



# GENDER EQUALITY ACTION PLAN 2022 - 2025





**We acknowledge the Traditional Owners of the Land  
where our campuses and centres are located.  
We recognise their continuing connection to land,  
waters and culture.**

**Bendigo Kangan Institute believe in celebrating the rich  
heritage of the oldest continuing cultures, and  
recognising their strength and resilience.**

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## 1. Message from the Chief Executive Officer

It is with great pleasure that I present the Bendigo Kangan Institute (BKI) Gender Equality Action Plan (GEAP) 2022-2025. BKI is committed to adopting this Gender Equality Action Plan and devoting the necessary resources and budget to implement, monitor, evaluate and report on the Plan.

Ultimately, all Employees will implement the Gender Equality Action Plan as part of our culture, values and practices. Appropriate systems will be put in place to collect and report on the level of data required to measure progress. This will ensure reliable reporting of statistics and commentary on workforce participation and experience, according to the principles of gender equality and intersectional characteristics, required under the *Gender Equality Act 2020 (Vic)*.

We will continue to build on the work of our identified priorities including our Reconciliation Action Plan, our Accessibility and Inclusion Plan, LGBTQI+ Plan, as well as our Environmental Sustainability Plan which will augment our overall progress as we build Diversity and Inclusion through the development and implementation of each of these instruments. Portfolio operational business plans are developed, with ongoing monitoring and review with the Executive to ensure progress.

When implemented in conjunction with our initiatives utilising the resources of the Respect and Equality in TAFE program, we will be embedding cultural change and working towards the broader social issue for the prevention of discrimination and violence against women and their children.

Training, development and awareness activities are an effective way to unite our employees to develop skills, aptitude and capabilities in the areas of gender equality, diversity and inclusion and to create a culturally safe organisation. We encourage all employees to join in and get involved.

Our People and Culture Strategy and Employee Value Proposition will ensure that our culture, working conditions, career opportunities and employee benefits, support and complement our goal to attract, develop and retain an inclusive, high-performing, and engaged workforce.

Gender equality in our workplace will be achieved when all our employees and the communities we serve, are able to access and enjoy equal rewards, resources and opportunities regardless of their gender or background.

We have outlined three key priorities for our organisation that we will work to achieve by the end of 2025.

*Priority 1. Devise and implement a recruitment strategy with allocated resources that facilitates a broader remit in terms of platforms, sites, audiences and targeted cohorts to attract wider candidature for all positions.*

*Priority 2. Reduce the gender pay gap and establish a system of classification and remuneration that promotes transparency and ensures future equality.*

*Priority 3. Uplift organisational capability (with particular focus on people leaders) in inclusivity, intersectionality and equality.*

BKI is committed to leading the way in gender equality, inclusivity and celebrating our diverse workforce. Our Gender Equality Action Plan aligns with our Strategic Plan and augments our soon to be completed Diversity and Inclusion Charter. These important instruments form an interwoven structure that will enable us to attract, retain and develop an engaged and high performing workforce that will continue to provide our students, our industry partners, and our communities with the services they need to develop and thrive.

**Sally Curtain**  
**Chief Executive Officer**

## 2. Legislative Framework, Principles & Indicators

The *Gender Equality Act 2020 (Vic)* requires public sector organisations to address obligations to promote gender equality in the workplace and consider gender equality when developing policies and programs and delivering services to our students and the community. BKI will achieve this through promoting, auditing, delivering on action plans, conducting gender impact assessments, and reporting to the Gender Equality Commission every two years.

The following gender equality principles in the Victorian *Gender Equality Act 2020, Part One (section 6)* have guided the preparation of the BKI Gender Equality Action Plan:

1. All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness
2. Gender equality benefits all Victorians regardless of gender
3. Gender equality is a human right and precondition to social justice
4. Gender equality brings significant economic, social and health benefits for Victoria
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
6. Advancing gender equality is a shared responsibility across the Victorian community
7. All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
8. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender
10. Special measures may be necessary to achieve gender equality.

These principles are supported by the seven (7) workplace gender equality indicators of:

- gender composition of governing bodies
- gender composition at all levels of the workforce
- gendered work segregation
- recruitment and promotion
- gender pay equity
- leave and flexibility
- workplace sexual harassment.

