

# State Trustees

## Gender Equality Action Plan 2022 - 25

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## Acknowledgement of Country

State Trustees Limited operates on the lands of Traditional Custodians. We acknowledge their history, culture and Elders past, present and emerging.



# Introduction

A Gender Equality Action Plan details the goals and strategies that an organisation commits to implementing to achieve gender equality in the workplace. This will be achieved when all our people and clients are able to access and enjoy equal rewards, resources and opportunities regardless of their gender and background.

For State Trustees, developing our Gender Equality Action Plan as part of fulfilling our obligations under the Gender Equality Act 2020 is a valuable opportunity for us to purposefully consider gender equality in our workplace for the first time. It has allowed us to establish a baseline from which to measure our progress, have meaningful conversations about the areas in which we are doing well and where we could be doing better, and be intentional about how we improve.

Our Gender Equality Action Plan provides the foundation for a range of initiatives centred around three key priorities:

1. Celebrate diversity and build an inclusive culture that supports all people, irrespective of gender and background, to thrive.
2. Safe, equitable and consistent conditions, pay, policies and practices for all employees, irrespective of gender and background
3. Programs and pathways that support full participation and career advancement of all employees, irrespective of gender or background

We recognise that without stated priorities and a clear plan for how they will be achieved, it can be hard to measure whether our decisions and practices support the organisation to effectively progress towards achieving gender equality.

Our Gender Equality Action Plan aligns with broader strategic organisational goals around diversity and inclusion and employee engagement, and help us bring to life our Care, Unity, Passion culture. Collectively, these important strategic levers combine to create shared understanding and enable us to work together toward making a great organisation even better.

# Key terms and definitions

**Gender equality** - The equal rights, responsibilities and opportunities of women, men and trans and gender-diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender.<sup>1</sup>

**Gender equity** - Entails 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.<sup>1</sup>

**Intersectionality** - Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience due to other characteristics, such as, race, Aboriginality, religion, ethnicity, disability, age, sexual orientation, and gender identity.<sup>2</sup>

**Diversity** - Diversity is the mix of people in an organisation. Diversity refers to all the ways in which we differ (e.g., Aboriginal and/or Torres Strait Islander background, age, education, gender, profession).<sup>3</sup>

**Inclusion** - Inclusion is about creating a workplace environment that enables the diverse mix of people in an organisation to work. Inclusion occurs when a diversity of people are respected, connected, progressing and contributing to organisational success.<sup>3</sup>

**Belonging** - Belonging is commonly defined as “the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place. It’s the basic fundamental drive to form and maintain lasting, positive, and significant relationships with others”<sup>4</sup>

**Gender** - Refers to the way in which a person identifies or expresses their masculine or feminine characteristics. Gender is generally understood as a social and cultural construction. A person’s gender identity or gender expression is not always exclusively male or female and may or may not correspond to their sex.<sup>5</sup>

**Trans and gender diverse** - Transgender (often shortened to 'trans') refers to a person whose gender identity, gender expression or behaviour does not align with their sex assigned at birth. In Australia, children are assigned as male or female at birth. Male children are raised as boys and female children are raised as girls. A person classified as female at birth who identifies as a man may use the label trans, transman or man. Similarly, a person classified as male at birth who identifies as a woman may use the label trans, transwoman or woman.<sup>1</sup>

**Gender diverse and non-binary** - Refers to people who do not identify as a woman or a man. In the same way that sexual orientation and gender expression are not binaries, gender identity is not a binary either. It is important to challenge our thinking beyond the binary constructs of male and female.<sup>1</sup>

*We recognise that language should always aim to preserve a person’s self-worth and dignity and that terminology is constantly evolving.*

# The case for change

The *Gender Equality Act 2020 (the Act)* requires defined public sector entities to complete five key tasks to meet their obligations under the Act:

- Consider, promote and take positive action towards achieving gender equality when developing and delivering policies, programs and services that have an impact on the public.
- Conduct gender impact assessments to assess the gendered impact of policies, programs and services that have a direct and significant impact on the public.
- Undertake a workplace gender audit every 4 years to establish a baseline, assess progress towards gender equality in the workplace and inform a Gender Equality Action Plan.
- Create a Gender Equality Action Plan every 4 years to plan, apply and make progress towards gender equality in the workplace.
- Report on progress to the Public Sector Gender Equality Commissioner every two years.

The Act espouses the following gender equality principles that have guided the development of the State Trustees Gender Equality Action Plan:

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
- Gender equality benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice.
- Gender equality brings significant economic, social and health benefits for Victoria.

- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- Advancing gender equality is a shared responsibility across the Victorian community.
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.

In preparing the State Trustees Gender Equality Action Plan, we acknowledge how the principles of the Act support several strategic goals from the State Trustees Corporate Strategy 2021-2024.

We recognise the value of a diverse workforce as a critical factor of success for building resilient and high performing teams and that achieving gender equality supports positive wellbeing outcomes for our people. We also appreciate that gender equality facilitates our ability to understand and empower our clients and provide relevant and accessible services that achieve better outcomes for our clients and our organisation. A commitment to gender equality is integral to providing a safe, flexible

and inclusive workplace and ensuring all our people have equal access to rewards, resources and opportunities that support them to grow and develop their capabilities.

The gender equality principles also complement and work in synergy with our Care, Unity, Passion organisational culture and the indicators that define it. The Gender Equality Action Plan offers State Trustees a valuable opportunity to continue to build and improve the work we do to build diversity, inclusion and equity in our workplace and make a great organisation an even better one for all employees.

Gender equality and gender pay principles have been incorporated into the recently approved *State Trustees Enterprise Agreement 2021* and includes a commitment to work collaboratively with employees and employee representatives to identify, support and implement strategies designed to eradicate, gender inequality and discrimination. This Agreement came into effect in December 2021.



The gender equality principles are supported by 7 workplace gender equality indicators that have informed the development of the State Trustees Gender Equality Action Plan:

1. gender composition at all levels of the workforce
2. gender composition of governing bodies
3. gender pay equity
4. workplace sexual harassment
5. recruitment and promotion
6. leave and flexibility
7. gendered work segregation

# Methodology

The State Trustees Gender Equality Action Plan has been informed by the baseline audit data of our workplace gender audit, which was undertaken against the 7 workplace gender equality indicators and included specified survey data from the People Matter 2021 survey.

The process of undertaking the workplace gender audit alone highlighted some shortcomings in relation to data collection systems and categories within the organisation, particularly with regards to intersectional characteristics of the State Trustees workforce and our ability to align with the data collection methodology of the Commission for Gender Equality in the Public Sector. For example, State Trustees currently only has capability to report on Men and Women (which is based on an assumed gender identity based on formal title indicated in our payroll system) and have no data on people who self-describe their gender; intersectional data insights are limited to gender identity by age only.

