2026 Progress report for:

The Departments of the Parliament (Victoria)

Organisation name	Parliamentary departments of the Parliament of Victoria
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 379 Total FTE: 364.53
Response rate to employee experience survey	78%
Contextual information	This progress report applies to the Department of the Legislative Assembly, the Department of the Legislative Council and the Department of Parliamentary Services, which operate as three distinct parliamentary departments and employers within the Parliament of Victoria. While each department has its own statutory functions, workforce profile and leadership arrangements, they share a common parliamentary operating environment and a largely stable workforce with long tenure and specialised roles. The GEAP therefore adopts a coordinated, whole-of-parliamentary-departments approach, while allowing flexibility in implementation to reflect the differing responsibilities, operational demands and workforce characteristics of each department. Strategies and targets are designed to be proportionate and systems-focused, embedding gender equality into governance, leadership accountability and core people practices across all three employers, while recognising legislative, structural and operational constraints inherent to the parliamentary context.
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

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Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions

If you have not listed any GIAs, please choose one or more permitted reason:
☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.
☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.
☐ Reporting on the GIA(s) would reveal confidential information.
☒ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020*.
☐ None of these apply (go to 1.2).

The entity had no policies, programs or services that met the Act's threshold for a Gender Impact Assessment. During the reporting period, the parliamentary departments were not required to undertake any GIAs.

Section 1.2 Describing policies, programs and services subject to a GIA

Ref#	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts
1.	N/A	Choose an item.		Choose an item.	

Section 1.3 Describing actions taken as a result of a GIA

Ref #	F: Were actions taken as a result of the GIA?	G: Describe the actions taken as a result of the GIA in order to: - Meet the needs of people of different genders; and/or - Promote gender equality; and/or - Address gender inequality. If you did not take action, write N/A here and explain why in (H).	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here.	I: Describe: How and why intersectionality was considered (or not)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)?
1.	N/A				
2.					

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

K: Indicator*	L: Progress data	M: Additional progress data	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
1	**Critical performance measures** Gender composition of the duty holder organisation: • 2023: 53.3% W 46.7% M • 2025: 49.9% W 50.1% M Gender composition of part time workers in the duty holder organisation: • 2023:12% W 8.9% M • 2025:9.5%W 10% M Gender composition of senior leaders in the duty holder organisation: • 2023: 45.5% W 54.5% M • 2025: 50% W 50%M	**Gender-disaggregated analysis of workforce data** • No employees in the dataset self-describe their gender, which means all gender-disaggregated analysis focuses on women and men. **Full-time, Part-time and Casual work** • Women are more likely to work part-time. More than 1 in 7 women (13.2%) work part-time, while approx. 1 in 20 men (5.3%) do. Currently approx. 71% of all part-time workers are women. • There are limited part-time roles among more senior levels of the organisation. The majority of part-time roles (all but 1) are found at Level -7 and below, as per levels reported in audit data.2 • These gender differences in part-time work can lead to ongoing inequalities. Fewer part-time roles at senior levels can reinforce the idea that part-time work and senior management don't mix. Men's lower participation in part-time work may also reflect workplace stereotypes that discourage men from taking these roles, which hinders gender equality efforts. Where workplace policies and practices and/or career progression opportunities favour full-time working arrangements, this will disproportionately affect women in the workplace, who are more likely to work parttime.	Yes	**Examples of quantitative progress** • **Women's representation among senior leader cohort, as designated in the FY23 and FY25 audits, has improved over the past 2 years**. In FY23 audit, women represented 45.5% of senior leaders, while in FY25 this has changed to a 50:50 balance. • In FY25, workforce composition is 49.9% women: 50.1% men. This represents an overall shift of approx. -3% women/+3% men since FY23 audit, and a move closer to gender balance between women and men. Note that no employees in the dataset self-describe their gender, which means all gender-disaggregated analysis focuses on women and men. **Other points to note** • Since FY23 there has been a slight decrease in proportion of women and men working part-time. For women, % working part-time has decreased from 14.1% to 13.2% (-2 in terms of number of employees working part-time). For men, % part-time has decreased from 6.0% to 5.3% (actual number of part-time employees has not changed). Given size of change, difficult to ascribe meaning to these changes.
2	**Critical performance measures** Gender composition of the duty holder organisation's governing body: • 2023: 67% W 33%M • 2025: 67% W 33%M	There is no governing body for the parliamentary departments. There are however duty holders.	No	No change in duty holder data from FY23 to FY25, consistent at 66.7%W: 33.3%M (2W:1M).

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3	**Critical performance measures**
	
	Mean total remuneration gender pay gap by occupation group:
	• 2023:
	  • Managers: 4.8%
	  • Professionals: 0.5%
	  • Technicians and Tradesworkers: -0.5%
	  • Clerical and Administrative Workers: 1.3%
	• 2025:
	  • Managers: -9.3%
	  • Professionals: 3.5%
	  • Technicians and Tradesworkers: 0.8%
	  • Clerical and Administrative Workers: 1.7%
	
	Mean total remuneration senior leader gender pay gap:
	• 2023: -0.4%
	• 2025: - 10.0%
	
	Supplementary measures
	
	Mean base salary pay gap:
	• 2023: 6%
	• 2025: 6.2%
	
	Median total remuneration pay gap:
	• 2023: 6.8%
	• 2025: 4.9%
	
	Median base salary pay gap:
	• 2023: 6.8%
	• 2025: 4.8%
		Occupational gender pay gaps
		
		• Among Managers (the occupational cohort with highest average remuneration), the average total remuneration for women is 9.3% higher than for men. The average total remuneration for women classified as Managers (in the ANZSCO occupation classification system) is 9.3% higher than for men who are Managers.
		• Among Professionals, Clerical and Administrative Workers and Technicians and Tradesworkers, men on average earn more than women. Among Professionals, men on average earn 3.5% more than women. Among Clerical and Administrative Workers men earn 1.7% more than women and among Technicians and Trades workers, men on average earn 0.8% more than women.
		
		Senior Leader gender pay gaps
		
		• In the senior leader group, women earn more than men on average. Among the parliamentary departments' 10 most senior employees (5W:5M), women's average remuneration is 10.0% higher than men's. Note that the higher remuneration of the most senior executive (2W) is a significant driver for this gap. When excluding these individuals, the pay gap narrows to -5.6%. This means that the average total remuneration for women in the remaining senior leadership group is 5.6% higher than for men.
		
		Org-wide gender pay gaps
		
		• Overall, Men's mean (average) total remuneration across the parliamentary departments is 6.7% higher than women's. The median (middle) total remuneration for men is also 4.9% higher than women's. Both these mean and median pay gaps show that the average (mean) and/or 'typical' (median) salary for men in the workforce is higher than women's. These organisational wide measures reflect gender composition of a workforce as follows – while women are relatively well-represented among highest earners, the 'typical' remuneration for men outside this cohort
			Yes	**Examples of quantitative progress**
				
				• **The median org-wide total remuneration gender pay gap has narrowed since FY23.**
				
				In FY23, the org-wide gender pay gap on total remuneration was 6.8% (meaning men on average earned 6.8% more than women across the parliamentary departments). In FY25, this same measure has narrowed to 4.9% (meaning men on average now earn 4.9% more than women across the parliamentary departments). While the gender pay gap persists, this change represents progress.