Our focus is for a whole of organisation integrated and sustainable approach that sees gender equality principles and intersectional factors embedded in the culture and across all business practices of Bendigo Kangan Institute by 2025.

### 3. BKI Gender Equality Action Plan Vision and Drivers

#### Our Gender Equality Vision

We continue to grow as an ethics driven organisation, with equality at the heart. We embrace the diversity of our community and celebrate that right of belonging as our authentic selves. We demonstrate inclusivity in our everyday behaviours as we recognise and celebrate all genders and intersectionality of our workforce, our students, industry partners and our communities.

#### Social Case for change

The pursuit of gender equality is, simply the right thing to do. Our society requires it, our organisation needs it, and as an educational institution, we have the social responsibility to embed it in all of our education products and services available to our students and the communities we serve. As an employer we must operationalise gender equality across all facets of our working environment.

#### Business Case for change

Fostering a safe environment that facilitates and encourages diversity of opinions and promotes the creative and innovative participation of all staff will facilitate positive change through improved work practices and by challenging social norms. This will enhance our reputation as an Employer of Choice within the sector which will increase attraction, engagement, retention, staff development and will support our goals for financial sustainability and exceptional customer experience.

#### 4. Our Goals

At BKI, our aim is to *'shift gear on inclusion, achieve belonging for all'*

Our goal is to move from basic equity and compliance to inclusive belonging.