Analysis of the workplace gender audit highlighted key insights and potential priority areas for our Gender Equality Action Plan. The results of the audit analysis were shared with employees, employee representatives and the State Trustees board as part of a consultation process that was designed to:

- socialise key workplace gender audit insights
- build understanding of employee perspectives on priorities for improvement
- facilitate feedback about potential strategies and measures to include in the State Trustees Gender Equality Action Plan.

Employee consultation was conducted via participation in one of two interactive discussion forums or by completing an anonymous online feedback form.

150 people from across the organisation opted to attend the 90-minute interactive discussion forums and a further 5 employees submitted feedback anonymously. After reviewing the insights of the workplace gender audit, all were asked to provide feedback on three key questions:

- What are we doing well when it comes to workplace gender equality at State Trustees? Is this by accident or by design?
- What could we be doing better when it comes to workplace gender equality at State Trustees?
- What are your ideas and suggested actions for how we improve workplace gender equality at State Trustees?

Ideas and suggested actions were collated and all employees in the organisation were invited to select their top 3 priority areas.

With the audit data being point in time information for the period of the 1 July 2020 to 30 June 2021, we appreciate that as our data collection and reporting capability evolves, so too will our ability to capture more detailed information that will continue to inform our efforts to improve gender equality at State Trustees.



# Insights and feedback

## 1 Gender composition of all levels of the workforce

For the audit period, women represented 66% of the workforce, with parity in executive and CL5 level roles. Almost 9 out of 10 women filled roles at a CL 1-3 classification level and women represented most employees employed on a part-time employment basis. When looking at fixed term roles, women comprised two-thirds of employees in these roles and half of these were at CL2 or 3 level.

During consultation, employees celebrated the strong representation of women in the organisation both in senior roles and as a whole. People were interested in understanding the overrepresentation of women at some classification levels and exploring the relationship between representation and participation.

### Verbatim comments

*We have good representation, but what does that mean for participation?*

*66% female- however not attracting as many men to roles or retain of men role?*

*Fixed term/contract roles majority held by women, what does that mean for participation, if contract roles on. How can we help people feel more security in their employment?*

*Explore why women are so highly represented at the 'lower' paying levels in the organisation. Is it that women want those 'lower' paying roles?*

*Traditional carer roles still a barrier to women or driving fixed term/part time work. Recruitment process/mindset needs to be fair. What else can we do to help people participate in those roles? Contracts are often renewed. Movement is so high, usually becomes permanent.*

## 2 Gender composition of the governing body

As at 30 June 2021, women represented 50% of the State Trustees board, which was on par with VPS boards in the sector.

During consultation, employees commented that the parity of the board was a positive for the organisation.

### Verbatim comments

*[What we're doing well at State Trustees when it comes to gender equality is] Board representation.*

## 3 Gender pay equity

The workplace gender audit revealed small variances in gender pay gaps at all levels except executive and CL2 roles. The greatest pay gap was at CL4 level, where the average annualised base salaries of women were greater than men (-6.5%). At the CL5 level, the pay gap favoured men by a 4.10% difference. During consultation, employees expressed that the organisation could be doing better in relation to equal pay and transparency of pay.

### Verbatim comments

*Addressing the pay gap for both men and women (CL5 for women, CL4 for men).*

*What are the actions we can take to review wage disparity?*

## 4 Workplace sexual harassment

While there were zero formal sexual harassment complaints submitted during the audit period, 4% of People Matter 2021 survey respondents reported experiencing sexual



harassment. The main reason respondents did not submit a formal complaint is they didn't think it would make a difference. Employee experience data also showed that approximately 3 out of 4 people agree that the organisation takes steps to eliminate bullying, harassment and discrimination and felt safe to challenge inappropriate behaviour at work.

Workplace sexual harassment did not feature as heavily as a topic of discussion during employee consultation as it did during earlier People Matter report debrief discussions. At these discussions there was general agreement around the need for greater education and action to both prevent sexual harassment occurring, and address barriers to reporting it when it did occur.

#### **Verbatim comments**

*Addressing negative behaviours faced by both men and women and ensuring everyone feels safe to make a formal complaint. Ensuring such complaints are taken seriously.*

## **5 Recruitment and promotion**

Audit results highlighted that nearly 2 out of 3 new positions were filled by women during the audit period, and approximately half were in CL1, 2 and 3 roles. Of roles recruited during the period, there was gender parity at the CL4 level and under-representation of women in CL5 roles.

Employee experience data revealed that 9 out of 10 respondents agreed that their manager supports diversity and inclusion and works effectively with people from diverse backgrounds. 1 out of 2 women respondents agreed that recruitment and promotion decisions are merit based and there were adequate opportunities to develop skills and experience.

Recruitment and promotion opportunities were a repeated theme of conversation during employee consultation, with mixed viewpoint

expressed. People generally agreed that State Trustees does not have discriminatory hiring practices but there is scope to improve to be more inclusive of gender-diverse people and people with intersectional characteristics.

#### **Verbatim comments**

*State Trustees doesn't discriminate on age and disability in regard to hiring, very welcoming (older women difficulty obtaining ongoing/full time work in the work force)*

*There does not appear to be conscious bias in hiring. STL does a great job of hiring people of different ages, religions, etc.*

*De-identify as much as possible during the recruitment process and hire on merit*

*Attracting diversity in hiring process. Diversify hiring through different media sources*

*[we could be doing better around] career opportunities at higher bands (e.g. CL4-6)*

## **6 Leave and flexibility**

The organisation has a flexible policy, which evolved from required COVID protocols for all employees. 3% of the workforce have a formal flexible work arrangement, with most taken up by women. Parental leave data indicated 2 out of 3 people on parental leave were women.

People Matter results show that most of the workforce agreed that the use of flexible work arrangements is not a barrier to success.

Leave and flexibility received a great deal of focus in feedback and consultation, with the majority reporting that recent arrangements are valued by all employees but could be improved. Discussions occurred about the need for more formalised and inclusive in our language and practices, and to further examine what we can do to help employees participate in the workplace more securely and equitably.

### Verbatim comments

*Great new flexibility, that applies to both but really helps women with caring roles.*

*What [about] after Covid? Will flexibility decrease?*

*STL can't match pay of other workplaces but can offer great flexibility. Must match other places' flexibility, or will lose ppl; if offer better, can really compete and keep.*

*Support Staff on Maternity Leave, Supportive of working mothers returning from maternity leave.*

*Flexibility - shouldn't be [a] gender issue!*

## 7 Gendered work segregation

The workplace gender audit showed that the highest representation of women was in Human Resources, Clerical and Financial Adviser roles while Information Services roles had the lowest representation of women.