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		is higher than for women, with women more strongly represented among lower earners in the organisation (overall, among level -10 and below). **By-level gender pay gaps** • Data shows that men earn 1-2% more than women within 'levels' -6 and below. For this audit, the parliamentary departments set out '14' levels (with level 0 as the most senior executive, down to level -13). Across levels -6 and below, men earned 1-2% more than women on average. It is difficult to tell how significant this data is, based on audit reporting template alone. **Gender pay gaps by age** • The gender pay gap peaks among 45–54-year-olds, typically the organisation's highest earners. For this age group, men on average earn 5.8% more than women. In comparison, the gap is 2.3% (i.e. favours men) among 34–44-year-olds, 5.1% (favouring men) among 25-34 years, and -0.5% (favouring women) among 55–64-year-olds.		
4	**Critical performance measures** Anonymous experience rate of sexual harassment: • 2023: 15% • 2025: 6% Number of formal reports of sexual harassment: • 2023: 1 • 2025: 0 **Supplementary measures** Participants who said they reported sexual harassment: • 2023: 0 • 2025: 12%	**Experience of Sexual Harassment** • Sexual harassment occurs in the workplace. Among 2025 *People Matter* survey respondents, 6.0% of respondents experienced sexual harassment in the workplace in the past 12 months. **Under-reporting** • There is a gap between experience reported anonymously in *People Matter* and # of formal complaints recorded in workforce systems. While 6% of *People Matter* respondents experienced sexual harassment, only approx. 1 in 8 (12%) of those who experienced it said they submitted a formal complaint. In workforce audit data for FY25, no formal reports of sexual harassment were recorded.	Yes	**Examples of quantitative progress (and/or stability)** • **Anonymous reporting of sexual harassment experience is consistent in 2025 and 2023.** In 2025, 6.0% of survey respondents experienced sexual harassment in the workplace in the past 12 months. This is consistent with 2023 data, when 6.2% of survey respondents experienced sexual harassment. In 2023 survey data, women were much more likely than men by women to experience sexual harassment (13% of women and 1% of men who completed *People Matter*). However, the 2025 *People Matter* dataset provided for analysis does not allow us to disaggregate harassment data by gender (i.e. identify % of women and % of men who experienced harassment). • Among *People Matter* respondents in 2023 and 2025, the most common reasons cited by respondents for not reporting were relatively consistent – including *I didn't think it was serious enough, I didn't think it would make a difference, I believed*

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	Reasons for not making a formal sexual harassment complaint:
	• 2023:
	  • *I didn't think it was serious enough* (63%)
	  • *I didn't think it would make a difference* (31%)
	  • *I believed there would be negative consequences for my reputation* (13%)
	  • *I believed there would be negative consequences for the person I was going to complain about* (13%)
	• 2025:
	  • *I didn't think it was serious enough* (40%)
	  • *I didn't think it would make a difference* (40%)
	  • *I believed there would be negative consequences for my reputation* (40%)
	  • *I believed there would be negative consequences for my career* (40%)
	
	Satisfaction with handling of workplace sexual harassment complaint:
	• 2023: Data not reported, no survey respondents said they submitted a formal complaint
	• 2025: Not available in FY25, due to survey response numbers and privacy controls
	
	Satisfaction with handling of formal workplace sexual harassment complaint:
	• 2023: Data not presented due to privacy controls (only 1 formal complaint)
	• 2025: Data not reported, no formal complaints in FY25
		Perceptions of workplace safety and respect
		
		• Women are less likely to feel safe to call out inappropriate behaviour at work. Among 2025 *People Matter* respondents, 68% of women feel safe to call out inappropriate behaviour at work. This compares to 79% of men who feel this way (11% gender difference, women less safe).
		• Women are also less likely to agree the organisation takes steps to eliminate bullying, harassment and discrimination or encourages respectful workplace behaviours. Among 2025 *People Matter* respondents, 66% of women agree that the parliamentary departments take steps to eliminate bullying, harassment and discrimination, compared to 77% of men who feel this way (11% gender difference, women less favourable). Though the gender difference is smaller and overall responses are more favourable, women are also less likely to agree that the parliamentary departments encourage respectful workplace behaviours (85% of women feel this way, compared to 88% of men).
				there would be negative consequences for my reputation as the three most common reasons in both 2023 and 2025.
				• **Among 2025 *People Matter* respondents, women and men feel safer to call out inappropriate behaviour at work**, than in 2023 *People Matter*. However, there is a gap between women's and men's experiences. In 2023, 71% of men felt safe to call out inappropriate behaviour at work, rising to 79% of men in 2025 (+8%). For women, 66% felt safe to call out inappropriate behaviour at work in 2023, rising slightly to 68% in 2025 (+2%). Despite improvements, this still leaves an 11% gender gap, with men feeling safer to call out inappropriate behaviour.
				• **On some other related measures, the gender gap has narrowed.** For example, among 2025 *People Matter* respondent's women and men report relatively similar levels of agreement with the statement *my organisation encourages respectful workplace behaviours* (85% of women, 88% of men agreed with this statement). This gender gap of 3% is smaller than in 2023, when 79% of women and 89% of men agreed with this statement (10% gender gap).

5	**Critical performance measures** Gender composition of recruited employees: • 2023: 63% W 37% M • 2025: 43.9% W 56.1% M	**Recruitment and promotion data** • Men are more strongly represented in FY25 recruitment numbers, compared to overall workforce composition. • Among 66 recruitments made in FY25, gender composition was 43.9%W:56.1%M. This compares to	Yes	**Examples of quantitative progress** • **Women's representation among promotions has increased**, from 48.3% in FY23 to 60.0% in FY25. Note the total number of promotions in FY25 (15) was much smaller than in FY23 (60), making it difficult to make any meaningful assessment of progress.

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	Gender composition of employees who were promoted: • 2023: 48.3% W 51.7% M • 2025: 60% W 40% M Perceptions of recruitment, by gender: • 2023: 66% of women, 74% of men believe the recruitment processes are fair • 2025: 67% of women, 75% of men believe the recruitment processes are fair. Perceptions of promotion, by gender: • 2023: 46% of women, 54% of men believe the promotion processes are fair • 2025: 45% of women, 58% of men believe the promotion processes are fair.	org-wide gender composition of 49.9%W:50.1%M, meaning men were slightly over-represented. • Reviewing this data by level shows that all senior recruitments, level -5 and above were men (note small number, only 4 recruits among this cohort), while recruitments across other levels were roughly comparative to existing by-level gender composition of the workforce. **Women are more strongly represented in FY25 promotion numbers, compared to overall workforce composition.** • Among 15 promotions recorded in FY25, gender composition was 60.0%W:40.0%M. This compares to org-wide gender composition of 49.9%_W:50.1%M, meaning women were slightly over-represented. The majority of these promotions were awarded at Level -5 to -9, where men are currently over-represented in org-wide composition. This suggests stronger representation of women in these numbers may contribute to future progress toward gender balance at these levels. Note – it is difficult to assess how meaningful this data is, given small numbers of promotions. • Women are also strongly represented among higher duties and internal secondments, compared to overall workforce composition. **Women are less likely/men are more likely to agree recruitment and promotion processes across the parliamentary departments are fair.** • Among 2025 *People Matter* respondents, 67% of women and 75% of men agree that recruitment processes are fair (8% gender gap, women less favourable). On promotion processes, 45% of women and 58% of men agree these are fair (13% gender gap, women less favourable). 46% of women and 57% of men agree they have an equal chance at promotion (11% gender gap, women less favourable). • Women are also less likely/men are more likely to agree they have an equal chance at promotion or that		• **Women's representation among internal secondments has increased**, from 66.7% in FY23 to 76.9% in FY25. Note the total number of internal secondments in FY25 (13) was also much smaller than in FY23 (33), making it difficult to make any meaningful assessment of progress. • **Women's representation among higher duties has increased**, from 50.0% in FY23 to 55.8% in FY25. • **Perceptions of recruitment and promotion have remained relatively stable**. Among *People Matter* respondents there have been limited changes between 2023 and 2025 in levels of agreement with relevant survey statements, including *I believe the recruitment processes in my organisation are fair, I believe the promotion processes in my organisation are fair, I have an equal chance at promotion,* and *I am satisfied with opportunities to progress in my organisation*. Gender gaps persist across responses to all statements, with women consistently less likely to agree with these statements than men. • **Strongest increase in perceptions of learning and development opportunities**. Among 2023 *People Matter* respondents, 55% of women and 58% of men felt satisfied with the way their learning and development needs had been met. This increased to 66% of women (+11%) and 66% of men (+8%) among 2025 *People Matter* respondents. **Other points to note** • Women's representation among new recruits has dropped, from 63.0% in FY23 to 43.9% in FY25. While women were proportionally over-represented/men under-represented among new recruits (63.0%W:37.0%M) compared to organisational composition in FY23 (53.3%W:46.7%M), the opposite trend is apparent in FY25, with men being proportionally over-represented/women under-represented compared to organisational composition (new recruits were 43.9%W:56.1%M, compared to org composition of 49.9%W:50.1%M). Based on available audit data, it is not possible to explore recruitment trends and experiences specific to departments, teams or position types.

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		they feel satisfied with opportunities to progress. Among 2025 *People Matter* respondents, 46% of women and 57% of men agree they have an equal chance at promotion (11% gender gap, women less favourable). • Regarding satisfaction with opportunities to progress, 42% of women and 49% of men agree they are satisfied (7% gender gap, women less favourable).		