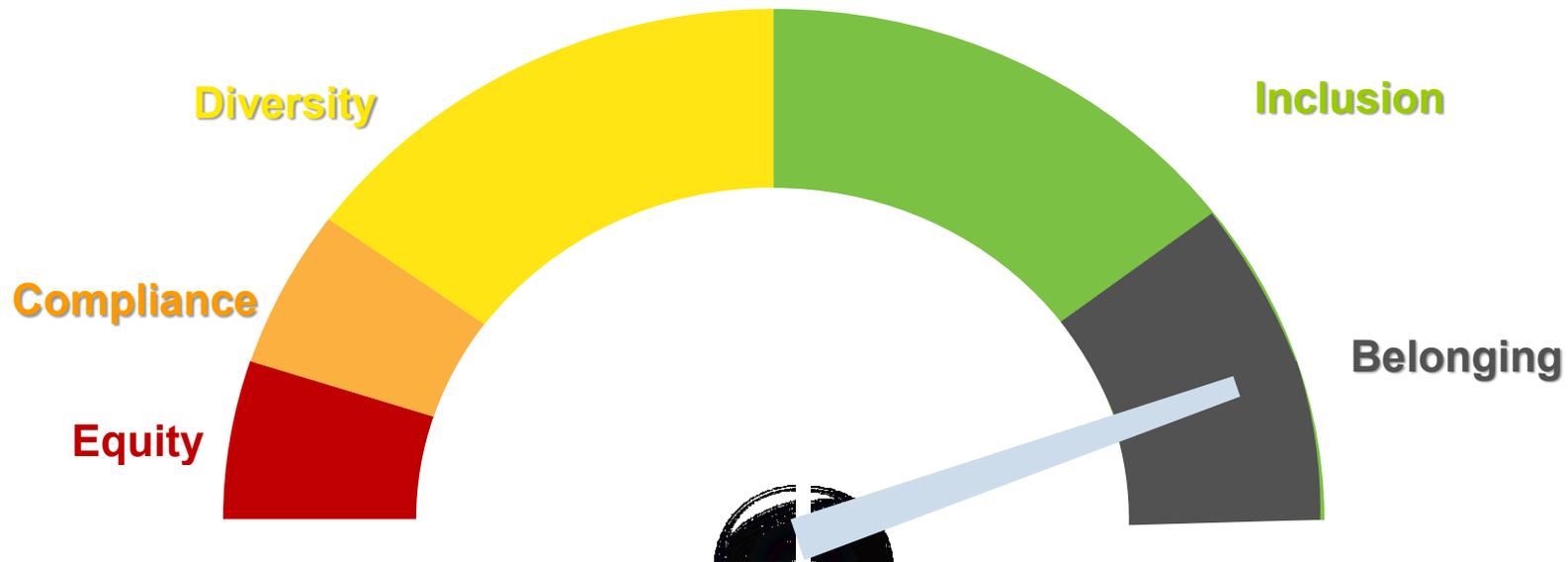


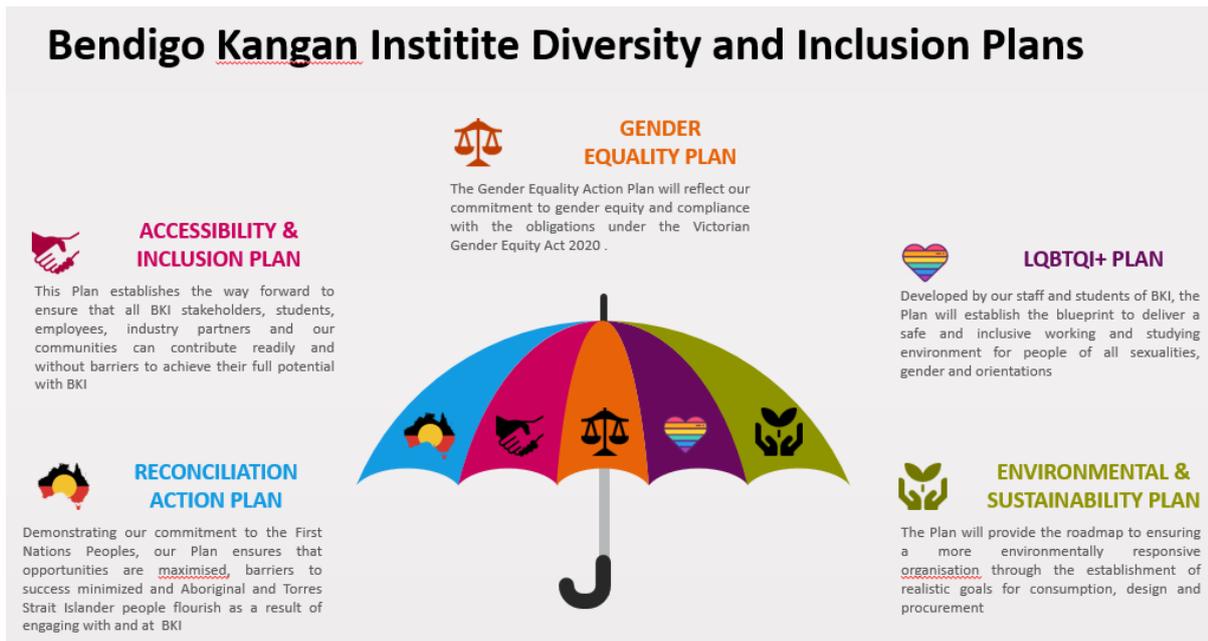
Figure 1: Source: Models and Framework sourced from third party. Copyright © by Vision Enabler Pty Ltd 2022. All Rights Reserved.

## 5. Gender Equality Action Plan in Context

As mentioned earlier, BKI is committed to adopting the Gender Equality Action Plan and devoting the necessary resources and budget to implement, monitor, evaluate and report on the Plan.

We will continue to build on the work of our identified priorities including our Reconciliation Action Plan, our Accessibility and Inclusion Plan, the LGBTQI+ Plan, as well as our Environmental Sustainability Plan which will augment our overall progress as we build our **Diversity and Inclusion Charter** through the development and implementation of each of these instruments.

### Bendigo Kangan Institute Diversity and Inclusion Plans



**ACCESSIBILITY & INCLUSION PLAN**

This Plan establishes the way forward to ensure that all BKI stakeholders, students, employees, industry partners and our communities can contribute readily and without barriers to achieve their full potential with BKI

**GENDER EQUALITY PLAN**

The Gender Equality Action Plan will reflect our commitment to gender equity and compliance with the obligations under the Victorian Gender Equity Act 2020 .

