



The Victorian Institute of Sport

GENDER EQUALITY ACTION PLAN

2026-2030



ACKNOWLEDGEMENT OF COUNTRY

The Victorian Institute of Sport sits on the lands of the Bunurong/ Boon Wurrung People of the Kulin Nation.

We acknowledge the Bunurong/Boon Wurrung People as the Traditional Owners of the land on which we work and play sport.

The Bunurong/Boon Wurrung traditional land extends from the Werribee in the east across to Leongatha in the west and includes the Mornington Peninsula and Phillip Island.

Bunurong/Boon Wurrung People are part of a language group or nation known as Kulin. Their cultural, ceremonial and spiritual life was shaped by the seasons through the availability of their natural resources. Through thousands of years of observation, Bunurong

People were able to predict the availability of their season's resources by certain change in plant growth and animal behaviour.

Bunurong People played an active and important role in the protection and preservation of the land and environment surrounding the Victorian Institute of Sport which we enjoy today.

We acknowledge and pay our respects to ancestors of this country, Elders knowledge holders and leaders – past, present and emerging.





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DEFINITIONS

Gender: is the socially constructed differences between genders which have in the past been based on the binary 'feminine' and 'masculine' norms. Gender is expression of identity and is not always consistent with biological differences or consistent with the gender assigned to a person at birth. Gender identities can include women, man, non-binary, transgender, intersex, gender diverse and a wide range of other identities, including those that are self-described.

Gender equality: is where people of all genders have equal rights and opportunities. Equality does not mean that all people will become the same, rather their rights, responsibilities and opportunities will not depend on their gender.

Gender equity: is the provision of fairness and justice to achieve gender equality. It recognises that each person has different circumstances and allocates resources and opportunities that are required to reach equal rights and opportunities outcomes. It means that some people might be given extra resources and opportunity to achieve equal outcomes with others.

Gender norms: Ideas about how people should be and act according to the gender they are assigned or identify with. These norms are constructed, learnt, and internalised early in life and set up a life-cycle of gender socialisation and stereotyping.

Gender stereotypes: Generalisations about the gender attributes, differences and roles. When stereotypes are applied they often restrict the opportunities of individuals and groups.

HRIS: is the acronym for Human Resource Information System which is used to house candidate, employee and Board demographic, employment status and payroll data.

Intersectionality: The acknowledgement and consideration of overlapping or intersecting social identities and the related systems of oppression, domination, or discrimination that exist. Intersectional gender inequality is the disadvantage or discrimination a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, or sexual orientation, in addition to gender.

Self-described gender: is the term used in the Gender Equality Action Plan to refer to a range of genders that include gender diverse, non-binary, transgender and other terms used by people to describe their gender.

VIS: is the acronym for the Victorian Institute of Sport.

MESSAGE FROM THE CEO

I am delighted to announce the Victorian Institute of Sport's (VIS) commitment to gender equality through our Gender Equality Action Plan (GEAP) 2026–30.

The VIS is home to 450 athletes and employs over 100 staff who each provide diverse and unique perspectives that empowers Victoria's best athletes to succeed in sport and life.

We have a significant responsibility to ensure every single member of our VIS community feels safe, included and equipped to perform to their potential.

Through our GEAP 2022–2025, the VIS made real progress in areas such as increasing leadership representation in women, innovative parental and wellbeing support through our new enterprise agreement and showcasing the fantastic achievements of our female coaches in the industry. We celebrated our cultural diversity through practical and shared experiences – knowing that there are very real benefits to health, productivity and performance when our workplace represents our diverse Victorian community.

Whilst progress is strong, structural patterns in pay, employment type and reporting confidence require deliberate action. We acknowledge that we're unable to share broad intersectional data being a small organisation as it can identify employees and compromise employee safety. To that end, we've used research from Our Watch and Victorian Government Safe & Inclusive work practices to help shape actions representative of the Victorian public. We also

acknowledge our role as the pinnacle of Victorian high performance sport and take our leadership responsibilities seriously and will continue to address areas that require attention.