6	**Critical performance measures**
	
	Average weeks of parental leave, by gender:
	• 2023:
	  • Women (12W) took average of 23.2 weeks
	  • Men (3M) took average of 11.4 weeks
	• 2025:
	  • Women (13W) took average of 47.8 weeks
	  • Men (7M) took average of 5.9 weeks
	
	Uptake of flexible work, by gender:
	• 2023: 49.8% of women, 44.3% of men on some form of formal flexible working arrangement
	• 2025: 6.5% of women, 2.9% of men on some form of formal flexible working arrangement
	
	Perceptions of flexible work culture, by gender:
	• 2023: 76% of women, 68% of men, are confident that if they requested a flexible work arrangement it would be given due consideration
	• 2025: 83% of women, 79% of men, are confident that if they requested a flexible work arrangement it would be given due consideration
	
	Supplementary measures
	
	Gender composition of parental leave takers:
		Parental and carers leave
		
		• While men are reasonably represented among parental leave takers, women on average took more than 8x longer leave than men. In FY25, 21 employees took parental leave (65%W:35%M | 13W:7M). While more than 1 in 3 parental leave takers are now men, women took an average of 47.8 weeks leave (including paid and unpaid leave), compared to 5.9 weeks taken by men.
		
		Flexible Work
		
		• Men are less likely to be on some form of flexible working arrangement than women, though uptake for women is also relatively low.
		• FY25 audit data shows that 6.5% of women (approx. 1 in 15) and 2.9% of men (approx. 1 in 34) are on some form of flexible working arrangement. With such low uptake overall, it is hard to assess the significance of this data. The low numbers in the CGEPS audit reflects a workplace culture where flexible arrangements are agreed upon locally in teams or departments, without formal recording. Some types of flexible working may also be accepted without documentation. Access, uptake, and support for flexible working, along with perceived barriers, in GEAP consultation sessions.
		• Among 2025 *People Matter* respondents, 83% of women and 79% are confident that a request for flexible work would be given due consideration (4% gender gap, men less favourable). 89% of women and 84% of men agree their direct line manager supports working flexibly (5% gender gap, men less favourable).
			Yes	**Examples of quantitative progress**
				
				• **Men's representation among parental leave takers has increased.**
				In FY23, the composition of parental leave takers was 80%W:20%M (12W:3M). By FY25, this has changed to 65%W:35%M (13W:7M). The number of men taking leave has doubled, while the number of women taking leave has remained relatively steady. Note that the low number of leave takers overall makes it hard to judge the significance of these shifts. Tracking trends in future audits may provide clearer insights.
				• **Support for flexible work has increased among women and men.**
				2025 *People Matter* responses show that women and men are more likely than in 2023 to feel confident their request for flexible work would be considered and more likely to agree their line manager supports working flexibly. In 2025, 89% of women and 84% of men agree their direct line manager supports working flexibly. This is an increase from 81% of women (+8%) and 79% of men (+5%) in 2023. Similarly, in 2025 83% of women and 79% of men feel confident a request for flexible work would be considered. This is up from 76% of women (+8%) and 68% of men (+11%) in 2023.
				• **Men's perception of organisational support for family violence leave has improved.**
				2025 *People Matter* responses show that men are much more likely to agree that the Parliament of Victoria would support them if they needed to take family violence leave. Women and men now feel closer to equally supported by the organisation in this regard. In 2025, 84% of women and 83% of men agree the organisation would support them if they needed to take family violence leave. This is consistent with 84% of women and up from 73% of men (+10%) in 2023.

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	• 2023: 80% W 20% M • 2025: 65% W 35% M Gender gap in carer's leave: • 2023: Data not reported in FY25 • 2025: Data not reported in FY25	**Family Violence Leave** • In FY25, there were no instances of family violence leave uptake, though more than 4 in 5 women and men feel the organisation would support them if they needed to take family violence leave. Among 2025 *People Matter* respondents, 84% of women and 83% of men felt this way.		**Other points to note** • Women continue to take much longer periods of parental leave. The average length of leave taken by women is much higher in FY25 (47.8 weeks) than in FY23 (22.2 weeks). In contrast, men took an average of 5.9 weeks in FY25, down from 11.4 weeks in FY23. Note again, that the very small number of leave takers limits the ability to evaluate the significance of this change across one 2-year progress period. • Women and men are significantly less likely to be on formal flexible working arrangements. In FY23 workforce data, the parliamentary departments reported that 49.8% of women and 44.3% of men in the workforce were on some form of formal flexible working arrangement. FY25 data is significantly different, showing only 6.5% of women and 2.9% of men are on some form of formal flexible working arrangement. Such a large shift is likely due to differences in data collection and reporting processes, and normalised access to 'all roles flex' type arrangements, rather than regression in availability of flexible working arrangements.

7	**Critical performance measures**
	
	Occupational gender segregation:
	• 2023:
	  • Managers: 38.9% WOMEN: 61.1% MEN
	  • Professionals: 51.9% WOMEN: 48.1% MEN
	  • Technicians & Tradesworkers: 37.5% WOMEN: 62.5% MEN
	  • Community and Personal Service Workers: 47.4% WOMEN: 52.6% MEN
	  • Clerical and Administrative Workers: 67.6% WOMEN: 32.4% MEN
	  • Sales Workers: none
	  • Machinery Operators and Drivers: none
	  • Labourers: 50% WOMEN: 50% MEN
	• 2025:
	  • Managers: 31.0% WOMEN: 69.0% MEN
	  • Professionals: 49.1% WOMEN: 50.9% MEN
	  • Technicians & Tradesworkers: 24.4% WOMEN: 75.6% MEN
		• The occupational gender segregation measures use ANZSCO codes for CGEPS audit reporting. While this analysis shows general trends, ANZSCO codes may or may not be specifically relevant to inform GEAP strategies within the parliamentary department organisational context.
		• Audit data shows gender segregation in certain ANZSCO occupations, reflecting societal stereotypes. Men are proportionally over-represented among Managers (69.0% men) and Technicians and Tradesworkers (75.6% men). Women are proportionally over-represented among Clerical and Administrative Workers (68.9% women).
			No	**No strong examples of quantitative progress FY23 to FY25**
				
				• Women's representation among *Managers* has dropped, while men's has risen (a shift from 39.0%W:61.0%M in FY23 to 31.0%W:69.0%M in FY25).
				• A similar trend is seen among Technicians and Tradesworkers. Women's representation has dropped, while men's has risen (a shift from 37.5%W:62.5%M in FY23, to 24.4%W:75.6%M in FY25).
				• Shifts are relatively minor across all other ANZSCO occupational cohorts.

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	• Community and Personal Service Workers: 50.0% WOMEN: 50.0% MEN • Clerical and Administrative Workers: 68.9% WOMEN: 31.1% MEN • Sales Workers: none • Machinery Operators and Drivers: none • Labourers: 50% WOMEN: 50% MEN			

*Indicators (column K)

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities
7. Gendered segregation within the workplace

