIES

**5.1** Scope and implement programs to attract diverse, intersectional team members who we can develop into specialist roles to improve team segregation. Consider the use of special measures in accordance with the *Equal Opportunity Act 2010* to run targeted recruitment campaigns to attract more diverse intersectional staff.

**5.2** Introducing unconscious bias training for all team members to raise awareness of potential biases and their impact on diversity and inclusion.

**5.3** Finalise the development of our People Strategy, including workforce inclusion and diverse talent attraction activities, to improve the way we attract, recruit, develop and retain diverse colleagues.

**5.4** Develop a toolkit on inclusive HR practices for diverse recruitment, including a framework for proactively responding to incidents of discrimination.

**5.5** Audit worksite facilities to ensure they are safe, inclusive and accessible for all team members including people with disability, women and the LGBTIQ+ community.

## PROGRESS INDICATORS

- Our workforce diversity and inclusion metrics show improvement within our Annual Report.
- People Matter Survey results (regarding gender not being a barrier to success) improves.

- Workforce composition imbalances improve and progressively mirrors the Victorian community we serve.
- Manager Toolkit is accessible to all people leaders.

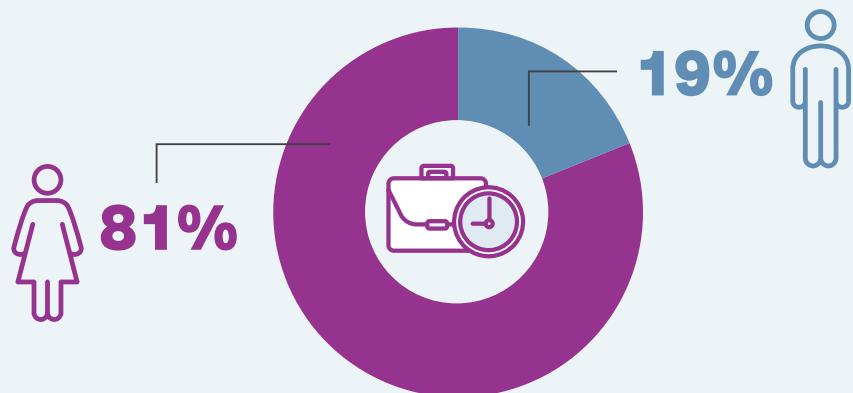
- People Matter Survey results (regarding positive culture in relation to employees from varied backgrounds, different sexes/genders, LGBTIQ+, employees with disability, Aboriginality) improves.

Audit results for Indicator 6:

## Leave and flexibility

**9%**  
of the workforce  
is part time

Gender breakdown of  
part time employees



**16**  
weeks paid  
parental leave

for the primary and  
secondary carer

Gender breakdown of  
paid parental leave:

**14% Men**  
**86% Women**



A sizable sample of men  
and women see caring  
responsibilities as a barrier  
to success



People Matters  
Survey Rating

**59%** Positive workplace culture  
towards employees with  
care responsibilities



### Other audit data

- We have strong, supportive leave and flexibility policies. IBAC adopted the VPS Flexible working policy in full in December 2021, which includes a default starting position of a three day per week in the office for full time employees.
- We want to understand more about whether there are barriers to uptake/access.
- **34 per cent** either don't know or neither agree or disagree that IBAC has a positive culture towards employees with caring responsibilities.

- **87 per cent** of men and **90 per cent** of women feel confident that if they requested flexible work arrangements it would be given due consideration.
- **67 per cent** of men and **60 per cent** of women believe having caring responsibilities is not a barrier to their success.





# Our actions

## WHAT WE HEARD

“

Flexibility shouldn't just be for those who are parents.”

“Maybe a deeper dive to find out which areas aren't embracing flexibility – my area is REALLY flexible and supportive but appreciate different roles it may be more difficult.”

“Communication of current leave and flexibility options – step 1.”

“Leaders need to exemplify flexible working to make it the norm.”

## STRATEGIES

**6.1** Undertake a review and evaluation of the types of leave and flexible working arrangements used within each team to identify any barriers to access and develop strategies to support increased uptake within identified areas.