Our GEAP 2026–30 is not just for us, but our whole state. We know we can play an influential role within the sports industry to support and advance gender equality. Importantly though, our ambition to be an employer of choice and world leading high performance sport institutes, where all our employees and athletes can perform safely and feel included is a continual reminder about the everyday importance of our GEAP.

All VIS employees are responsible for shaping gender equality outcomes within our organisation. Through our focus areas across gender pay equity, workforce segregation and representation, career progression and leadership, and workplace culture and leadership we are all committed to the gender equality actions in our GEAP 2026–30.

Here at the VIS we relentlessly strive for world-class performance with continuous improvement. Our GEAP will ensure our highly skilled and diverse workforce continue to inspire, engage and support our athletes to succeed, because we know that making meaningful and sustainable actions now make a long-term difference in gender equality.

Nicole Livingstone

NICOLE LIVINGSTONE AO
Chief Executive Officer





OUR LANDSCAPE

A few stops along the number 12 tram route from the CBD of Melbourne, within the leafy surrounds of Albert Park, the VIS stands.

Housed within a refurbished 146-year-old red-brick grandstand, the VIS supports scholarship athletes from every corner of Victoria, serving as an indicator of the level of participation and overall vitality of sports across the state, and is an institution that is unmistakably Melburnian.

It is certainly more accurate, though, to say that the VIS and Victoria go together.

Approximately a third of the 450 athletes who train out of the VIS are drawn from regional Victoria or areas just outside of the state. The VIS is an Internationally recognised Olympic & Paralympic training facility, that houses state of the art equipment and innovative, world-leading technology for Victoria's best athletes to thrive on the world stage. The VIS facility underwent a renovation in 2023, with staff enjoying open plan spaces, plenty of natural light and modern ergonomic workstations supporting health and wellbeing in the workplace.

From Hamilton in the far-west to Bright in the north and Lakes Entrance in the east, Victoria's aspiring Olympians and Paralympians have access to the holistic suite of services that the VIS provides.

The VIS may be housed in Melbourne but is unmistakably Victorian.

We are the pinnacle of elite-sport in Victoria and are committed to advancing and demonstrating gender equality for all Victorians.



“
The VIS supported my transition from athlete to coach and helped me grow into the leader I am today. Over seven years leading the hockey program, I've cultivated a high performance environment that develops elite athletes while empowering women to become strong leaders in their communities.
— Stacia Strain, Hockey Head Coach – Women's
”



CONNECTING STRATEGIC & LEGISLATIVE REQUIREMENTS

The Gender Equality Act 2020 (the Act) was initiated in Victoria on 31 March 2021, to improve gender equality in the workplace, and requires reporting that includes workplace gender audits, a gender impact assessment for athlete-facing services and ongoing GEAPs.

The primary aim of this GEAP is to formalise, analyse and measure current values and policies to drive further informed improvement in relation to gender equality, diversity and inclusion.

The GEAP is the prescribed mechanism under The Act for understanding the status of Gender Equality in the workplace at the VIS. The experience of employees maps out our journey to increase gender equality for people of all genders in our workplace.

Our GEAP stands alongside and reinforces our strategic actions within our First Nations Action Plan and Diversity and Inclusion Policy. Complimenting the GEAP is our Female Athlete Resource Group with external measures that can better support our internal workforce.

We adhere to the legislative environment for the GEAP which includes:

ORGANISATIONAL

- › VIS Strategic Plan 2025 – 2032+
- › HP 2032+ Strategy
- › Active Victoria Strategy
- › First Nations Action Plan 2022–2026
- › Diversity & Inclusion Policy
- › Recruitment & Selection Policy
- › Code of Conduct
- › Sexual Harassment Policy
- › VIS Operational Plans
- › Our Watch – Change the story
- › Victorian Government Safe & Inclusive Work Practices.