Management areas saw an equal distribution of genders.

Employee experience data revealed marginal differences between how men and women perceived or experienced negative behaviours of bullying and discrimination within the workplace.

While more women experienced a higher percentage of bullying than men, this was proportionate with the overall gender composition of the workforce.

Very little discussion centred around work segregation during employee consultation. While not gendered in nature, the main theme was opportunity for internal promotion to senior leadership roles.

### Verbatim comments

*A role is a role and not dependent on gender. Gender equality should be integrated into our workplace every day and part of our values so that we don't feel this is a gap.*

*e[What we're doing well at State Trustees when it comes to gender equality is] Board representation.*

*[Provide] clear employment opportunities for more senior roles.*

*Career progression for all employees - no barriers for progression based on gender characteristics*

### Additional insights

While there were limitations to report on intersectional characteristics of our organisation, diversity and a desire to build a more inclusive culture and keep having these conversations were commonly mentioned themes during employee consultation.

### Verbatim comments

*Although not exactly gender related, STL could do a lot more in the whole LGBTIQ+ space around sexuality. Perhaps set up an Ally program? Celebrate diversity more.*

*Normalisation of diverse gender and sexualities. I know of a handful of people who are not out at work due to awkwardness or fear of judgment.*

*Being more gender inclusive and system improvements.*

*Using inclusive language, pronouns & gender options.*

*Making ourselves aware that people have the choice to choose their own pronouns and we should acknowledge that.*

*"To have the talk" - to have these types of forums is a good thing.*

*It's great that it is being acknowledge[d] and that we are having these conversations - allowing people to have their say. Not pushing it under the rug.*

# Achieving gender equality at State Trustees

## Our Vision

All our people work in a safe and inclusive environment, can access and enjoy equal rewards, resources and opportunities, and experience a sense of belonging, regardless of their gender and background.

All our people value that gender equality builds a better and stronger State Trustees and actively progress gender equality both within our organisation and the community we serve.

## Our Priorities

Celebrate diversity and build an inclusive culture that supports all people, irrespective of gender and background, to thrive.

1

Safe, equitable and consistent conditions, pay, policies and practices for all employees, irrespective of gender and background.

2

Programs and pathways that support full participation and career advancement of all employees, irrespective of gender or background.

3

# Implementing the State Trustees Gender Equality Action Plan



Celebrate diversity and build an inclusive culture that supports all people, irrespective of gender and background, to thrive

Gender equality indicator	Initiative	Action	Timeline			Responsible	Measures
			22/23	23/24	24/25		
All	Establish a cross-functional working group to consult with the organisation and external stakeholders to implement the State Trustees GEAP and meet our obligations	Engage key representatives from across STL to join a Gender Equality Committee to execute the GEAP, including setting gender equality targets, as appropriate	✓			People & Culture	Diverse organisational representation to progress the work  Gender equality targets set
All	Upgrade technology to enable enhanced data collection and reporting on gender and intersectional characteristics of our workforce, adhering to privacy and confidentiality	Review capability current systems to be upgraded to capture, align, and report on gender equality indicators and diversity metrics	✓			People & Culture, Client First, Information Services	System capabilities gathered and any gaps identified
		If current systems cannot be upgraded to meet requirements, develop a business case for implementation of Success Factors Employee Central module (or equivalent) and implement	✓	✓	✓	People & Culture, Client First, Information Services	Meet the Commission's audit requirements 2025  Establish a baseline around intersectionality

Gender equality indicator	Initiative	Action	Timeline			Responsible	Measures
			22/23	23/24	24/25		
Gender composition at all levels of the workforce	Leadership commitment to progressing gender and intersectional equity	Rollout Inclusive Leadership program of work and build into standard capability development building	✓	✓	✓	People & Culture, Leadership Team	Programs delivered
							Leadership attendance and participation
							Leadership KPI in future corporate plans
Gender composition at all levels of the workforce	Organisation-wide education and awareness-raising initiatives relating to gender equality and intersectionality	Rollout unconscious bias, bystander and positive duty education programs and campaigns, mandatory for some roles	✓	✓	✓	People & Culture, all employees	Programs delivered
		Provide opportunity for conversations and sharing of stories to build awareness and understanding of diverse and intersectional groups within the organisation, e.g. as part of Days of Significance	✓	✓	✓		Employee attendance and participation
						People & Culture Communications team	Programs delivered
						Leadership team	Employee attendance and participation
						BE @ STL - Belonging Working Group	
Gender composition at all levels of the workforce	Implement inclusive language in policies and procedures in line with best practice sources	Develop an inclusive language guide in consultation with employees and stakeholders to assist teams with spoken and written communication to be used to update policies, procedures and relevant documentation	✓			People & Culture Leadership team	Consultation with diverse groups
							Inclusive language is used throughout the employee life cycle and job advertisements
							Inclusive language guide promotion



## Safe, equitable and consistent conditions, pay, policies and practices for all employees, irrespective of gender and background

Gender equality indicator	Initiative	Action	Timeline			Responsible	Measures
			22/23	23/24	24/25		
Leave and flexibility	Normalise flexible work arrangement and leave entitlements for all employees	Roll out awareness-raising campaign about formal flexible work arrangement and reinforcing leave entitlements are for everyone	✓			People & Culture Leadership team	Ongoing formal flexible work and leave arrangements awareness raised
		Develop practical guide for leaders to support flexibility, leave and part-time work	✓			People & Culture Leadership team	Employees are supported through changes in their lives without penalty
Gender composition at all levels of the workforce	Review of procedure for fixed term and part-time arrangements	Understand the over-representation of women in fixed-term roles; review procedures that may promote insecure work arrangements, and implement corrective action as required as per STL EA 2021	✓	✓		People & Culture	Transparency of fixed-term contract procedure  Identified factors corrected
		Review part-time work arrangements including barriers and cultural norms for men and senior roles	✓	✓		People & Culture	Transparency of mandated part-time roles and positions where part-time arrangements can be requested
Gender pay equity	Investigate pay gaps in all classification levels in line with new classification structure	Review pay discrepancies including tenure and any historical undervaluation, explore options to remedy and budget required	✓	✓	✓	People & Culture	Pay equity targets agreed, set and achieved across all classification levels