Section 2.2 Describing factors limiting and contributing to progress

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress? *	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
1	☐None ☒ a ☒ b ☐c ☐d ☐e ☐f ☐g	Progress in improving gender composition across all levels of the workplace has been influenced by both structural constraints and deliberate actions taken by the parliamentary departments. A key limiting factor is the stable, long-tenured nature of the parliamentary workforce, particularly in senior and specialist roles. Many positions are held by employees with extensive institutional knowledge, resulting in low turnover and therefore fewer opportunities to change gender composition through recruitment alone. This has been most pronounced at senior leadership and highly specialised operational levels, where roles are infrequently vacated and internal progression pathways are limited by organisational size and structure. Data availability and comparability has also affected progress. Historically, workforce systems did not consistently capture self-identified gender data or allow for nuanced analysis across classifications, limiting the ability to set precise targets or quickly identify patterns of underrepresentation. While improvements are now underway through enhanced workforce data collection and staff census processes, this has impacted the pace of change. At the same time, several factors have contributed positively to progress. Targeted recruitment practices, inclusive selection processes and the incorporation of gender considerations into vacancy management have supported incremental improvements at entry and mid-career levels. The increased availability and uptake of flexible working arrangements has helped retain employees across life stages, supporting more balanced gender representation over time. Leadership commitment and sustained focus through the Gender Equality Action Plan have also contributed to progress. This includes role-modelling flexible work, strengthening merit-based progression, and embedding gender considerations into workforce planning rather than relying on short-term or quota-based approaches. Cultural change initiatives, including a focus on respectful workplaces and active bystander capability, have further supported retention and career progression. Overall, while progress in gender composition across all levels has been gradual rather than rapid, this reflects the complex and constrained operating environment of a parliamentary workplace. The departments remain committed to long-term, systemic change, recognising that sustainable improvements in gender composition are most	**Workforce planning and governance** • Integration of gender considerations into workforce planning, vacancy management and organisational design to support balanced representation over time. • Use of the Gender Equality Action Plan (GEAP) to guide sustained, long-term action rather than short-term or quota-based interventions. • Oversight of senior appointments and workforce metrics to monitor gender composition across classification levels. **Recruitment practices** • Use of inclusive, gender-neutral language in position descriptions and recruitment advertising. • Review of selection criteria to remove unnecessary requirements that may disproportionately disadvantage particular genders. • Structured, merit-based recruitment processes to support equitable outcomes. • Targeted efforts to broaden candidate pools, particularly for roles or levels where gender imbalance has historically existed **Promotion and progression** • Emphasis on internal capability development to support readiness for progression in a low-turnover environment. • Increased access to acting opportunities and higher-duties arrangements, supporting exposure to leadership and senior roles. • Consistent application of promotion processes to ensure transparency and fairness across classifications. **Flexibility and retention** • Promotion and normalisation of flexible working arrangements at all levels, including leadership roles, to support retention and career progression. • Support for employees across different life stages, contributing to workforce stability and sustained gender balance over time. • Reinforcement that flexibility does not limit access to advancement or senior roles. **Leadership and culture** • Visible leadership commitment to gender equality and inclusive workplace practices.

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress? *	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
		effectively achieved through retention, capability development and cultural transformation over time rather than workforce turnover alone.	• Role-modelling by senior leaders to challenge traditional assumptions about gender and leadership. • Cultural initiatives aimed at creating a safe, respectful and inclusive workplace, supporting retention across genders. **Data, monitoring and evidence** • Improved collection and use of workforce gender data, including through staff census processes, to better understand representation across levels. • Use of data to identify trends, inform decision-making and track progress over time. • Ongoing monitoring to support evidence-based adjustments to workforce strategies. Together, these strategies have supported reasonable and material progress in improving gender composition across all levels of the workplace, within the structural and operational constraints of a parliamentary environment.
2	☒None ☐ a ☐ b ☐c ☐d ☐e ☐f ☐g	Not applicable as there is no governing body	
3	☐None ☒ a ☒ b ☒c ☐d ☐e ☐f ☐g	Progress in reducing and managing the gender pay gap has been shaped by a combination of longstanding structural factors and targeted actions implemented over the reporting period. A primary factor limiting the pace of change is the composition and stability of the workforce, particularly at senior and specialist classification levels. The parliamentary departments have a high proportion of long-tenured employees, many of whom occupy senior roles established under historical classification and remuneration arrangements. Reduced turnover at these levels means opportunities to rebalance gender representation—and therefore remuneration outcomes—through recruitment or reclassification occur infrequently. The gender pay gap has also been influenced by occupational segregation across classification groups. Certain operational, technical and security-related roles, which are traditionally male-dominated and may attract higher allowances or penalty rates linked to sitting periods and extended hours, continue to impact aggregate pay outcomes. Conversely, a number of corporate, advisory and support roles—where	**Remuneration frameworks and governance** • Application of consistent, enterprise agreement-based remuneration structures, ensuring standardised pay outcomes by classification and role type. • Use of clearly defined classification frameworks and role descriptors to support equitable job evaluation and remuneration decisions. • Central oversight of remuneration decisions to ensure alignment with approved frameworks and minimise inconsistency. **Classification and role evaluation** • Regular review of role classifications and responsibilities to ensure work of equal or comparable value is appropriately classified. • Use of formal job evaluation processes when roles change or are newly created, reducing the risk of gender-based undervaluation. • Oversight of reclassifications and remuneration adjustments to ensure fairness and transparency.

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress? *	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
		women are more strongly represented—are concentrated at lower or mid-range classifications. This structural distribution affects the overall pay gap even where pay equity within classifications is maintained. Contributing positively to progress, the parliamentary departments maintain transparent and consistent remuneration frameworks, including standardised classification structures and enterprise agreement-based pay progression. Reviews undertaken have confirmed that there is no evidence of unequal pay for like-for-like roles, and pay differences are attributable to role function, seniority and work design rather than gender-based pay decisions. Targeted actions have also supported progress. These include gender-neutral recruitment and promotion practices, strengthened oversight of higher-duty arrangements, and increased access to flexible working arrangements without adverse impact on career progression. The availability and normalisation of flexibility has assisted retention and progression, particularly at mid-career and senior levels, helping to stabilise the gender pay gap over time. Improved workforce data collection has further contributed to progress. Enhanced analysis of remuneration by classification, role type and gender has enabled more informed workforce planning and clearer identification of where structural drivers of the pay gap persist. This evidence-based approach supports longer-term actions focused on capability development, succession planning and internal progression, rather than short-term interventions that are unlikely to be sustainable in a parliamentary context. Overall, while the gender pay gap has not shifted rapidly, this reflects the structural and institutional characteristics of a parliamentary workforce rather than inequitable pay practices. The parliamentary departments remain committed to a long-term strategy that addresses the underlying drivers of the gender pay gap through sustained cultural change, leadership development, and equitable access to progression opportunities.	**Recruitment, promotion and higher-duties practices** • Monitoring of starting salaries and appointment levels to ensure consistency across genders for comparable roles. • Strengthened governance of higher-duties and acting arrangements, ensuring equitable access and appropriate remuneration. • Transparent promotion processes supported by merit-based assessment, reducing the risk of gender-based pay disparities. **Workforce planning and capability development** • Focus on internal capability development and progression, supporting gender-equitable access to higher-paid roles over time. • Targeted development opportunities to support readiness for senior and specialist positions in a low-turnover environment. • Integration of remuneration considerations into long-term workforce and succession planning. **Flexibility and pay equity** • Normalisation of flexible working arrangements without adverse impact on remuneration or progression, including at senior levels. • Clear messaging that part-time or flexible work arrangements do not result in reduced pay equity or diminished access to higher-paid roles. **Data, monitoring and assurance** • Analysis of remuneration outcomes by gender, classification and role type to identify structural drivers of the gender pay gap. • Use of workforce data to confirm there is no evidence of unequal pay for like-for-like roles, with differences attributable to role composition and seniority. • Inclusion of pay equity analysis in Gender Equality Action Plan monitoring and progress reporting. **Cultural and leadership commitment** • Leadership commitment to pay equity as a core principle of workforce management. • Reinforcement of equitable remuneration practices through policies, guidance and decision-maker accountability.

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			New Policies, Procedures and Initiatives • Leadership Capability Development Framework • A suite of supporting policies, procedures and practical guidelines was developed and/or refreshed to embed the foundational work into day-to-day people practices (including recruitment and selection, flexible work, leave and workplace behaviour expectations), strengthen governance and accountability, and ensure consistent application across the parliamentary departments.
4	☐None ☐ a ☒ b ☒c ☐d ☐e ☐f ☐g	Progress in preventing and responding to sexual harassment has been shaped by a combination of contextual challenges unique to the parliamentary environment and sustained, targeted actions undertaken by the parliamentary departments. A significant factor limiting progress is the complex nature of the parliamentary workplace, where employees regularly work alongside individuals who are not employed by the parliamentary departments, including Members of Parliament, ministerial staff, electorate officers, parliamentary advisers, contractors and external stakeholders. While the departments have clear responsibilities for their own employees, they do not have direct authority over the conduct management of all individuals present in the workplace, which can complicate prevention, reporting and response mechanisms. This broader ecosystem can affect employees' perceptions of safety and their willingness to report inappropriate behaviour. The high-pressure, public-facing and politically sensitive operating context of Parliament has also influenced progress. Parliamentary sitting periods, irregular hours and hierarchical power dynamics may increase the risk of inappropriate behaviour and can create additional barriers to reporting, particularly where individuals fear reputational, career or relational consequences. In a workforce characterised by long tenure, these factors may further contribute to under-reporting. At the same time, several factors have contributed positively to significant progress. The departments have strengthened clear behavioural expectations, aligned to a zero-tolerance approach to sexual harassment, and reinforced these through updated policies, regular communication and leadership messaging. Increased focus has been placed on prevention through education, including mandatory training, bystander awareness and guidance on respectful workplace behaviours. Improvements have also been made to reporting pathways and support mechanisms, including clearer options for confidential disclosures and access to appropriate support services. These measures have helped build employee confidence that	**Prevention and workplace culture** • Establishment and reinforcement of clear behavioural standards setting expectations of respectful conduct and zero tolerance for sexual harassment. • Integration of sexual harassment prevention into broader respectful workplace and wellbeing frameworks. • Ongoing communication reinforcing shared responsibility for maintaining safe and respectful workplaces. **Leadership commitment and role-modelling** • Visible leadership commitment to addressing sexual harassment through messaging, modelling appropriate behaviour and reinforcing accountability. • Clear expectations placed on managers and leaders to actively promote respectful conduct and respond appropriately to inappropriate behaviour. • Inclusion of respectful workplace responsibilities within leadership capability expectations. **Training and capability building** • Delivery of mandatory training on sexual harassment, respectful behaviours and legal obligations. • Development of active bystander capability to empower employees to intervene safely and appropriately. • Targeted support and guidance for managers on handling disclosures, complaints and misconduct. **Reporting pathways and support mechanisms** • Provision of clear, accessible and confidential reporting options for employees. • Strengthening of support pathways for individuals experiencing sexual harassment, including timely access to advice and appropriate services.