**6.2** Develop a communication program to raise awareness of what we have available to support work-life balance for all employees.

**6.3** Introduce reporting and monitoring within the Annual Report on workplace flexibility.

**6.4** People leaders and management to undertake training on flexible first approaches to request.

## PROGRESS INDICATORS

➤ VPSC People Matter Survey employee perception scores for flexibility, caring support and leave improve.

➤ All team members clearly understand the different leave types available and how to access these.

➤ Our workplace flexibility (by gender) within the Annual Report shows improvement.

## Audit results for Indicator 7: Gender segregation

### Gender composition by team

BRANCH TEAM	% Women	% Men
Assessments & Review	74%	26%
Communication	40%	60%
Digital Forensics & Collections	25%	75%
Engagement	80%	20%
Executive	63%	37%
Finance	57%	43%
Human Resources	83%	17%
Information, Digital & Tech	41%	59%
Investigations	36%	64%
Legal & Compliance	63%	37%
Policy	83%	17%
Strategic Intelligence	33%	67%
Strategy & Risk	42%	58%
Surveillance	21%	79%



### Other audit data

- Overall, from an organisational perspective, we are fairly gender balanced when considering women and men. At a team level, several areas have an unequal ratio of men to women. We need to improve our gender reporting systems to include people who prefer to self-describe/identify their gender.
- We follow VPS Commission and whole of government guidelines for recruitment processes and practices.



# Our actions

## WHAT WE HEARD

“... We simply have to do better at recruiting leaders that reflect the community we serve – our intersectional diversity in senior roles is very poor.”

“Greater intersectional diversity”

“Seeing a career pathway available within the organisation. Sometimes the opportunities don't seem to be possible within the agency as we're quite small!”

“Helping HR promote job ads to more diverse audiences.”

## STRATEGIES

**7.1** Review our existing security clearance measures for new recruits to allow for greater diversity of applications i.e. not only Australian Citizens.

**7.2** Partner with diversity groups and experts eg First Nations, migrant and refugee, and disability employment agencies to expand the channels we use to attract talent.

**7.3** Improve our data collection, and analysis of employee professional development (secondments, training, higher duties, progression) to identify any gender intersectionality issues or barriers to equal opportunity.

**7.4** Introduce unconscious bias in recruitment training for hiring managers to educate how bias, stereotyping and irrelevance of information can influence selection.

**7.5** Introduce internal Gender Equality reporting including the gender composition of recruitment, higher duties, permanent promotions, career development, internal secondment and exits (including reasons for leaving).

## PROGRESS INDICATORS

› Diversity and inclusion decision making is embedded into business-as-usual reporting and activities of the organisation.

› Budget allocated to resources and systems required to improve workforce composition data collection.

› Clear insights available to better understand what professional development has been made available to team members and clear professional development processes are documented.

› Our policies and procedures outline a clear process for attracting diverse talent, secondment and acting opportunities.

› Hiring managers show increased confidence in recruiting for diversity.

› We will demonstrate that recruitment and promotion practices are offered equally across all business units.

# A continued, dedicated focus on gender equality

---

We appreciate that addressing gender equality requires a continued and dedicated focus. The early stages of this plan will be developed and implemented using already secured funding and the expertise and time of existing team members.