STATE

- › Charter of Human Rights and Responsibilities Act 2006 (Vic)
- › Disability Act 2006 (Vic)
- › Equal Opportunity Act 2010 (Vic)
- › Gender Equality Act 2020 (Vic)
- › Multicultural Victoria Act 2011 (Vic)
- › Racial and Religious Tolerance Act 2001 (Vic)
- › Building Equality Policy
- › Ending family violence: Victoria's plan for change 2017 (ten year plan)
- › Everybody Matters: Inclusion and Equity Statement
- › Free From Violence: Victoria's Prevention Strategy 2016
- › Pride in our future: Victoria's LGBTIQ+ strategy 2022 2032
- › Safe and Strong: A Victorian Gender Equality Strategy (2021)
- › State Disability Plan 2022 2026.

NATIONAL

- › Fair Work Act 2009 (Cth)
- › Sex Discrimination Act 1984 (Cth)
- › Workplace Gender Equality Act 2012 (Cth)
- › Australia's Disability Strategy 2021 2031
- › National Plan to Reduce Violence against Women and their Children 2010–2022 and Fourth Action Plan: Moving Ahead 2019–2022
- › National Principles on Coercive Control (in development)
- › OurWatch: Change the story – A shared framework for the primary prevention of violence against women (Second Edition)
- › OurWatch: Workplace Equality and Respect Standards.

OUR COMMITMENT

The VIS is committed to understanding how gender inequality impacts our organisation. We will build our knowledge and capability through strong data collection, attentively listening to the people and stories behind the data and aspire to a future where gender equality is not required – because inequalities have been addressed and active leadership is supported and embraced.

RESOURCING

We will dedicate the required time and resources to build a coordinated and strategic approach to embedding gender equality across the organisation, including budget and employee work allocation. This includes a dedicated working group responsible for the delivery of actions and executive accountability.

INTERSECTIONALITY

We will consider gender inequality from an intersectional perspective, addressing compounding forms of inequality that shape the experiences of our athletes and employees.

TRANSPARENCY

We will be transparent about the progress of our GEAP and maintain integrity in our reporting data. Supporting narratives will always provide an honest assessment and rationale. Most importantly we will never miss a chance to story tell the work that we do for all to learn and benefit from.



PHOTO: 2025 FAMILY DAY



GENDER PAY EQUITY PRINCIPLES AT THE VIS

In developing the VIS's GEAP, gender pay equity principles were a central consideration to ensure fair and equitable outcomes for all employees.

This was achieved through:

1. Evidence-based assessment of pay equity

A detailed analysis of remuneration data was undertaken across all levels, classifications and employment types. This included identifying any gender pay gaps, both overall and within comparable roles, to ensure equal pay for work of equal or comparable value.

2. Focus on structural drivers of inequity

Beyond base salary, the GEAP considered broader factors that influence pay equity, including:

- Access to higher-paid leadership and specialist roles, noting that the VIS has already achieved significant female leadership representation.
- Distribution of full-time vs part-time work and understanding the rationale behind why VIS employee may choose one form or the other.
- Allocation of acting opportunities, loadings and additional duties ensuring succession planning also has an intersectional lens applied.
- Representation in high-performance and traditionally male-dominated sport areas and what the VIS can do to address such areas.

3. Transparent and consistent remuneration practices

The GEAP reinforces the importance of clear, structured salary bands and consistent decision-making processes for recruitment, promotions and contract negotiations to minimise bias and discretionary inequity. The VIS have also been clear that whilst intersectionality data cannot always be safely shared, it has been considered to better understand restrictions that may occur in organisational practices.

4. Career progression and leadership pathways

Recognising that pay gaps are often driven by progression opportunities, the GEAP includes actions to strengthen pathways into leadership roles, ensuring women and underrepresented genders have equitable access to advancement and associated salary increases. In addition, the VIS have also identified that not all roles require leadership and gender gaps should also be considered across technical or highly specialised roles.

5. Ongoing monitoring and accountability

Commitments were embedded to regularly review pay equity data, report on outcomes, and take corrective action where required, ensuring continuous improvement rather than a one-off assessment.