**LGBTQI+ PLAN**

Developed by our staff and students of BKI, the Plan will establish the blueprint to deliver a safe and inclusive working and studying environment for people of all sexualities, gender and orientations

**RECONCILIATION ACTION PLAN**

Demonstrating our commitment to the First Nations Peoples, our Plan ensures that opportunities are maximised, barriers to success minimized and Aboriginal and Torres Strait Islander people flourish as a result of engaging with and at BKI

**ENVIRONMENTAL & SUSTAINABILITY PLAN**

The Plan will provide the roadmap to ensuring a more environmentally responsive organisation through the establishment of realistic goals for consumption, design and procurement

## 6. BKI Activity in 2021

### Employee Engagement Process

Employee engagement for the BKI Workforce Gender Audit was undertaken in mid-2021. The People Matter Survey completed in August 2021 included **775** responses, which represented 68% of the BKI workforce.

The Workforce Gender Audit templates were populated with **1329** employee profiles against the seven indicators:

- *gender composition of governing bodies*
- *gender composition at all levels of the workforce*
- *gendered work segregation*
- *recruitment and promotion*
- *gender pay equity*
- *leave and flexibility*
- *workplace sexual harassment.*

All stakeholders were asked to reflect on the findings of the Workplace Gender Audit and provide their reflections and observations of the report. In addition, stakeholders were invited to reflect on their individual experiences in the workplace. The feedback from the focus group sessions helped inform the key priorities of our Gender Equality Action Plan 2022 - 2025.

Two follow up workshops were conducted in December 2021 with key program and service leaders to explore identified themes and establish key priorities that aligns with our objective to build a sustained model of embedding gender equality across our organisation.

	<b>6 focus groups</b> made up of <b>33</b>  <b>employees</b>
	Comprised of <b>33 women</b>  and <b>10 men</b> 
	<b>12</b> members of the <b>executive and board</b> were surveyed
	<p>Our Focus Groups were comprised of employees who identified that they have:</p> <ul style="list-style-type: none"><li>• caring responsibilities, or are</li><li>• from a CALD background</li><li>• members or allies of the LGBTQI+ community,</li><li>• First Nations or</li><li>• Union Representatives</li><li>• Work across all classifications and campuses (metropolitan &amp; regional) in either a part-time, full time or a casual role.</li></ul>

## Key Audit Findings that informed the Gender Equality Action Plan

At BKI we have achieved significant progress towards gender equality in our workplace. Nonetheless, more remains to be done to ensure that we achieve our goal of becoming a leader in the TAFE sector for inclusivity and equality by ensuring sustainable and measurable policies and practices that enable all our workforce to thrive.

BKI employs 1329 staff, 57% of whom are women. The Executive Leadership Team is made up of 5 women and 4 men<sup>1</sup>, and women represent 57% of the Senior Leadership Team. 72% of respondents to the People Matter Survey agree that BKI has a positive culture in relation to diverse employees. In addition, BKI has 10 Board Members, 7 women and 3 men.

The gender pay gap at BKI is 5.7%, where the average woman's base salary is less than the average man's. When we look at total remuneration, the median gap is greatest at Level 5 where the median woman earns 6.2% less than the median man – this however is considerably more favourable when compared to the Australian average national pay gap of 14.2%, and the Australian Average public sector gender pay gap of 10.8%. Having said that, this has been an area of focus for BKI in our Gender Equality Action Plan as we work to close the pay gap further.

In 2020/21, women represented 59% of BKI's 329 new recruits and 62% of its 116 promoted employees. 39% of all staff participated in career development training. Men and women were equally likely to participate in training.

Men represent the majority of engineering and ICT roles; women represent the majority of clerical, management, administration and legal professions. 78% of People Matter Survey respondents agree that work is allocated fairly in their workgroup, regardless of gender, however 50% of People Matter Survey respondents were not confident BKI makes fair recruitment and promotion decisions, and this too is an area of focus in our Gender Equality Action Plan as we work toward devising a comprehensive recruitment strategy with allocated resources that facilitates a broader remit in terms of platforms, sites, audiences and targeted groups to attract wider candidature for all positions.

Intersectional data relating to Aboriginal and/or Torres Strait Islander identity, religion and sexual orientation was unavailable for this audit; BKI does not currently capture this information about employees. Employee gender has been assumed, not self-identified – this will be addressed to ensure more accurate and fulsome reporting is available into the future.