Gender equality indicator	Initiative	Action	Timeline			Responsible	Measures
			22/23	23/24	24/25		
Recruitment and promotion	Review and implement new approaches to recruitment and selection practices	Review recruitment and selection practices to reduce bias and attract greater diversity in candidates	✓	✓		People & Culture, Leadership Team	Inclusive interview and selection practices Diversity in advertising channels
		Interview panel awareness training	✓	✓		People & Culture, Leadership Team	Inclusive interview and selection practices
		Review position descriptions and advertisements so they are gender-neutral and inclusive and encourage women, men and gender-diverse people to apply, e.g. images, language, and explicit text stating “we encourage women, men and gender-diverse people to apply”	✓	✓		People & Culture, Leadership Team	Job advertisements and recruitment practices use gender-neutral and inclusive language Greater parity across occupational categories where we are seeing an over/under-representation of women
Workplace sexual harassment	Achieve a workplace free from sexual harassment	Review Incident Reporting procedure to ensure a victim-centric approach that removes barriers for reporting sexual harassment	✓	✓		People & Culture OH&S Committee	Employees who report a sexual harassment complaint feel safe and are taken seriously
		Rollout communication and awareness campaign about sexual harassment policy, prevention and complaint procedure	✓	✓		People & Culture Communications team	Employees understand what a zero-tolerance approach to sexual harassment looks like and how to call it out





## Programs and pathways that support full participation and career advancement of all employees, irrespective of gender or background

Gender equality indicator	Initiative	Action	Timeline			Responsible	Measures
			22/23	23/24	24/25		
Gender composition at all levels of the workforce	Investigate the over representation of women in lower classification levels of the organisation	Consult with internal and external stakeholders to investigate causal factors and implement corrective action, as necessary		✓	✓	People & Culture Leadership team	Clarity and transparency of causal factors contributing to over/under representation of women in roles and agreed corrective action taken
		Establish a mentoring program to help people access additional support and overcome barriers to achieving career development goals		✓	✓	People & Culture	Career support program rolled out to employees
		Develop a New Leader Program to assist people to transition into a leadership role and set them up for success	✓			People & Culture	Career transitions into leadership roles are supported
		Develop an inclusive workplace guide for leaders to support equal opportunities for all employees		✓		People & Culture Leadership Team	Leaders support inclusion and employee access to equal opportunities regardless of circumstances
Gendered work segregation	Career advancement pathways and programs that build inclusion and equity and provide opportunity across all classification levels						
Leave and flexibility	Design and develop 'Welcome Back' and 'Keep in Touch' programs for employees on / returning from extended leave	Establish programs to help eligible people stay connected to the organisation, access support and minimise disruption to their career progress		✓	✓	People & Culture	Programs rolled out to eligible employees

# Monitoring and evaluation

State Trustees will report our progress in accordance with the reporting requirements established by the Gender Equality Commission through two-yearly progress reports and four-yearly workforce gender audits. These requirements, along with employee experience data gleaned from the annual People Matter survey, will be key mechanisms for how State Trustees monitor and evaluate progress toward achieving the priorities outlined in our Gender Equality Action Plan.

Additionally, we will develop an evaluation framework to ensure we continuously reflect and learn from the work undertaken for the Gender Equality Action Plan. This will be used to report internally to our employee body, employee representatives and the Board at a frequency to be established by the State Trustees Gender Equality Committee.

Due to the variety and scope of our initiatives, evaluation will be broadly based on the following questions, using the actions, timeframes and measures as a guide:

- Have we delivered the agreed initiative?
- Has the initiative had the desired outcome?
- What worked well and what needs to be improved?

# References

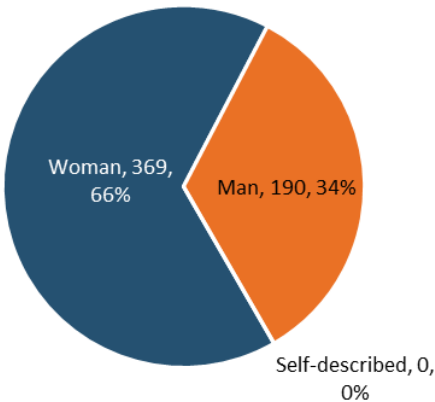
1. Victoria State Government, Safe and Strong: A Victorian Gender Equality Strategy, 2016.
2. Section 6(8), Gender Equality Act 2020.
3. Diversity Council Australia, Diversity & Inclusion Definition, Sydney, Diversity Council Australia, 2017.
4. Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497–529.
5. Terminology | Australian Human Rights Commission, <https://humanrights.gov.au/our-work/lgbti/terminology>

# Appendix - Baseline audit analysis

Indicator 1- Gender Composition at all levels of the Workforce

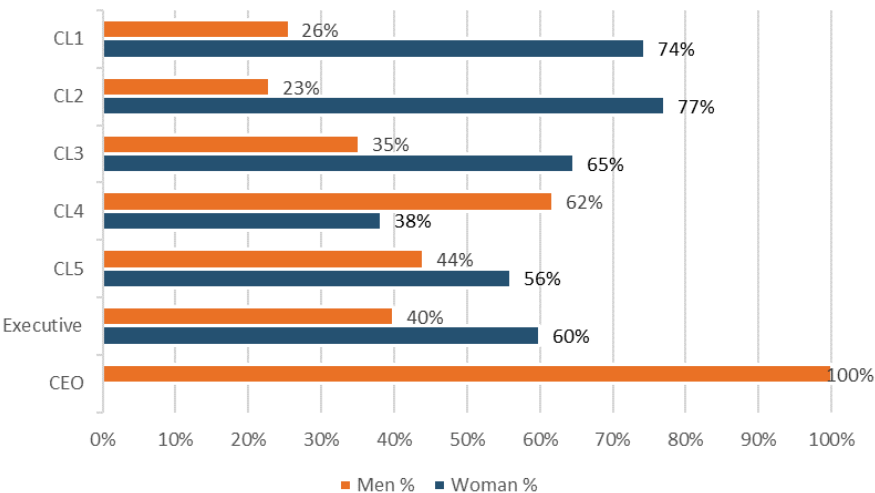
Women represent 66% of the 559 filled positions at State Trustees (as of 30 June 2021).