CONSIDERATION OF INTERSECTIONAL GENDER INEQUALITY AT THE VIS

The VIS GEAP adopts an intersectional lens, recognising that gender inequality can be compounded by other aspects of identity and experience. We have analysed what our data allows while protecting employee confidentiality in a small workforce, and have drawn on external evidence where our data is too limited for safe cross-tabulation.

The VIS take the data security of all employees seriously. Any potential for data to identify an employee was considered and a more broad-based action implemented to protect and safeguard our employees. The seriousness with which we handle employee data is reflected in the trust of our employees – evidenced by consistently high People Matter Survey engagement participation rates (78% in 2023, 78% in 2024, 85% in 2025 & 91% in 2026).





Where employee data could not be shared, the VIS drew upon research conducted by Our Watch and Safe and Inclusive Work practices which was then reflected through:

1. Use of intersectional workforce data

Workforce data was analysed not just by gender, but alongside other diversity characteristics such as:

- Cultural and linguistic diversity.
- Disability.
- First Nations identity.

This enabled a more nuanced understanding of where inequities may be more pronounced for certain groups of women or gender-diverse employees. It also highlighted areas where no representation was visible, allowing the VIS to form strategies to increase representation.

2. Acknowledgement of compounding barriers

The GEAP recognises that individuals may experience overlapping forms of disadvantage. Examples include:

- Women from culturally diverse backgrounds may face barriers related to both gender and cultural inclusion.
- Employees with disability may experience additional constraints in career progression or access to opportunities.
- First Nations women may face unique systemic and cultural barriers within high-performance sport environments.
- Women returning from parental leave may face challenges with progression and balancing family, work and health.

3. Inclusive consultation and engagement

The development of the GEAP included opportunities for diverse staff voices to contribute (e.g. anonymous feedback, group sessions, direct consultation), ensuring that lived experiences informed priorities and actions. The VIS Diversity & Inclusion working group is comprised of representation from people with lived experiences across First Nations, disability, LGBTQIA+, migrant and gender and age-diverse individuals. In addition, the VIS Executive and Board were also able to provide feedback on the GEAP and its initiatives.

4. Targeted and inclusive actions

Rather than a one-size-fits-all approach, the GEAP includes actions designed to:

- Improve accessibility and inclusion across all programs and roles (we see diversity as a strategic advantage as we lead into the Brisbane 2032 home Games).
- Support culturally safe and inclusive workplaces (we know that when employees perform at their best, athletes will too).
- Address barriers to participation and progression for underrepresented groups (we want our employees to represent the diverse athletes we support and to represent the diverse Victorian community).

5. Embedding intersectionality into decision-making

The GEAP commits to applying an intersectional lens to policies, programs and people processes moving forward, ensuring that initiatives aimed at improving gender equality do not inadvertently benefit only a narrow group. This begins with asking questions connecting specific indicator findings from the Progress Report. In particular investigating (even where qualitative data is unavailable):

- How does the gendered confidence gap in speaking up (71% women vs 89% men) interact with cultural diversity.
- Are the occupational segregation patterns (women concentrated in clerical/admin, men in technical roles) more pronounced for particular intersectional groups.
- Does the promotion fairness perception gap (44% women vs 54% men) look different for culturally diverse women.
- How does the concentration of women in part-time work intersect with age, caring responsibilities or cultural background.

We acknowledge that this may require attention over time to build capability within our employees with our intention for an intersectional lens to be a normal part of consideration in operational requirements.

Overall, the VIS GEAP integrates gender pay equity and intersectionality by combining data-driven analysis with a strong focus on structural change, inclusive practices, and ongoing accountability. Where we have not been able to clearly demonstrate intersectional data, we have used research of best practices to ensure what we are currently doing continues to drive relevant change. This ensures that progress towards gender equality is meaningful, equitable, and reflective of the diverse workforce that supports high performance sport in Victoria.