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		concerns will be taken seriously, handled sensitively and addressed in accordance with procedural fairness. Leadership commitment has been a key contributing factor. Senior leaders have increasingly modelled respectful behaviour, supported cultural change initiatives and emphasised collective responsibility for maintaining safe workplaces. The integration of sexual harassment considerations into broader gender equality, safety and wellbeing frameworks has further supported a more consistent and embedded approach. Overall, progress in this area reflects the complexity of achieving cultural change within a parliamentary setting, particularly where multiple employment relationships and power structures intersect. While challenges remain, the departments have continued to make reasonable and material progress by focusing on prevention, capability-building, and creating safer conditions for employees to speak up, recognising that meaningful change requires sustained, long-term effort.	• Clear information on procedural fairness and complaint handling processes to build confidence in reporting. **Policy, procedures and governance** • Regular review and updating of policies and procedures related to sexual harassment to ensure clarity, consistency and alignment with best practice. • Central oversight of complaint handling to promote consistent, fair and trauma-informed responses. • Alignment of sexual harassment responses with broader misconduct and workplace safety frameworks. **Addressing the parliamentary operating context** • Recognition of the complex parliamentary environment, including the presence of non-employees, and implementation of workplace-focused controls within the departments' remit. • Clear articulation of the departments' responsibilities for employee safety, while acknowledging constraints related to individuals outside direct employment relationships. • Collaboration with relevant stakeholders to reinforce shared expectations of appropriate conduct within parliamentary precincts. **Monitoring and continuous improvement** • Use of workforce data, reporting insights and staff feedback to identify trends and areas for improvement. • Inclusion of sexual harassment prevention outcomes in Gender Equality Action Plan monitoring and progress reporting. • Ongoing refinement of strategies in response to emerging risks and workplace feedback. Together, these strategies have supported reasonable and material progress in preventing and responding to sexual harassment, recognising the complexity of the parliamentary environment and the importance of sustained cultural change.
5	☐None ☒ a ☐ b ☐c ☐d ☐e	Progress in improving gender equality in recruitment and promotion practices has been influenced by both structural constraints inherent to the parliamentary context and targeted actions undertaken by the parliamentary departments. A key factor limiting progress is the size, stability and long tenure of the workforce, particularly at senior and specialist levels. Many leadership and procedural roles are	**Recruitment design and processes** • Use of inclusive, gender-neutral language in position descriptions, advertisements and selection documentation. • Review of role requirements to remove unnecessary criteria that may unintentionally limit diverse applicants.

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	☐f ☐g	occupied by employees with deep institutional knowledge, resulting in low vacancy rates and limited promotion opportunities. This constrains the ability to rapidly change gender representation through promotion and means improvements are often incremental rather than immediate. The specialised and role-specific nature of parliamentary work has also influenced recruitment outcomes. Certain roles require highly specialised expertise, security clearances, or experience within parliamentary or comparable legislative environments. These requirements can narrow candidate pools and reduce flexibility in attracting diverse applicants, particularly for senior or niche positions. Progress has also been moderated by the constitutional and operational environment of Parliament. Recruitment and promotion decisions must support continuity of parliamentary operations, including sitting schedules, procedural independence and impartiality. These factors limit the scope for short-term or targeted interventions and require careful balancing of merit, operational readiness and workforce sustainability. Despite these challenges, several factors have contributed positively to progress. Recruitment processes have been strengthened through the use of gender-neutral language, inclusive advertising, and structured, merit-based assessment, supporting fair and transparent selection outcomes. Oversight mechanisms have improved consistency in decision-making and reduced the risk of unconscious bias. Promotion practices have increasingly focused on internal capability development, including access to higher-duty opportunities, acting arrangements and career development conversations. These approaches support readiness for progression over time, particularly in an environment where vacancies arise infrequently. The availability and normalisation of flexible working arrangements has also contributed to progress by supporting retention and enabling employees to pursue advancement without sacrificing work-life balance. Importantly, flexibility has been reinforced as compatible with senior and leadership roles, supporting a more inclusive promotion pipeline. Leadership commitment and sustained attention through the Gender Equality Action Plan have further supported progress. By embedding gender considerations into workforce planning and recruitment governance, the departments have focused on building long-term pipelines rather than relying on short-term corrective measures. Overall, progress in recruitment and promotion practices reflects the structural realities of a parliamentary workplace. While change has been gradual, it has been	• Application of structured, merit-based selection processes, including consistent assessment tools and panel practices. • Efforts to broaden candidate pools, particularly for roles and levels where gender imbalance has historically existed. **Selection governance and oversight** • Clear governance arrangements to ensure recruitment decisions are evidence-based, transparent and consistent. • Oversight of appointment decisions at senior and specialist levels to reduce the risk of unconscious bias. • Strengthened guidance and support for selection panel members. **Promotion and progression pathways** • Focus on internal capability development to support equitable access to promotion in a low-turnover environment. • Increased access to acting opportunities and higher-duties arrangements, enabling employees of all genders to gain leadership and specialist experience. • Transparent promotion processes that reinforce fairness, consistency and clarity around progression requirements. **Flexible work and career progression** • Normalisation of flexible working arrangements, including for senior roles, to support participation in recruitment and promotion opportunities. • Clear messaging that flexibility does not limit access to advancement or leadership roles. • Support for employees across different life stages to maintain continuity of career progression. **Leadership capability and culture** • Leadership commitment to inclusive recruitment and promotion practices, reinforced through expectations and role-modelling. • Manager capability-building to support fair decision-making and inclusive talent development. • Cultural initiatives that challenge traditional assumptions about who can progress into senior or specialist roles. **Data, monitoring and continuous improvement**

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress? *	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
		deliberate and sustainable, with a focus on strengthening systems, building internal capability and ensuring that future recruitment and promotion opportunities consistently support gender-equitable outcomes.	• Monitoring of recruitment and promotion outcomes by gender and classification level. • Use of workforce data and staff census insights to identify trends, gaps and opportunities for improvement. • Integration of recruitment and promotion strategies into ongoing GEAP monitoring and reporting. Together, these strategies have supported reasonable and material progress in improving gender equity in recruitment and promotion practices, recognising the structural characteristics and low-turnover nature of the parliamentary workplace.
6	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☐g	Progress in the availability and utilisation of leave and flexible working arrangements has been influenced by both enabling factors and contextual constraints specific to the parliamentary workplace. A key factor limiting progress has been the operational nature of parliamentary work, which is closely aligned to sitting calendars, procedural requirements and time-critical service delivery. During sitting periods, certain roles require physical presence, fixed hours or immediate responsiveness, which can limit the practical application of flexibility for some employees. This has resulted in uneven access to flexible arrangements across role types, despite consistent policy settings. The structure of the workforce and role specialisation has also influenced utilisation. Some functions—particularly procedural, security and technical roles—have limited scope for remote or altered hours due to the nature of the work. In these contexts, flexibility may be more difficult to implement without impacting service continuity, which can affect perceptions of equitable access. Cultural factors have historically played a role. In a long-tenured environment with established working patterns, some employees have been hesitant to access flexible arrangements or extended leave due to concerns about workload, visibility or career impact. While these perceptions have reduced over time, they have influenced the pace at which flexibility has been taken up across all levels. At the same time, several factors have contributed strongly to progress. The parliamentary departments provide a comprehensive suite of leave entitlements, including family violence leave, parental leave and carers leave, supported by clear policy guidance and governance. Increased emphasis on manager capability has improved confidence in approving and supporting flexible arrangements where operationally feasible.	**Policy framework and entitlements** • Provision of a comprehensive suite of leave entitlements, including parental leave, carers leave and family violence leave, supported by clear and accessible policy guidance. • Regular review of leave and flexibility policies to ensure they remain contemporary, equitable and aligned with legislative and enterprise agreement requirements. **Flexible working arrangements** • Promotion and normalisation of flexible working arrangements, including flexible start and finish times, part-time work, job sharing and hybrid working where operationally feasible. • Clear messaging that flexible work is available at all levels, including senior and leadership roles. • Consideration of flexibility requests on an individual basis, balancing employee needs with operational requirements. **Leadership capability and role-modelling** • Visible role-modelling of flexible work and leave utilisation by senior leaders. • Clear expectations for managers to actively support flexibility and reasonable leave access. • Manager capability-building to support confident, consistent and fair decision-making on flexibility and leave requests. **Workplace culture and retention** • Reinforcement of a workplace culture that supports employees to access leave and flexibility without stigma or career detriment. • Recognition of diverse caring responsibilities and life stages in workforce practices.