Workforce gender composition

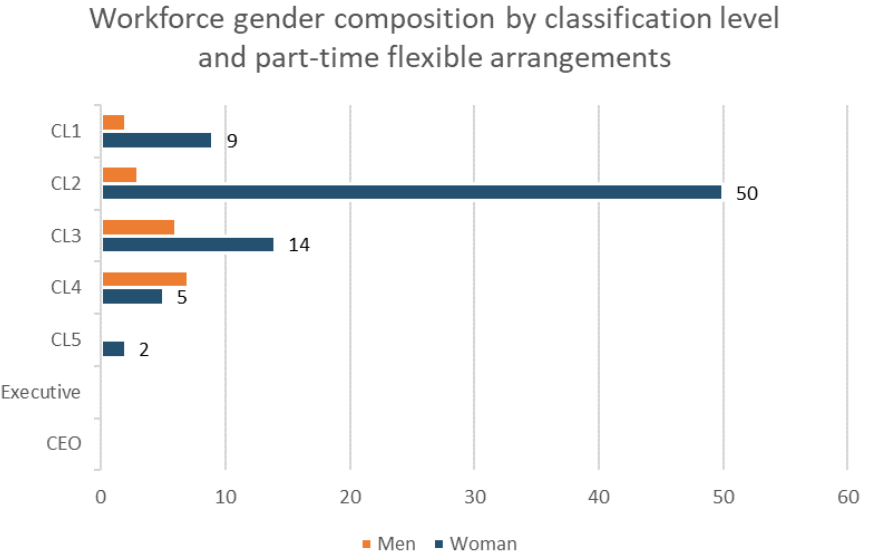


While women are well-represented in senior positions (60% of women in executive roles and 56% in CL5 roles) they are over-represented in CL 1, 2 and 3 levels (86%) and nearly half of the overall workforce (43%). The only classification level where there are more men than women is at the CL4 level (62%).

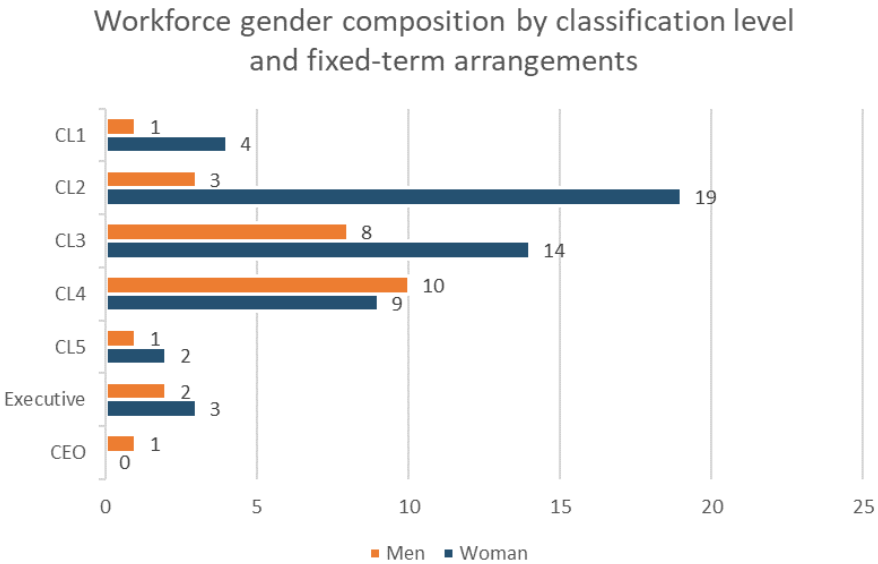
Workforce gender composition by classification level



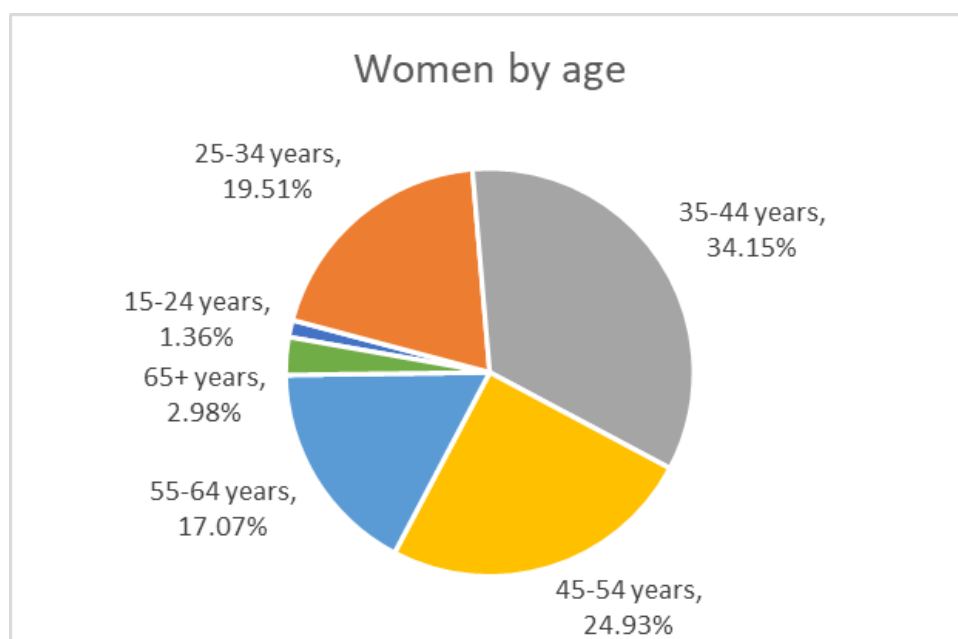
When we examine opportunities for flexible work arrangements, 17% of our workforce were filled by part-time roles. Of the 98 part-time roles filled, 81% were women. 2 out of 17 women at senior levels (Exec & CL5 classification) have part time arrangements; 0 men at senior leader level work part-time. While this is a snapshot, it does not tell us whether these part-time arrangements were requested by the employee or mandated by the role.



People on fixed term contracts comprise 13% of the State Trustees workforce. Two-thirds of employees in fixed term roles were women (66%), and nearly half of these roles were filled at the CL2 and 3 levels (24% and 18% respectively). There are almost double the number of women working in fixed term roles than men (51 W / 26 M). Highest representation and difference is at CL2 level (19 W / 3 M). At the CL4 level, there is parity with fixed term contracts but for an ongoing basis, women are only represented in 35% of all ongoing CL4 roles.



34% of women are in the 35 - 44 age range. The least represented age categories are the under 25s (1.3% of women) and over 65 (2.9% of women). This is a similar pattern for men.



There is a drop in women over the age of 55 and above in CL4 roles compared to men (9/29), representing 31% of the CL4+ workforce. There is a similar reflection in the representation of men by age.