APPLICATION OF GENDER EQUALITY PRINCIPLES IN THE VIS GEAP

Gender Equality Principle	How VIS Applied the Principle	Informing the Case for Change	Guiding Consultation	Shaping Strategy Selection	Supporting Leadership Accountability & Engagement
1. All Victorians should live in a safe and equal society	Embedded a commitment to safe, inclusive and respectful workplaces across all VIS training environments	Workforce data and employee feedback identified the importance of psychological safety and inclusion	Consultation invited employees to share experiences of safety, respect and workplace culture	Prioritised actions addressing workplace behaviours, prevention of discrimination and inclusive culture	Leaders accountable for fostering safe, respectful and inclusive environments
2. Gender equality benefits all Victorians	Framed gender equality as critical to organisational effectiveness and high performance outcomes	Evidence demonstrated links between diversity, inclusion and improved organisational performance	Consultation positioned gender equality as a shared organisational priority	Strategies aligned gender equality outcomes with performance, innovation and workforce sustainability	Leaders engaged through performance, culture and organisational outcomes
3. Gender equality is a human right	Recognised equity and fairness as fundamental rights underpinning all people practices	Identified gaps in equitable access to opportunities, progression and remuneration	Ensured inclusive and accessible consultation processes for all employees	Actions focused on equitable access to recruitment, development and advancement opportunities	Leaders accountable for fair, unbiased and equitable decision-making
4. Gender inequality may be compounded by other forms of disadvantage (intersectionality)	Applied an intersectional lens to workforce data and employee experience	Analysis considered gender in combination with cultural diversity, disability and First Nations identity	Targeted engagement with diverse cohorts and provision of anonymous feedback channels	Strategies include targeted actions to address barriers for underrepresented and marginalised groups	Leaders supported to build capability in inclusive and intersectional leadership



Gender Equality Principle	How VIS Applied the Principle	Informing the Case for Change	Guiding Consultation	Shaping Strategy Selection	Supporting Leadership Accountability & Engagement
5. Women have historically experienced discrimination and disadvantage	Acknowledged historical and ongoing inequities, including within high-performance sport contexts	Data highlighted representation trends and workforce composition across levels	Consultation explored lived experiences and barriers to progression	Actions focused on leadership pathways, career development and visibility of women	Leaders expected to actively support progression and representation of women
6. Gender inequality can be systemic and structural	Focused on identifying and addressing systemic drivers of inequality	Evidence identified structural barriers in recruitment, progression, role design and flexibility	Consultation explored systemic barriers embedded in policies and practices	Strategies include review and reform of restructures, processes and policies to reduce bias	Leaders accountable for implementing structural and systemic change
7. Achieving gender equality requires shared responsibility	Positioned gender equality as a whole-of-organisation responsibility	Identified the need for collective ownership to drive meaningful change	Broad and inclusive consultation across workforce levels and functions	Actions distributed across organisational levels, not limited to HR & Executive	Leaders accountable for outcomes within their areas of responsibility
8. Gender equality requires meaningful participation and engagement	Ensured consultation was inclusive, accessible and representative	Recognised that meaningful engagement strengthens the quality and relevance of actions	Multiple engagement channels enabled diverse participation and input	Strategies directly informed by employee voice and lived experience	Leaders engaged through active listening and responsiveness to feedback
9. Gender equality requires accountability and transparency	Embedded monitoring, reporting and evaluation mechanisms	Data analysis clearly identified gaps, trends and priority areas	Findings shared to support transparency and build organisational trust	Actions include measurable targets, indicators and reporting commitments	Leaders held accountable through governance, reporting and performance frameworks
10. Progress requires ongoing commitment and improvement	Adopted a continuous improvement approach to gender equality	Identified that sustained effort is required to address entrenched inequalities	Consultation positioned as an ongoing process, not a one-off activity	Strategies include regular review, evaluation and refinement	Leaders responsible for embedding gender equality into ongoing planning and decision-making



At the VIS we believe that everyone is equal.