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		The normalisation of flexibility has been a significant contributor. Flexible start and finish times, hybrid working arrangements and part-time options have increasingly been taken up across a broader range of roles, including leadership positions. Visible role-modelling by senior leaders has reinforced that flexibility is compatible with accountability, performance and career progression. Progress has also been supported by a focus on supporting employees through life stages, contributing to improved retention, particularly for employees with caring responsibilities. This has assisted workforce stability and supported gender-equitable participation over time, even where role constraints limit universal access. Overall, progress in leave and flexibility reflects a balance between operational imperatives and cultural change. While flexibility cannot be applied uniformly in all roles within a parliamentary environment, the departments have made reasonable and material progress by embedding flexibility into workforce practices wherever possible, strengthening managerial capability, and reinforcing a culture that supports employees to utilise leave and flexible arrangements without disadvantage.	• Integration of leave and flexibility considerations into broader wellbeing and retention strategies. **Operational adaptation** • Adaptation of work practices and scheduling, where possible, to accommodate flexible arrangements during non-sitting and sitting periods. • Use of team-based approaches and workload planning to support continuity of service while enabling flexibility. **Data, monitoring and continuous improvement** • Monitoring of leave usage and flexible working uptake across genders and classifications. • Use of workforce and staff census data to identify trends, gaps and areas for improvement. • Inclusion of leave and flexibility outcomes in Gender Equality Action Plan monitoring and progress reporting. These strategies have supported reasonable and material progress in improving access to and utilisation of leave and flexible working arrangements, recognising the operational constraints of a parliamentary workplace while embedding flexibility as a core workforce practice.
7	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☐g	Progress in addressing gendered segregation within the workforce has been influenced by a combination of historical occupational patterns, structural characteristics of the parliamentary environment, and targeted workforce development initiatives. A key factor limiting progress is long-standing occupational segregation across role types, which reflects the historical evolution of parliamentary work rather than contemporary employment practices. Certain functions—such as security, technical services and procedural operations—have traditionally been male-dominated, while corporate, clerical and support functions have been predominantly female-dominated. Due to the specialised nature and low turnover of many roles, these patterns change slowly over time. The size and stability of the parliamentary workforce has also contributed to entrenched segregation. Many employees have long tenure in highly specialised roles, resulting in limited opportunities to re-shape occupational distribution through recruitment or internal mobility. Where vacancies do arise, the requirement for specific	**Inclusive role design and recruitment** • Review of role design and position descriptions to support gender-neutral framing and avoid reinforcing traditional occupational patterns. • Use of inclusive recruitment practices to encourage applications across genders, particularly in areas where segregation has historically existed. • Removal of unnecessary criteria that may unintentionally narrow candidate pools for certain roles or work areas. **Workforce planning and mobility** • Integration of gender considerations into workforce planning, with a focus on reducing concentration of genders within particular functions over time. • Support for internal mobility and lateral movement, enabling employees to gain experience across different work areas and role types. • Encouragement of cross-functional experience where operationally feasible to broaden skill sets and reduce role-based segmentation.

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		expertise or prior parliamentary experience can narrow candidate pools, reinforcing existing gender concentrations within particular functions. External labour market factors have also influenced progress. Some traditionally segregated roles reflect broader workforce trends outside the parliamentary departments, affecting the diversity of applicants and limiting the immediate impact of internal interventions. Despite these constraints, several factors have contributed positively to progress. Recruitment and workforce planning practices have increasingly focused on broadening candidate pools, using inclusive language and avoiding unnecessary role criteria that may unintentionally deter applicants of different genders. This has supported gradual diversification, particularly in entry-level and mid-career roles. Internal development and mobility initiatives have also contributed to progress. Increased access to training, acting opportunities and capability development has supported employees to build skills across different functional areas, helping to reduce segmentation over time. Flexible working arrangements have further enabled movement and retention across roles that may previously have been less accessible to some employees. Leadership awareness and sustained focus through the Gender Equality Action Plan have reinforced a shift away from role-based gender assumptions. Cultural initiatives promoting respectful behaviours, inclusion and career development have supported greater confidence among employees to pursue opportunities outside traditional occupational pathways. Overall, progress in reducing gendered segregation has been incremental and long-term due to the structural and specialist nature of parliamentary work. While change cannot occur rapidly, the parliamentary departments have made reasonable and material progress by embedding inclusive recruitment practices, investing in workforce capability and supporting a more flexible and mobile workforce, recognising that sustained effort over time is required to address entrenched occupational patterns.	**Capability development and career pathways** • Provision of training, development and capability-building opportunities to support movement into roles that have not traditionally been gender-diverse. • Access to acting arrangements and higher-duties opportunities to build confidence and experience across a wider range of functions. • Support for career development conversations that challenge assumptions about "gender-typical" roles. **Flexible work and workplace design** • Expansion and normalisation of flexible working arrangements, enabling participation across roles and work areas that were previously less accessible due to rigid work patterns. • Consideration of flexible scheduling and work design to support inclusion across operational and corporate functions. • Reinforcement that flexibility supports, rather than limits, access to a diverse range of roles. **Leadership awareness and culture** • Leadership commitment to challenging gendered assumptions about work, capability and role suitability. • Role-modelling inclusive behaviours and promoting diverse participation across teams and functional areas. • Cultural initiatives focused on inclusion, respect and opportunity, supporting confidence to pursue non-traditional pathways. **Data, monitoring and continuous improvement** • Monitoring of workplace patterns to identify areas of gender concentration across functions and role types. • Use of workforce and staff census data to inform targeted, long-term interventions. • Inclusion of gendered segregation insights in Gender Equality Action Plan monitoring and progress reporting. These strategies have supported reasonable and material progress in addressing gendered segregation within the workplace, recognising the specialist and long-tenured nature of parliamentary work and the importance of sustained, systemic change.

*Factors (column Q):

a. the size of the organisation, including the number of employees
b. the nature and circumstances of the organisation, including any barriers to making progress
c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
d. the organisation's resources
e. the organisation's operational priorities and competing operational obligations
f. the practicability and cost to the organisation of making progress; and

genuine attempts made by the organisation to make progress

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any)

The parliamentary departments did not proceed with three actions from the 2022 Gender Equality Action Plan. These were:

- **To achieve gender parity at all levels: Advocate for 'inclusivity' to be added to the parliamentary officer values in the *Parliamentary Administration Act 2005*.**

  It was identified that this action was not feasible as the departments having no role in legislative change. The parliamentary departments do not hold any law-making powers and must remain impartial professional services and support to the Parliament of Victoria.

- **To improve the diversity of the workforce of the parliamentary departments: Work with different business units to identify and develop initiatives to offer professional development to Aboriginal and Torres Strait Islander peoples from outside the organisation through secondment, paid internships, and partnerships with universities.**

  This action was transferred from the Gender Equality Action Plan to the parliamentary departments' Reconciliation Action Plan more appropriate connecting the strategy with related work already underway. Work however was supported by the GEAP Working Group in line with the application of an intersectional lens.