#### Women by classification and age

Employee level	15-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
CEO	0	0	0	0	0	0
Executive	0	0	0	2	1	0
CL5	0	0	7	4	3	0
CL4	0	5	17	7	5	0
CL3	0	22	40	26	12	1
CL2	3	40	55	44	36	7
CL1	2	5	7	9	6	3
<b>Percentage</b>	<b>1.36%</b>	<b>19.51%</b>	<b>34.15%</b>	<b>24.93%</b>	<b>17.07%</b>	<b>2.98%</b>

#### Men by classification and age

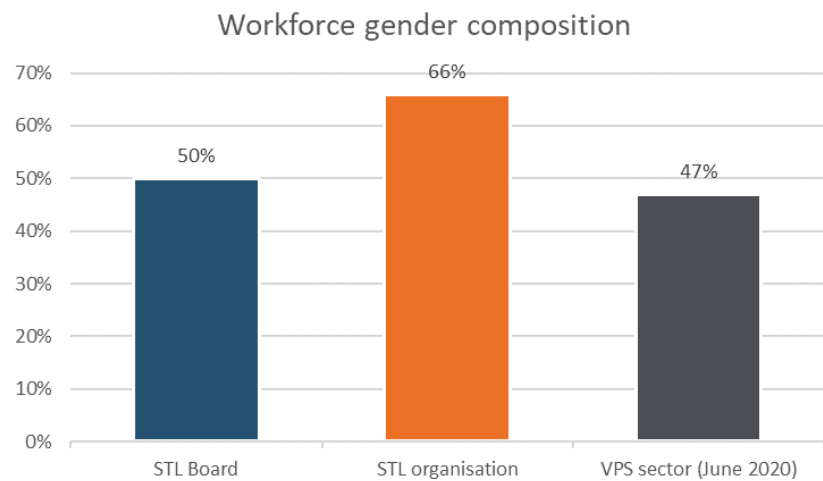
Employee level	15-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
CEO	0	0	0	1	0	0
Executive	0	0	0	2	0	0
CL5	0	0	4	4	3	0
CL4	0	7	21	9	12	5
CL3	0	14	20	0	4	3
CL2	2	15	15	16	5	2
CL1	4	5	2	0	0	0
<b>Percentage</b>	<b>3.16%</b>	<b>21.58%</b>	<b>32.63%</b>	<b>16.84%</b>	<b>12.63%</b>	<b>5.26%</b>



Indicator 2: Gender composition of the governing body

There are slight differences in the way that gender composition plays out at the board level as compared with the organisational as a whole – we see gender parity at board level compared to 66% women and 34% men at State Trustees.

The gender composition of the STL board is on par with the gender composition of VPS boards in our sector.



Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

*Note that in the analysis tables below, a pay gap that is positive (i.e. >0) means that the average annualised full-time base salaries (or total remuneration) of men are greater than women, while a gender pay gap that is negative (i.e. <0) means that the average annualised full-time base salaries (or total remuneration) of women are greater than men. (Median is the middle value and mean is the average of a set of values).*

*Please also note that Payroll currently advises that no employees (excluding executive and those on bonuses) have a fixed remuneration. Clarification will be required for future audits to streamline this data gathering.*

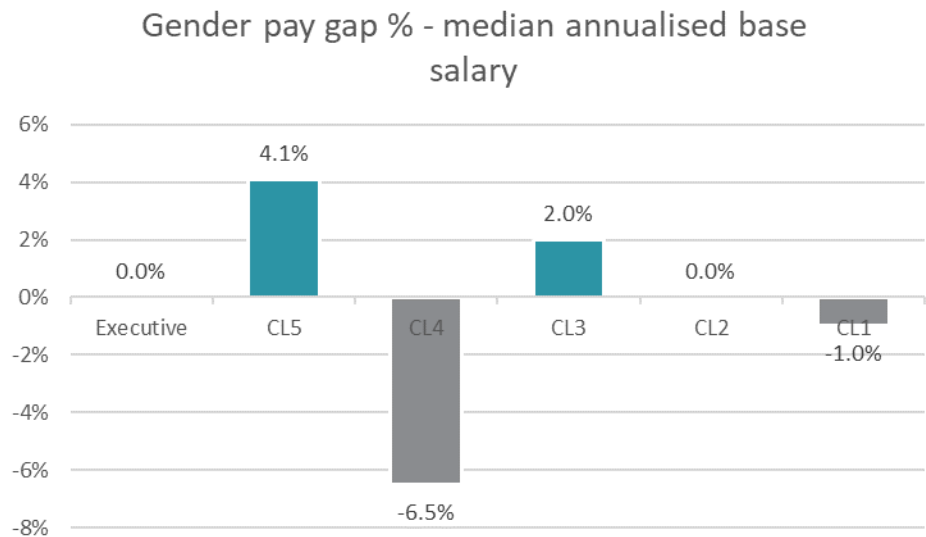
There are negligible differences between annualised base salary (median) and total remuneration (median) when comparing overall pay gaps across classification levels.

When comparing pay gap for annualised base salary (both mean and median) across all classification levels, pay gaps exist at all classifications except for Executive and CL2 levels.

The pay gaps at each classification (like for like) were between -6.5% and 4.10%.

The greatest pay gap can be seen at the CL4 level, where the average annualised base salaries of women are greater than men (-6.5% median and -2.1% mean).

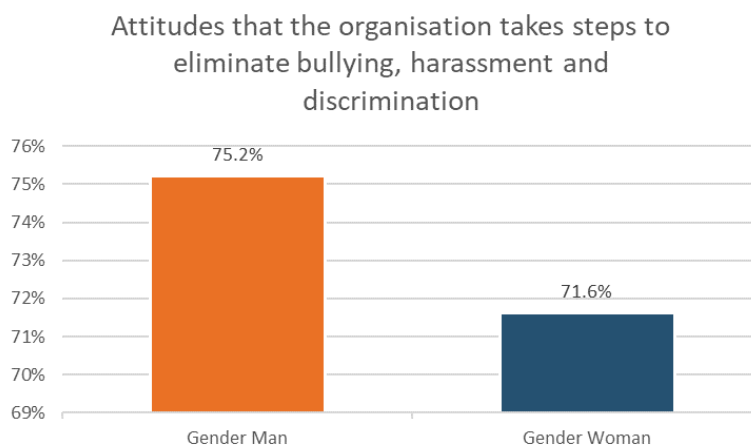
At the CL5 level, the pay gap favours men by a 4.10% difference.



## Indicator 4: Sexual harassment in the workplace

While there were zero formal sexual harassment complaints during the audit period, 4% of the 403 People Matter 2021 Survey respondents reported experiencing sexual harassment. Insights below are gleaned from the survey results only.

Respondents reported that the organisation takes steps to eliminate bullying, harassment, and discrimination (75% men and slightly lower in women at 71%).



Both men and women reported experiences of sexual harassment in the workplace.