These key findings and the need to uplift capability, education and awareness are our focus for the inaugural BKI Gender Equality Action Plan, and were agreed to be key priority areas during the engagement process, leading to our three priority areas:

*Priority 1. Devise and implement a recruitment strategy with allocated resources that facilitates a broader remit in terms of platforms, sites, audiences and targeted cohorts to attract wider candidature for all positions.*

*Priority 2. Reduce the gender pay gap and establish a system of classification and remuneration that promotes transparency and ensures future equality.*

*Priority 3. Uplift organisational capability (with particular focus on people leaders) in inclusivity, intersectionality and equality.*

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<sup>1</sup> Effective as at 28 March 2022

## 7. Our Gender Equality Action Plan on a page

Priority	Devise a comprehensive recruitment strategy with allocated resources that facilitates a broader remit in terms of platforms, sites, audiences and targeted groups to attract wider candidature for all BKI positions	Reduce the gender pay gap and establish a system that ensures future equality	Uplift organisational capability (people leaders) for inclusivity and intersectionality
Strategies (quick wins)	<ul style="list-style-type: none"> <li>Explicitly state in employment advertisements that BKI welcomes candidates from a diverse community specifically encouraging females, First Nations, LGBTQI+, or people with a disability to apply</li> <li>Target advertisements to diverse and targeted cohorts and include key provisions to support a diverse workforce for example: flexible work arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Increase the transparency of internal progression and remuneration increases (potentially through expanded classification structures in applicable enterprise agreements)</li> </ul>	<ul style="list-style-type: none"> <li>Allocate Executive sponsorship of all GEAP actions</li> <li>Establish a Gender Equality Working Group with Executive sponsorship to provide a forum for employees to share feedback, concerns and monitor progress of the GEAP and use of Gender Impact Assessments (GIA).</li> </ul>
Strategies (slower burns)	<ul style="list-style-type: none"> <li>Establish improvement targets for recruitment, promotion, development, attrition of diverse employees at specific levels based on established baseline figures</li> <li>Update systems and processes to capture gender and intersectional data for all new candidates and current employees</li> <li>Review all recruitment processes to attract greater gender and intersectional diversity in candidates. Review language, interview panel composition, unconscious bias, shortlisting and appointment processes</li> <li>Create an internal awareness campaign to help employees understand the gendered segregation of occupations within the workplace, workforce and industry and the impact gender stereotypes can have on decisions about role type and level</li> <li>Continue our campaign to encourage employees to teach in non-traditional fields; leverage the alumni network and work with Victorian Tertiary Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Clarify competency requirements across position descriptions and classification structures</li> <li>Review the Performance Management system to ascertain correlation to non-budgeted remuneration increases</li> <li>Allocate a specific budget for resolving any pay discrepancies identified through gender pay gap analysis</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a communications campaign to drive and promote gender equality awareness, including through stories and sharing of data and progress of the GEAP</li> <li>Run organisation-wide training on the following topics: <ul style="list-style-type: none"> <li>inclusive leadership</li> <li>sexual harassment internal complaint mechanisms</li> <li>sexual harassment awareness and active bystander</li> <li>unconscious bias; and</li> <li>gender equality in practice</li> </ul> </li> <li>Build a consistent culture of support to ensure that employees' complaints or disclosures are supported, and issues raised are always dealt with appropriately</li> <li>Provide GIA training, tools and resources to relevant employees and departments</li> <li>Review all teaching materials and forms from a gender/diversity lens</li> </ul>
Measures	<ul style="list-style-type: none"> <li>Aggregate and level by level breakdown of employees by gender and intersectional characteristics</li> <li>% of workforce on formal flexible work arrangement (disaggregated by gender and level)</li> <li>Gender breakdown of traditionally gendered role types (e.g. trades teachers, front of house staff)</li> <li>Gender and intersectional breakdown in recruitment applicants, shortlists and roles recruited</li> </ul>	<ul style="list-style-type: none"> <li>Average base salary gender pay gap across the organisation</li> <li>Median total remuneration gender pay gap, level by level and across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Uptake and effectiveness of training (measured by post-training competency evaluation)</li> <li>Employee perception of their own ability to apply gender equality knowledge in their work (measured by BKI employee pulse survey)</li> <li>Employee perception of leadership knowledge and commitment to gender equality (measured by BKI employee pulse survey)</li> <li>Percentage of employees who would feel safe to report an incident of sexual harassment, bullying or discrimination</li> <li>Absenteeism, employee engagement, attrition, exit surveys</li> </ul>