- **To achieve gender parity at all levels: Creation and support of new role of a dedicated gender, diversity and inclusion manager/officer to support cultural change and oversee and reinforce equality and diversity in the workplace**

  This action was voided as it was considered that such an approach should be the accountability and responsibility of senior leaders and all people managers. Representation across all parliamentary departments has highlighted that as a collective, diversity and inclusion should not sit with one individual holding responsibility to implement initiatives across three parliamentary departments and that each department has representation via the GEAP Working Group enabling work to progress.

Section 3.2 Describing achievements, challenges and learnings

Progress against the parliamentary departments' 2022 GEAP has focused on embedding leadership accountability, strengthening policy and reporting frameworks, improving workforce practices, and building capability. Achievements delivered to date align directly to actions in the GEAP across governance and accountability, safe and respectful workplace settings, workforce lifecycle uplift, capability development, and improved monitoring through data review and reporting.

Key achievements

Key achievements under the GEAP include the establishment of a strong policy and governance foundation, supported by practical workforce initiatives. These achievements include the introduction of an Equal Opportunity and Diversity Commitment Statement, the re-establishment of a GEAP Working Group to inform the Parliamentary Executive Group (PEG) using data, and the embedding of GEAP reporting as a standing agenda item (including reporting through to Presiding Officers of the Parliament of Victoria). Staff have also been engaged through regular communication and access to meeting records and agendas via the intranet.

Implementation and progress

Implementation has been supported through the establishment of the GEAP Working Group, with clear Terms of Reference endorsed by PEG. The Working Group's objective is to take leadership with the development, implementation of actions and reporting cycle of the GEAP, and to provide a cross-departmental forum to discuss actions, provide feedback on progress, champion and collaborate on initiatives, and advise on the implications of policies, programs and services (including identifying gaps and opportunities). The Working Group also supports the identification and application of Gender Impact Assessments where required. While the Working Group is not a decision-making body, it plays a key role in shaping recommendations for consideration by Department Heads.

Delivery against GEAP actions since 2022 has included:

- Governance and leadership accountability (GEAP governance/reporting actions): Established a strong policy and governance foundation, including the Equal Opportunity and Diversity Commitment Statement, regular GEAP reporting (as a standing PEG agenda item, with reporting through to Presiding Officers), and ongoing staff communication and transparency via the intranet.
- Cross-department implementation and oversight (GEAP implementation actions): Implemented the GEAP Working Group under endorsed Terms of Reference to support GEAP action delivery and the reporting cycle, provide a cross-department forum to champion and coordinate initiatives, and provide recommendations for PEG consideration.
- Gender impact assessment and gender-sensitive decision-making (GEAP gender impact actions): Commenced Gender Impact Assessment test cases and embedded Working Group support for identifying and applying GIAs where required.
- Safe, respectful workplace systems (GEAP prevention/response actions): Delivered new/updated eLearning (Respectful Workplace Behaviours; Reporting and Managing Inappropriate Behaviours), strengthened reporting pathways (including external options), introduced Stopline and the promotion of the new Parliamentary Workplace Standards and Integrity Commissions as well as updated induction materials and information to reinforce expected behaviours and reporting awareness.

- Capability uplift and leadership development (GEAP capability actions): Delivery of programs for managers including the People Managers Essentials Program and the Emerging Leaders Program to build consistent people-management capability aligned to GEAP expectations.
- Workforce lifecycle improvements and continuous feedback (GEAP workforce practice actions): Introduced exit surveys and improved workflows/forms to strengthen employee experience, responsiveness, and consistency across key processes.
- Measurement, monitoring and transparency (GEAP data/monitoring actions): Established regular data review and reporting (including staff census), and ongoing staff data audits (including gender pay gap analysis) to track progress and inform targeted interventions.
- Targeted actions informed by staff voice (GEAP consultation/continuous improvement actions): Embedded formalised action plans arising from People Matter Survey results to translate staff feedback into structured, accountable actions.

The parliamentary departments have made progress in strengthening the prevention of, and response to, sexual harassment, recognising the particular complexity of the parliamentary working environment. Unlike many workplaces, the Parliamentary precincts are a multi-employer shared workplace in which parliamentary officers work alongside individuals who are not employees of the parliamentary departments, including Members of Parliament, electorate officers, public servants, parliamentary advisers, ministerial advisers, contractors, visitors and other stakeholders. This creates additional challenges in preventing and responding to inappropriate behaviour, as not all individuals present are subject to the same employment controls, policies or disciplinary frameworks.

Despite this complexity, the parliamentary departments have implemented a comprehensive suite of respectful workplace and reporting frameworks, including updated respectful workplace and inappropriate behaviour policies, clearer expectations of conduct, and strengthened reporting pathways. These frameworks are reinforced by leadership commitment to a zero-tolerance approach to sexual harassment, inclusion of reporting within audit and risk oversight arrangements, and access to independent, anonymous reporting mechanisms. In addition, the Presiding Officers have approved a Code of Conduct for the Parliamentary precincts which sets out the expectations of conduct for all users of the precincts.

The departments have also invested in building leadership, manager and HR capability to support safe disclosure, early intervention and consistent responses, recognising that confidence in systems and decision-makers is critical in environments where power dynamics and role boundaries may be complex. Sexual harassment is being addressed as a core workplace and psychosocial risk rather than an isolated compliance issue, informed by staff feedback, survey insights and targeted local action plans. While acknowledging that continued effort is required to build trust, reduce harm and navigate the complexity of mixed-cohort workplaces, the parliamentary departments remain committed to sustained, systemic improvement and to maintaining workplaces where sexual harassment is actively prevented, appropriately addressed and never tolerated.

Key learnings and challenges

Key learnings have emerged over the life of the plan. The initial GEAP provided an important starting point and deliberately set a highly aspirational direction to signal intent and build momentum. This helped establish a shared focus across the parliamentary departments and accelerated early action, particularly where improvements could be implemented through policy updates, clearer governance, and strengthened reporting.

Over time, however, some of the more ambitious actions presented challenges as they intersected with the structural features of a parliamentary environment this highlighted the need to sequence reform, invest in sustained capability uplift, and align implementation with existing systems and decision pathways so that change is not only introduced but embedded in practice.

A further challenge for sustaining change is the breadth of stakeholder groups that parliamentary officers support in the course of their work. This environment can impact the ability of the parliamentary departments to directly influence, control or direct the conduct of others, reinforcing the importance of clear behavioural expectations, accessible reporting and support mechanisms, and ongoing engagement to promote safe and respectful workplaces across all interactions.

Within the parliamentary officer workforce, the use of fixed numerical diversity and inclusion targets has also presented a challenge due to the structural and operational characteristics of parliamentary departments as parliamentary officers are employed within a system that is highly influenced by:

- small workforce size and specialist roles
- low recruitment volumes
- episodic recruitment linked to organisational change and election cycles
- limited turnover in many occupational groups

In this context, small changes in staffing can result in disproportionate statistical impacts, making numerical targets an unreliable indicator of genuine progress. Apparent movement against a target may reflect the timing of individual recruitment or separation events rather than sustained cultural or systemic change.

Further, parliamentary departments operate within a framework that requires:

- apolitical neutrality
- merit-based employment

Setting prescriptive numerical targets for parliamentary officer's risks creating perverse or misleading incentives, without meaningfully improving gender equality outcomes or workforce experience.

Rather than adopting numerical targets, the department has focused on measures that directly influence the experience, safety and inclusion of parliamentary officers, and that are sustainable within the parliamentary environment. This approach includes:

- embedding gender equality considerations into workforce policies, procedures and decision-making frameworks
- building leadership and HR capability to prevent, identify and respond to inappropriate behaviour, including through targeted training and early-intervention frameworks

- strengthening respectful workplace, psychosocial health and wellbeing systems, with clear expectations, reporting pathways and consistent responses
- using qualitative and contextual data, including staff feedback, engagement measures and risk indicators, to identify barriers and monitor progress over time

Progress has therefore been assessed through:

- improvements in workplace culture and psychological safety
- consistency and fairness in how issues are handled
- the effectiveness of systems and leadership behaviours
- the parliamentary departments' capacity to address risks proactively

This approach enables meaningful advancement of gender equality within the workplace while remaining lawful, proportionate and fit-for-purpose within a parliamentary department context.

The ability to set and monitor numerical diversity and inclusion targets for parliamentary officers is further constrained by limitations in workforce data collection and systems capability. Workforce data is currently sourced from a combination of legacy and contemporary systems, which were not originally designed for comprehensive workforce analytics. These systems vary in purpose, structure and data standards, resulting in:

- inconsistent data definitions and classifications
- variable data completeness across demographic attributes
- limited ability to undertake longitudinal or comparative analysis

In a relatively small workforce, these limitations can produce disproportionate or misleading results, where minor changes or data gaps have an outsized impact on reported outcomes.