- Intrusive questions about my private life or comments about my physical appearance was the behaviour most experienced by men
- Sexually suggestive comments or jokes that made me feel offended was the behaviour most experienced by women

### Experience of behaviours at work – Breakdown by % of gender composition

Behaviour experienced	Men	Women
Sexually suggestive comments or jokes that made me feel offended	0.9%	1.9%
Intrusive questions about my private life or comments about my physical appearance	3.5%	1.4%
Unwelcome touching, hugging, cornering or kissing	0.0%	0.0%
Inappropriate physical contact	0.9%	0.0%
Repeated or inappropriate invitations to go out on dates	0.0%	0.5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0.9%	1.4%
Inappropriate staring or leering that made me feel intimidated	0.0%	1.4%
Any other unwelcome conduct of a sexual nature	0.9%	0.9%

The highest-ranking reason for not submitting a formal complaint was because they didn't think it would make a difference (50%).

When respondents were asked if they felt safe to challenge inappropriate behaviour at work, 78% men and 71% women agreed. The group that least agreed were women aged 35-44 years of age (63%).

#### Barriers for submitting a formal complaint – ranked order by %

Reasons	%
I didn't think it would make a difference	50%
I believed there would be negative consequences for my reputation	38%
I didn't think it was serious enough	31%
I believed there would be negative consequences for the person I was going to complain about	25%
Other	25%
I believed there would be negative consequences for my career	19%
I didn't feel safe to report the incident	19%
I didn't know how to make a complaint	19%
I thought the complaint process would be embarrassing or difficult	19%
I didn't need to because I no longer had contact with the person(s) who harassed me	13%
I didn't need to because I made the harassment stop	6%
I didn't know who to talk to	6%
I was advised not to	6%

#### Safety to challenge inappropriate behaviour at work - Gender composition and age breakdown %

Age 25-34 years Man	Age 25-34 years Woman	Age 35-44 years Man	Age 35-44 years Woman	Age 45-54 years Man	Age 45-54 years Woman	Age 55-64 years Man	Age 55-64 years Woman	Age 65+ years Man	Age 65+ years Woman
75%	76%	72%	63%	81%	69%	83%	82%	N	N

## Indicator 5: Recruitment and promotion practices in the workplace

Women represented 65% of total roles filled (143), which is proportionate to the overall workforce composition (66% of women). Most roles were filled were at CL1-3 level (58% of overall recruitment).

Women are over-represented in recruitment at CL1 and CL2 levels, (92% and 74% respectively for each level). At CL5 level, women are under-represented (25% for that level). At CL3 and CL4, both men and women are equally represented (54% and 50%). There were no new recruits during this period at the Executive or Chief Executive Officer level.



### Overall recruitment by gender and classification

Classification	Women	Men	Total employees	% Women
CEO				
Exec				
CL5	1	3	4	25%
CL4	8	8	16	50%
CL3	26	22	48	54%
CL2	46	16	62	74%
CL1	12	1	13	92%
<b>Total</b>	<b>93</b>	<b>50</b>		

### Overall workforce gender composition by classification comparison to recruitment of women

Employee level	Woman #	Men #	Total	Woman %	% Women recruited	Variance
CEO	0	1	1	0%	n/a	
Executive	3	2	5	60%	n/a	
CL5	14	11	25	56%	25%	45%
CL4	34	55	89	38%	50%	131%
CL3	101	55	156	65%	54%	84%
CL2	185	55	240	77%	74%	96%
CL1	32	11	43	74%	92%	124%
<b>Total</b>	<b>369</b>	<b>190</b>	<b>559</b>	<b>66%</b>		

When we examine employee experience data from the People Matter survey, respondents report positively that their manager supports diversity inclusion (91% women and 93% men) and works effectively with people from diverse backgrounds (86% women and 89% men).

Only 1 out of 2 women respondents agreed that recruitment and promotion decisions are merit based (54%), with a slightly higher percentage of men agreeing with this statement (62% men).

Similar patterns emerged for having opportunities to develop skills and experience. Only 1 out of 2 women agreed there were adequate opportunities (52%). Men scored slightly higher at 59%.

### Agreement of diversity and inclusion statements by gender composition

Statement	Women	Men
My manager works effectively with people from diverse backgrounds	91.16%	93.81%
Senior leaders actively support diversity and inclusion in the workplace	78.14%	84.96%
People in my workgroup actively support diversity and inclusion in the workplace	86.98%	89.38%
My organisation makes fair recruitment and promotion decisions, based on merit	54.42%	62.83%
There are adequate opportunities for me to develop skills and experience in my organisation	52.56%	59.29%

Roughly 4 out of 5 respondents agreed that gender, age, sexual orientation and cultural background was not a barrier to success in the organisation.

The lowest ranking category was being Aboriginal and/or Torres Strait Islander, with 73% of women and 69% of men.

There were very marginal differences between the responses of men and women except for cultural differences, where men were more likely to agree this was not a barrier (90% and 83% respectively).

<b>Question</b>	<b>Gender Man</b>	<b>Gender Woman</b>
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	69.03%	73.49%
Cultural background is not a barrier to success in my organisation	90.27%	83.72%
Sexual orientation is not a barrier to success in my organisation	83.19%	83.72%
Disability is not a barrier to success in my organisation	76.99%	73.95%
Gender is not a barrier to success in my organisation	83.19%	85.12%
Age is not a barrier to success in my organisation	84.07%	81.40%

**Agreement that cultural background is not a barrier to success in the organisation by gender composition, country of birth and language other than English spoken with family or community**

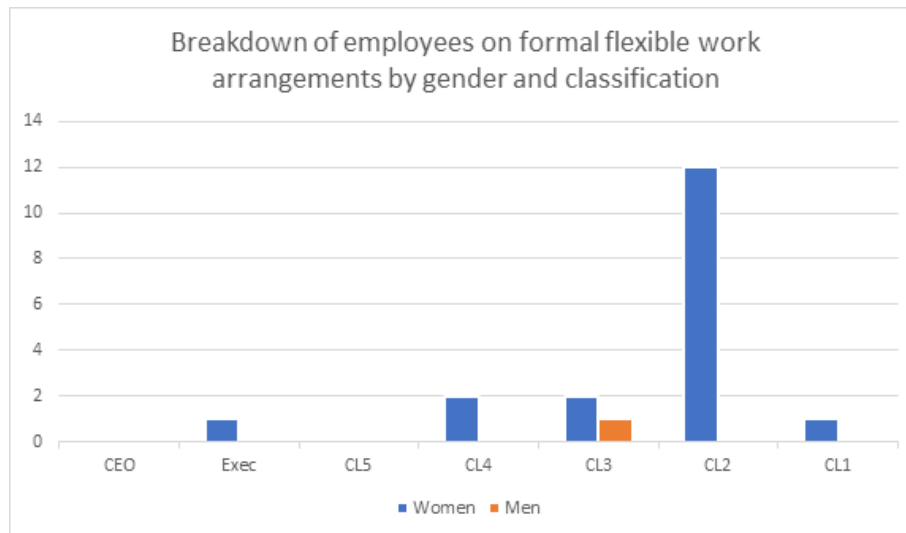
<b>Women</b>	<b>Men</b>	<b>Country of Birth- Australia - Women</b>	<b>Country of Birth- Australia - Men</b>	<b>Language other than English spoken with family or community? Yes Woman</b>	<b>Language other than English spoken with family or community? Yes Man</b>
83.72%	90.27%	83.97%	89.19%	81.67%	89.29%



## Indicator 6: Availability and utilisation of terms and conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities

Note, while STL has a flexible work policy, it is unclear whether this is considered a formal flexible work arrangement. Analysis insights focus only on employees who have a formal flexible work arrangement as part of their contract.