Consistent with the expectations of the Commission for Gender Equality in the Public Sector, the VIS GEAP demonstrates comprehensive, evidence-based and intersectional approach to advancing gender equality, with all actions explicitly aligned to the Gender Equality Principles. The Plan reflects a deliberate focus on addressing both structural drivers of inequality and lived experience of employees, ensuring sustainable and measurable change.

The VIS GEAP 2026–2030 reflects a mature and well-integrated approach to gender equality, characterised by:

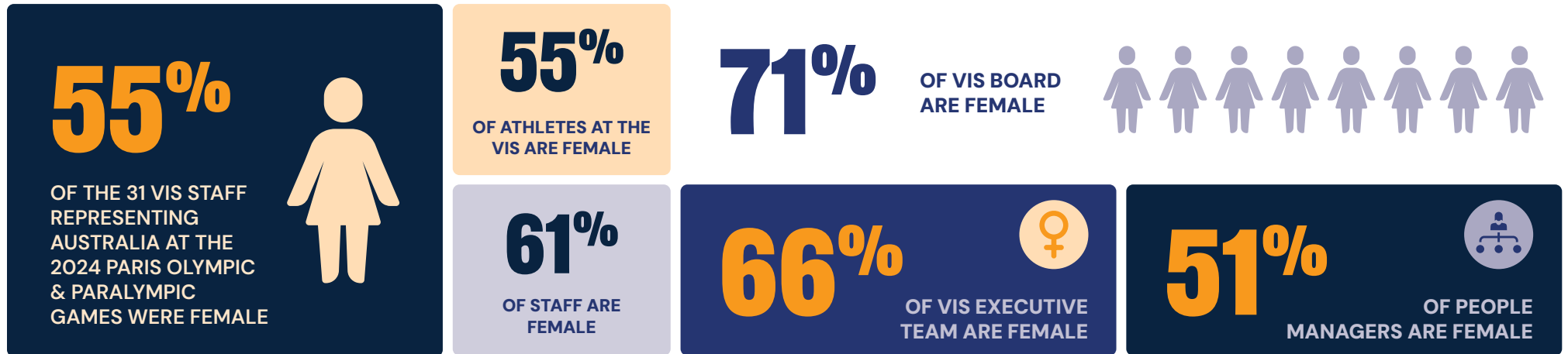
- A data-driven and evidence-based approach to identifying gender inequality.
- A clear focus on systemic and structural drivers, not just individual behaviours.
- Integration of an intersectional lens across analysis, consultation and actions.
- Strong accountability mechanisms, including leadership ownership and measurable outcomes.
- A commitment to ongoing evaluation and continuous improvement.

This approach ensures the GEAP is not only compliant, but positioned to deliver meaningful, measurable and sustained progress toward gender equality across the VIS.



OUR WORK SO FAR

The VIS is pleased to record widespread progress in its mission to improve gender equality within the organisation.



WE EMPLOYED A DEDICATED RESOURCE (1.0 FTE) TO ADVANCING FIRST NATIONS CULTURE AT THE VIS

- 100%** OF PEOPLE MANAGERS COMPLETED UNCONSCIOUS BIAS TRAINING
- All Executive and leadership team completed human rights training
- A new Enterprise Agreement was approved with a wellbeing focus and increased support for parents
- Para Unit Established supporting the next generation of Paralympians and para athletes
- Dedicated Human Resource function (2.0 FTE) established

In the world of high performance sport, which has historically been male dominated and in some sectors still is, this is a certain indication of a progressive commitment from the VIS to gender equality and the effectiveness of its policies and general workplace culture. The VIS champions women and the benefits of a gender equal environment and its athletes and staff see this brought to life.

KEY FINDINGS FROM THE WORKPLACE GENDER AUDIT

The VIS completed a workplace gender audit based on data as required by the commissions date range of 1 July 2023 to 30 June 2025.

Workforce data was collected from our Human Resource Information System (ELMO), parental leave employee survey, Diversity & Inclusion working group meetings and the 2025 People Matter Survey (PMS) of which 85% of employees completed.