To supplement system-held data, the parliamentary departments utilise a staff census as a key mechanism for collecting workforce demographic and experience-based information. While the census provides valuable insight, it is:

- voluntary, relying on self-identification
- point-in-time, rather than continuous
- influenced by disclosure confidence, awareness and trust

As a result, changes in reported diversity representation may reflect changes in participation or disclosure behaviour, rather than actual changes in workforce composition. These further limits the reliability of numerical targets as a measure of progress.

In addition, privacy and confidentiality considerations are particularly acute, where small teams and specialist roles limit the extent to which data can be disaggregated or published without risking identifiability.

The departments have recognised these limitations and is addressing them through the Human Capital Management System (HCMS) project, which is intended to modernise HR and payroll systems and strengthen workforce data capability over time.

The HCMS project is expected to:

- improve data consistency and integrity across the Parliamentary Officer workforce
- support more robust, ethical and proportionate workforce reporting
- reduce reliance on manual or fragmented data sources
- enhance the department's ability to understand workforce trends within the parliamentary context

Until this uplift is complete and data maturity improves, the department considers that numerical diversity targets would not be supported by sufficiently stable or comparable data.

In light of current data and systems constraints, the department has adopted an approach that:

- uses staff census data as a complementary insight tool, not as a target-setting mechanism
- applies contextual judgement to workforce metrics
- prioritises system, capability and cultural interventions that can be directly influenced
- focuses on sustainable improvements to workplace experience, safety and inclusion

This approach ensures that action and reporting remain accurate, proportionate and meaningful, while laying the groundwork for improved data capability in the future.

Key learnings from the implementation of gender equality initiatives across parliamentary departments have highlighted the importance of approaches that are proportionate, context-specific and sustainable within a parliamentary environment. In particular, experience has shown that reliance on numerical targets and narrow workforce metrics does not adequately capture progress in small, specialised and highly variable workforces. As a result, the departments have shifted their approach to focus on strengthening systems, leadership capability and workplace practices that directly influence gender equality outcomes. This includes embedding gender equality considerations into decision-making frameworks, investing in respectful workplace and bystander capability, improving psychosocial safety systems, and using a broader range of qualitative and contextual data to inform action. Going forward, the emphasis is on durable cultural and systemic change, supported by improved data capability over time, rather than short-term or target-driven measures that may not be meaningful or within the departments' full control.

Section 3.3 Providing other updates on implementation

The parliamentary departments have made demonstrable progress in advancing gender equality through strengthened policies, increased organisational capability and clearer frameworks supporting respectful and inclusive workplaces. This progress has occurred within a workforce characterised by long tenure, established legislative and governance practices, and limited ability to compel all stakeholders to reflect on or change their conduct. Recognising these constraints, the departments have deliberately shifted away from short-term or target-driven measures and towards a long-term commitment to systemic and cultural change.

The focus is on strengthening the systems, leadership capability and workplace practices that directly influence gender equality outcomes, including embedding gender equality considerations into decision-making, improving psychosocial safety and respectful workplace responses, and building confidence and capability across the organisation. Central to this approach is encouraging and supporting active bystanders, equipping leaders, managers and HR practitioners to intervene early, respond safely to inappropriate behaviour and reinforce shared standards of conduct. This sustained, capability-led approach reflects the realities of the parliamentary environment while prioritising meaningful and enduring progress in gender equality.

Section 3.4 Describing resourcing allocation

Since 2022, the parliamentary departments have progressed outcomes across all Gender Equality Act indicators by strengthening organisational systems, leadership capability and workforce governance. Key impacts include embedding a whole-of-parliament approach to psychological health and wellbeing aligned with Victorian OHS Psychosocial Regulations; establishing cross-departmental governance mechanisms to support a respectful, inclusive culture; and delivering targeted wellbeing, inclusion and trauma-informed initiatives that address participation barriers and support safer workplaces. Collectively, these actions contribute to improved workforce participation, retention and psychological safety, supporting Indicators 1–5.

In parallel, the parliamentary departments have strengthened equity, transparency and accountability through the development of the Gender Equality Action Plan 2026–2029; modernisation of employment policy frameworks; enterprise bargaining and industrial relations governance; and improved performance, remuneration and workforce reporting practices. This work supports fair and transparent employment conditions, clearer progression pathways and evidence-based monitoring of gender equality outcomes, contributing most directly to Indicators 1 and 4 while enabling ongoing monitoring and continuous improvement across all indicators.

The parliamentary departments are proud of the significant progress made under the Gender Equality Action Plan (GEAP) in strengthening the foundations for safer, more inclusive and equitable workplaces. Through strong cross-departmental collaboration, clear governance and sustained leadership commitment, gender equality is continuously being embedded into core policies, systems and everyday practices rather than treated as a standalone initiative. Notable achievements include strengthened respectful workplace and reporting frameworks, increased leadership and HR capability to respond to inappropriate behaviour, improved access to flexible working and family-related supports, and the establishment of consistent governance through the GEAP Working Group. While acknowledging that there is still significant work to be undertaken—particularly in a workplace characterised by long tenure, established legislative practices and complex stakeholder environments—the parliamentary departments remain firmly committed to ongoing, long-term systemic change. This includes continuing to build leadership capability, encouraging and supporting active bystanders, improving data maturity and refining workplace practices that directly influence gender equality outcomes over time.

Additionally, the parliamentary departments have implemented the following:

Programs

- Re-establishment of GEAP Working Group
- Standing item on executive meeting agenda
- New Enterprise Bargaining Agreement (EBA) for Parliamentary Officers that provides for:
    - Reproductive Health and Wellbeing Leave
    - Foster and Kinship Care Leave
    - Parental leave with no qualification period
    - Surrogacy leave – ability to access at half pay
    - Superannuation now payable on first 104 for parents on primary parental leave
    - Introduction of a statement of recognition of flexible work practices
- Internship Program through Career Seekers for asylum seekers and refugees who are career professionals or university students
- Participation in the Positive Action towards Career Engagement (PACE) mentoring program which is facilitated by the Australian Network on Disability (AND)
- Use of gender-neutral language in all policies, procedures, job advertisements, position descriptions and the EBA
- Launch of SBS Diversity and Cultural eLearns
- Cultural Competency Training
- Emerging Leaders Program (Legislative Council and Legislative Assembly)
- People Managers Essentials Program (Department of Parliamentary Services)
- Launch of Stopline – external reporting mechanism
- Unconscious Bias Training – Department of the Legislative Council

Policies/procedures

- Recruitment and Selection Policy
- Flexible Working Arrangements – Specific Circumstances Policy

- Equal Opportunity and Diversity Commitment Statement
- Respectful Workplace Behaviour Policy supported by, a Reporting and Managing Inappropriate Behaviours Policy and FAQs and reporting pathways including external options – formalised with mandatory eLearning modules
- Gender Equality Hub on the Staff Intranet
- Recruitment and Selection Policy – with mandatory eLearn
- Keep In Touch Days Policy and Program
- Breastfeeding Friendly Workplace Policy along with Accreditation from Australian Breastfeeding Association
- Family Violence Support Policy
- Higher Duties Policy
- Documented and promoted Policy Framework
- Volunteer and Unpaid placement Policy
- Workplace Aggression and Occupational Violence Policy
- Training Requests Procedure
- Working Group Training Needs Analysis Guidance and Procedure
- Gender Equity and Diversity Guide – Conferences and Events

Other notable initiatives

- Launch of accreditation work for Menopause Friendly Workplace
- Accreditation with Australian Breastfeeding Association as a Breastfeeding Friendly Workplace
- Release of first Staff Census capturing data not available via HR or payroll systems
- Formalised Action Plans from People Matter Surveys
- Induction Program Review
- Recruitment and Selection process audit, review and update
- Introduction of Exit Surveys
- Launch of dedicated Wellbeing Program for all parliamentary officers
- Launch of Trauma Informed eLearning for the Department of Legislative Assembly and Legislative Council
- Learning and Capability uplift – targeted development offerings
- Human Capital and Dashboards project
- Recognition and Collaboration – Cross-departmental award nominations and culture-building activities recognising collaborative people initiatives
- Launch of LinkedIn Learning