3% of State Trustees' workforce have a formal flexible work arrangement in place (19 roles). Of these, 95% are filled by women and the highest represented employee level is CL2 (67% of all flexible work arrangements).



### Gender composition of formal flexible work arrangement by classification

Employee Level	Women (count)	Men (count)	Women (%)	Men (%)
CEO				
Exec	1		6%	
CL5			0%	
CL4	2		11%	
CL3	2	1	11%	100%
CL2	12		67%	
CL1	1		6%	
<b>TOTAL</b>	<b>18</b>	<b>1</b>		

There were 27 employees who utilised parental leave, with 66% being women. CL2 roles comprised the highest level (1 out of 2 women).

### Gender breakdown of those utilising parental leave across classification levels

Employee Level	Women (count)	Men (count)	Women (%)	Men (%)
CEO	0	0		
Executive	0	0		
CL5	0	0		
CL4	3	3	17%	33%
CL3	3	4	17%	44%
CL2	10	1	56%	11%
CL1	2	1	11%	11%
<b>TOTAL</b>	<b>18</b>	<b>9</b>		

When we examine parental leave by employment basis, the majority are in full-time permanent roles (83%). There was only 1 employee on a fixed-term contract to take parental leave.

### Gender breakdown of those utilising parental leave across employment basis

Employee basis	Women (count)	Men (count)	Women (%)	Men (%)
Full-time permanent/ongoing	15	9	83%	100%
Full-time contract (fixed term)	1		6%	
Part-time permanent/ongoing	2		11%	
Part-time contract (fixed term)				
Casual				
<b>TOTAL</b>	<b>18</b>	<b>9</b>		

### Gender breakdown of people who accessed carers leave

Women (count)	Men (count)	Women (%)	Men (%)
158	64	71%	29%

### Levels of agreement/disagreement with statements about flexible work

There is little to no disparity between men and women when it comes to confidence in a request for flexible working arrangements being given due consideration, with only 14% of women and 13% of men employed at State Trustees disagreeing with this statement.

Most of the workforce at State Trustees agreed that the use of flexible work arrangements is not a barrier to their success in the organisation with 20% of women and 19% of men thinking otherwise.

Statement	Measure type	Women	Men
I am confident that if I requested a flexible work arrangement, it would be given due consideration	Agree	86%	87%
Using flexible work arrangements is not a barrier to success in my organisation	Agree	80%	81%
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	Agree	83%	81%
There is a positive culture within my organisation in relation to employees who have caring responsibilities	Agree	81%	86%

## Indicator 7: Gendered segregation within the workplace

Note, employee occupational categories were defined as per the Australian and New Zealand Standard Classification of Occupations (ANZSCO) standard.

Occupational roles that have an equitable distribution are General Managers, Retail and Service Managements and Specialist Managers.

The occupations significantly over-represented by women at State Trustees are in the following occupation categories:

- Human Resource and Training Professionals
- Miscellaneous Clerical and Administrative Workers
- Financial Brokers and Dealers, and Investment Advisers

The occupations significantly under-represented by women at State Trustees are in the following occupation categories:

- Business and Systems Analysts, and Programmers
- Database and Systems Administrators, and ICT Security Specialists

### Occupational main categories

Occupation	Women	Men	Ratio Women
ICT Professionals	8	18	0.44
Chief Executives, General Managers and Legislators	3	3	1.00
Hospitality, Retail and Service Managers	5	5	1.00
Specialist Managers	13	11	1.18
Legal, Social and Welfare Professionals	17	10	1.70
Business, Human Resource and Marketing Professionals	159	82	1.94
Inquiry Clerks and Receptionists	31	15	2.07
Clerical and Office Support Workers	29	13	2.23
Office Managers and Program Administrators	9	4	2.25
Sales Representatives and Agents	16	7	2.29
Numerical Clerks	11	4	2.75
Other Clerical and Administrative Workers	57	15	3.80

### Occupational breakdown of roles - women are under-presented (sub-categories)

Occupation	Women	Men	Variance
Business and Systems Analysts, and Programmers	2	6	0.33
Database and Systems Administrators, and ICT Security Specialists	3	7	0.43
ICT Network and Support Professionals	3	5	0.60
Accountants, Auditors and Company Secretaries	8	12	0.67
Miscellaneous Specialist Managers	4	5	0.80
Information and Organisation Professionals	22	26	0.85

### Occupational breakdown of roles - women are over-represented (sub-categories)

Occupation	Women	Men	Variance
Human Resource and Training Professionals	9	2	4.50
Miscellaneous Clerical and Administrative Workers	57	15	3.80
Financial Brokers and Dealers, and Investment Advisers	114	37	3.08
Social and Welfare Professionals	3	1	3.00
Accounting Clerks and Bookkeepers	9	3	3.00
Insurance Agents and Sales Representatives	16	7	2.29
Contract, Program and Project Administrators	9	4	2.25
Clerical and Office Support Workers	29	13	2.23
ICT Managers	2	1	2.00
Financial and Insurance Clerks	2	1	2.00
Call or Contact Centre Information Clerks	28	15	1.87
Legal Professionals	14	9	1.56
Sales, Marketing and Public Relations Professionals	6	5	1.20

There are marginal differences around how both men and women perceived or experienced negative behaviours of bullying and discrimination within the workplace.

Almost 9 out of 10 women agreed that work is allocated fairly in their team, regardless of gender (89.77%).

15% of respondents reported an experience of bullying, with 2 out of 3 being women. While more women are experiencing bullying than men, this is proportionate with the overall gender composition of the workforce (66% women).

Statement	Measure type	Women	Men
People in my workgroup often reject others for being different	Disagree	85.12%	90.27%
I feel culturally safe at work	Agree	87.44%	86.73%
In my workgroup work is allocated fairly, regardless of gender	Agree	89.77%	84.07%
During the last 12 months in your current organisation, have you personally experienced bullying at work?	Yes	10.70%	4.42%