The audit collected data on the following gender equality indicators:

1. Gender composition across all levels of the workforce
2. Gender composition of governing bodies
3. Gender pay gap
4. Workplace sexual harassment
5. Recruitment and promotion practices
6. Flexibility and leave
7. Gendered segregation of the workplace

85%

**OF EMPLOYEES
COMPLETED THE
2025 PEOPLE
MATTER SURVEY**

This not only demonstrates a highly engaged and responsive workforce, but also allows for better statistical significance and validation behind the responses (i.e. responses are an accurate representation of what most employees experience or feel).





INDICATOR 1: GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

DATA	WOMEN	MEN
Total Workforce	61%	39%
VIS CEO & Executive Team	66%	34%
Level 1 – Support Roles	100%	
Level 2 – Coaches / Senior Admin	70%	30%
Level 3 – Head Coaches / Managers	53%	47%
Level 4 – Executive Managers	56%	44%

TYPES OF EMPLOYMENT	WOMEN	MEN
Full – time ongoing roles	50%	50%
Full – time contract roles	48%	52%
Part – time ongoing roles	100%	
Part – time contract roles	86%	14%
Casual roles	100%	

FEMALE AGE DEMOGRAPHICS	AGE RANGE	PERCENTAGE
Over 50% of our female employees are within the 21-40 age bracket which indicates strong consideration in how career progression and parental leave is supported.	0-20	1%
	21-30	25%
	31-40	37%
	41-50	23%
	51-60	11%
	61-70	3%

CULTURAL DIVERSITY

38% OF EMPLOYEES IDENTIFY FROM A DIVERSE CULTURAL BACKGROUND

4% OF EMPLOYEES IDENTIFIED AS A PERSON WITH A DISABILITY

13% OF EMPLOYEES SPEAK ANOTHER LANGUAGE OTHER THAN ENGLISH AT HOME

1% OF EMPLOYEES IDENTIFIED AS FIRST NATIONS

Due our small workforce and to maintain employee data confidentiality, intersectional statistics such as gender and its intersection with cultural diversity cannot be broadly shared. However, we understand that gender intersects with these attributes to produce different experiences.

For example, **38% of employees identifying from a diverse cultural background** and **13% speaking a language other than English at home** indicates that many women and men in the organisation may also navigate cultural or linguistic differences in the workplace. These intersections can influence how individuals experience inclusion, communication, leadership opportunities and career development.

Similarly, **4% of employees identifying as a person with a disability** highlights that gender equity initiatives must also consider accessibility and inclusive practices, as women and men with disability can face different barriers to participation and progression.

The **1% of employees who identify as First Nations** further emphasises the importance of recognising the unique experiences and perspectives of Aboriginal and Torres Strait Islander employees. Gender equality efforts are strengthened when they also acknowledge and respond to the cultural and historical contexts that shape First Nations peoples' participation in the workforce.



KEY FINDINGS

Overall Gender Representation:

- The workforce is female-majority (61% women, 39% men), indicating strong overall representation of women across the organisation.
- Women are also well represented at the most senior levels, including the CEO and Executive Team (66% women), which exceeds gender parity and contrasts positively with broader sport-sector trend.

Leadership and Career Progression:

- Gender balance improves as seniority increases, with:
 - (a) Level 3 (Head Coaches / Managers) close to parity (53% women, 47% men).
 - (b) Level 4 (Executive Managers) maintaining a female majority (56% women).
- However, Level 1 support roles are 100% female, suggesting occupational segregation at entry/support levels and potential concentration of women in traditionally feminised roles.
- Coaching and senior administration roles (Level 2) remain female-dominant (70%), which is positive for representation but may warrant monitoring to ensure balanced pipelines across disciplines.

Employment Type and Work Patterns:

- Full-time ongoing roles are evenly split (50/50) between women and men, indicating strong equity in secure employment.
- Women dominate part-time and casual employment:
 - > 100% of part-time ongoing and casual roles are held by women.
 - > 86% of part-time contract roles are held by women.
- This pattern suggests women are more likely to be in less secure or reduced-hours roles, which may have implications for career progression, income equity, and superannuation outcomes over time.