## Priority 1 - Devise a recruitment strategy

### Priority 1: Devise a comprehensive recruitment strategy with allocated resources that facilitates a broader remit in terms of platforms, sites, audiences and targeted groups to attract wider candidature for all positions

Strategy	Measure	Accountability	Implementation timeline
Explicitly state in advertisements that BKI welcomes candidates from a diverse community specifically encouraging females, First Nations, LGBTQI+, or people with a disability to apply	<ul style="list-style-type: none"> <li>Aggregate and level by level breakdown of employees by gender and intersectional characteristics</li> <li>% of workforce on formal flexible work arrangement (disaggregated by gender and level)</li> <li>Gender breakdown of traditionally gendered role types (e.g. trades teachers, front of house staff)</li> <li>Gender and intersectional breakdown in recruitment applicants, shortlists and roles recruited</li> </ul>	People & Culture	April 2022
Target advertisements to diverse and targeted cohorts and include key provisions to support a diverse workforce for example: flexible work arrangements		People & Culture	April 2022
Establish improvement targets for recruitment, promotion, development, attrition of diverse employees at specific levels based on baseline establishment figures		People & Culture	April 2023
Update systems and processes to capture gender and intersectional data for all new candidates as well as current employees		People & Culture Payroll	July 2022
Review recruitment processes to attract greater gender and intersectional diversity in candidates. For example, through reviewing language in job descriptions, composition of interview panels, shortlisting and appointment processes		People & Culture	January 2023
Create and implement an internal awareness campaign to help employees understand the gendered segregation of occupations within the workplace, workforce and industry and the impact gender stereotypes can have on decisions about role type and level		People & Culture Internal Communications	December 2022
Continue our campaign to encourage more men and women to teach in non-traditional fields; leverage the alumni network and work with Victorian Tertiary Alliance		People & Culture Education Delivery	Continuous

Priority 2 – Reduce the gender pay gap and establish a system that ensures future equality

**Priority 2: Reduce the gender pay gap and establish a system that ensures future equality**

Strategy	Measure	Accountability	Implementation timeline
Improve the transparency of internal (and sector) progression and remuneration increases (potentially through an expanded classification structures in applicable enterprise agreements)	<ul style="list-style-type: none"> <li>Average base salary gender pay gap across the organisation</li> <li>Median total remuneration gender pay gap, level by level and across the organisation</li> </ul>	People & Culture	November 2022 (Teaching EA) November 2023 (Professional EA)
Clarify competency requirements across position descriptions and band structures		People & Culture	July 2023
Conduct a review of the performance management system to ascertain correlation with non-budgeted remuneration increases		People & Culture Finance	October 2022
Allocate a specific budget for resolving any pay discrepancies identified through gender pay gap analysis		People & Culture Finance	October 2022

## Priority 3 – Uplift organisational capability

### Priority 3: Uplift organisational capability (people leaders) in inclusivity and intersectionality

Strategy	Measure	Accountability	Implementation timeline
Allocate Executive sponsorship of all GEAP actions		Executive	April 2022
Establish a Gender Equality Working Group with Executive sponsorship to provide a forum for employees to share feedback, ideas and monitoring of the GEAP	<ul style="list-style-type: none"> <li>Uptake and effectiveness of training (measured by post-training competency evaluation)</li> <li>Employee perception of their own ability to apply gender equality knowledge in their work (measured by BKI employee pulse survey)</li> <li>Employee perception of leadership knowledge and commitment to gender equality (measured by BKI employee pulse survey)</li> <li>% of employees who would feel safe to report an incident of sexual harassment, bullying or discrimination</li> <li>Absenteeism, employee engagement, attrition, productivity (method of calculating TBC)</li> </ul>	People & Culture	April 2022
Develop and implement a communications campaign to drive gender equality awareness, including through stories and sharing of data and GEAP progress		People & Culture	June 2022
Run organisation-wide training covering: inclusive leadership training, sexual harassment internal complaint mechanisms training, sexual harassment awareness and active bystander training, unconscious bias training and gender equality in practice training		People & Culture	Continuous commencing April 2022
Build a culture of 'checking in' consistently to ensure that Employees making complaints or disclosures are supported, that issues raised are always taken seriously and dealt with appropriately and effectively		Governance & Risk People & Culture	Continuous commencing April 2022
Provide GIA training, tools, and resources to relevant departments		People & Culture All People Leaders	Commencing March 2022
Review all teaching materials and forms from a gender/diversity lens		Education Delivery Teaching & Learning	Commencing March 2022