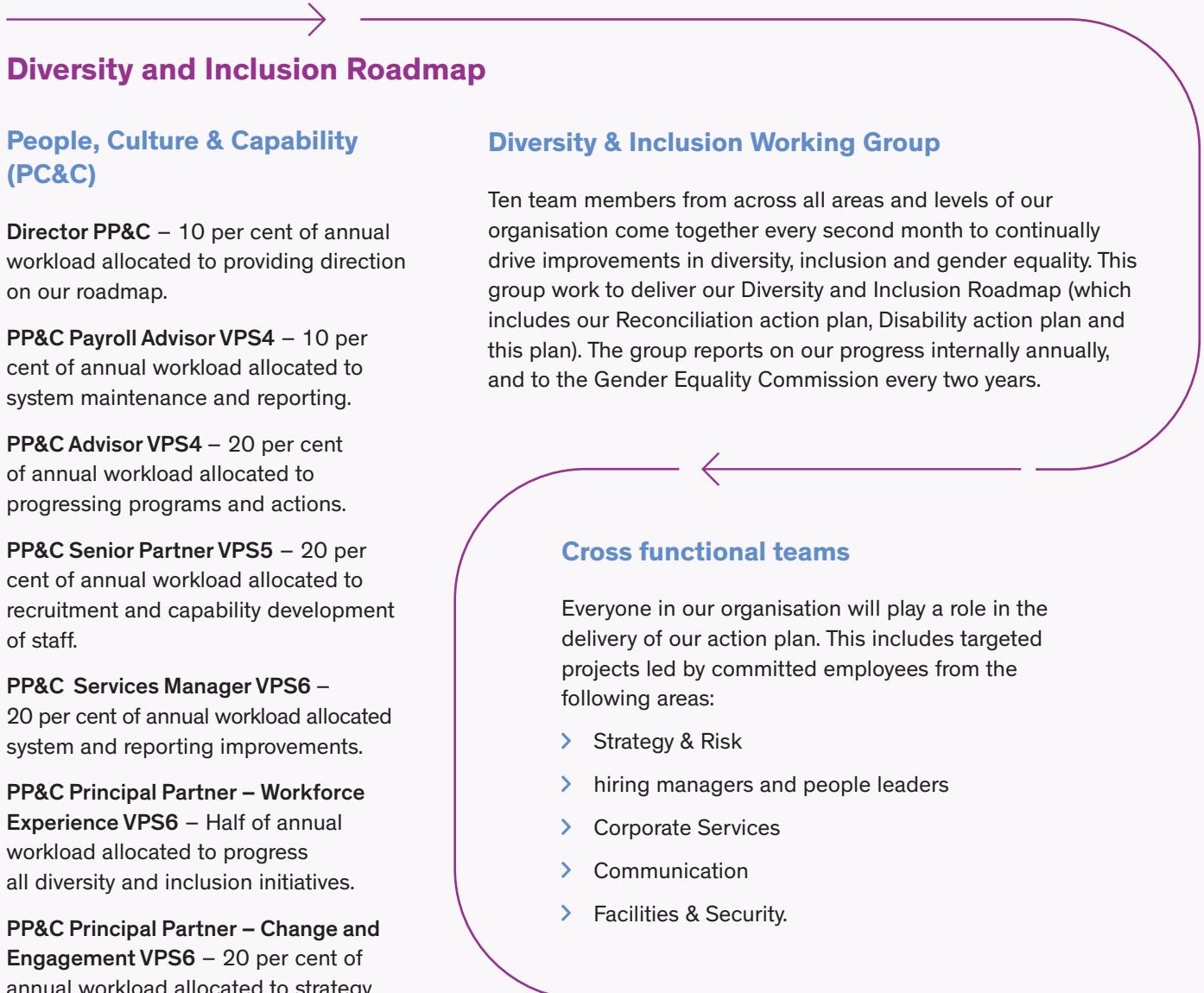
We have a strong governance model to make sure diversity, inclusion and equity remains front and centre in all that we do and that we have the resources to make improvements in this important space.



# Our diversity and inclusion resourcing framework

## Diversity and Inclusion Executive Sponsor

Peter Morris, Executive Director Operations





## Work underway

The following activities have been funded through our Diversity and Inclusion and Health, Safety and Wellbeing strategies, and work is already underway to:

- introduce an external reporting channel
- deliver Unconscious bias training for all team members
- deliver Unconscious bias in recruitment training for managers.

As we progress this plan, we may find that additional funding and resources are required.

Annual planning commences in quarter three each year as part of our business and budgeting planning process. Any additional funding needed to progress our gender equality strategies will go through our rigorous financial and procurement processes to make sure budget is allocated in accordance with policy.

**CONTACT**

Level 1, North Tower

459 Collins Street, Melbourne VIC 3000

GPO Box 24234 Melbourne VIC 3001

Phone 1300 735 135

Email [info@ibac.vic.gov.au](mailto:info@ibac.vic.gov.au)

[www.ibac.vic.gov.au](http://www.ibac.vic.gov.au)