## 8. Monitoring and Evaluation

The BKI Gender Equality Action Plan 2022-2025 outlines a range of goals and strategies which will be undertaken over the next four years. Actions will include work to be undertaken by BKI or in partnership with stakeholders and will be reviewed and updated annually, with progress managed by the Gender Equality Working Group.

Our Gender Equality Action Plan and subsequent reports showing progress against the actions, will be publicly available from the BKI websites and intranet. As changes in gender equality across the workforce can usually only be observed over an extended period, a range of indicators are used to monitor progress over both the medium and long-term:

- Immediate indicators – changes introduced upon adoption of the Gender Equality Action Plan
- Medium-term indicators will be used to measure the success of projects and implementation
- Long-term indicators will be used to show progress against the seven (7) indicators.

The Commission for Gender Equality has developed a comprehensive framework, guidance and advice regarding the obligations to promote gender equality, conduct gender impact assessments when developing policies and programs and delivering services to the public, and to monitor and evaluate through two-yearly progress reports and four-yearly workforce gender audits. BKI will use these Gender Impact Assessment tools in the planning phase of any service or program initiative, and the BKI Executive will take carriage of the monitoring, utilisation and reporting of GIAs undertaken in their respective portfolios.

BKI will develop an evaluation framework designed to ensure we continuously reflect on and learn from the work undertaken for the Gender Equality Action Plan. Due to the breadth and scope of this plan, specific initiative will be selected for evaluation of their process and outcomes. It is acknowledged that for the inaugural GEAP, we will need to establish indicative benchmarks to ascertain successful progress.

Evaluation will be based on the following questions:

- Has this priority achieved the desired change?
- Have we achieved a reduction in the gender pay gap?
- Is this priority having the influence on the gender equity gap we expected?
- Have we done what we said we would do?
- What has worked well and do we need to maintain this as a priority or change our approach?
- How effective has our planning and resourcing levels been?

## 9. Resourcing the Gender Equality Action Plan

The financial and commercial benefits from investing in initiatives to create an inclusive and diverse organisation are well established across the globe.

From an educational perspective, prospective students want to study at a place of learning where their individuality is recognised, celebrated and encouraged. Adult students want to see their life experiences understood and supported as they embark on a new career journey.

Parents of underage TAFE students wish to see their children supported and able to reach their full potential.

Industries wish to align themselves with values-based organisations that reflect similar aspirations. They want to engage confident, competent and work-ready employees moving into their organisation.

Many industries are eager to align with values-based organisations that reflect the same aspirations.

This GEAP is part of our commitment to building a diverse and inclusive organisation, and to the continuing evolution of BKI.

BKI commits to funding for dedicated resourcing qualified in the area of diversity and inclusion to ensure the implementation of our Gender Equality Action Plan, and other associated plans, that will contribute to the creation of an organisation recognised for its equality, diversity and inclusion.

- Budget for two dedicated full-time employees to ensure the implementation of the Gender Equality Action Plan and other associated plans that will contribute to the creation of an organisation recognised for its equality, diversity and inclusion.
- Budget and resourcing to implement changes to the recruitment and selection processes, that will encapsulate greater capacity to attract greater diversity of candidates from across all cultural, gender and ability spectrums.
- Budget for the required training and capability uplift of our people leaders to ensure all managerial decisions are considered through an equality, gender and intersectionality lens.
- A commitment to resourcing and budget to ensure data driven reporting in relation to our workforce analytics.
- Budget to produce targeted campaign awareness collateral for use across multiple platforms in the delivery of the Gender Equality Action Plan and the other associated plans promoting equality, diversity, and inclusion.

## 10. Appendix A – BKI | Workplace gender audit data