Intersectional Considerations:

- While gender representation is strong, intersectional diversity is more limited:
 - > 38% identify from a culturally diverse background.
 - > 13% speak a language other than English at home.
 - > 4% identify as a person with disability.
 - > 1% identify as First Nations.
- This indicates opportunities to strengthen inclusive pathways, particularly for women from under-represented groups.

Overall Assessment:

- The VIS demonstrates strong gender equality outcomes, particularly in leadership representation and full-time employment. There are key opportunities in:
 - > Reducing gender concentration in support, part-time and casual roles.
 - > Ensuring equitable careers pathways and job security.
 - > Embedding an intersectional lens to complement gender equity achievements.

INDICATOR 2: GENDER COMPOSITION OF GOVERNING BODIES

DATA

VIS Board

WOMEN

71%

MEN

29%

VIS Chair is female

The diversity profile of Board members was unable to be ascertained due to data collection systems not capturing intersectionality at this level.

KEY FINDINGS

- Gender balance in favour of women is exceeded at the Board level, attributable to the introduction of mandatory board quotas for the Victorian Public Sector. This highlights the effectiveness of targets/quotas and potentially considering them across other areas such as Executive and other leadership positions.
- Under the new VIS constitution, the VIS Board will be moving to become a remunerated Board. As such their details will now be inputted on the VIS HR system allowing for data collection to capture intersectionality.
- As the Board is under the direction of the Department of Sport and Recreation, opportunities exist to influence within the VIS sphere of influence including collecting and analysing Board data, recommending and advocating for intersectional representation and storytelling the individuals that comprise the diverse Board.



PHOTO: YUAL REATH
CREDIT: LIGHT KNIFE



INDICATOR 3: GENDER PAY GAP

DATA	GENDER PAY GAP
The VIS overall gender pay gap	-0.4% in favour of women
The VIS senior leadership pay gap	43% in favour of women
Full-time ongoing roles	There is a 20% gender pay gap in favour of men
ANZSCO Level 1 Manager roles	There is a 3% gender pay gap in favour of men

TYPES OF EMPLOYMENT	GENDER PAY GAP (AVERAGE)	GENDER PAY GAP (MEDIAN)
Full – time ongoing roles	20% in favour of men	37% favour in men
Full – time contract roles	1.3% in favour of women	11% in favour of women
Part – time ongoing roles	No gap as all roles occupied by women	
Part – time contract roles	13% in favour of women	14% in favour of women
Casual roles	No gap as all roles occupied by women	

ANZSCO CODE	GENDER PAY GAP
Level 1 – Managers	3% (in favour of men)
Level 2 – Professionals	4% (in favour of women)
Level 3 – Technicians & Trade Workers	Only 1 employee at this level and is male
Level 4 – Community and Person service Workers	11% (in favour of women)
Level 5 – Clerical and Administrative Workers	30% (in favour of men)



KEY FINDINGS

- The VIS gender pay analysis indicates a largely balanced remuneration position overall, with some variation across employment types and occupational groupings.
- The overall gender pay gap is -0.4% in favour of women, demonstrating near pay parity across the organisation.
- At the senior leadership level, the gender pay gap is 43% in favour of women, reflecting strong female representation and comparatively higher average remuneration for women in senior roles.
- Analysis by employment type shows that full-time ongoing roles have a gender pay gap of 20% in favour of men, increasing to 37% at the median, indicating a concentration of higher-paid roles or higher classifications held by men within this cohort. This however is a symptom of current work moving non-athlete facing roles to ongoing employment and reflective of more male employees coming up to contract end dates prior to moving to ongoing. This will balance as upon deeper analysis more females are coming up to contract end dates and will move to ongoing over the coming years.
- Full-time contract roles show a comparatively small gender pay gap of 1.3% (average) and 11% (median) in favour of women, suggesting greater pay equity within fixed-term arrangements.
- There is no gender pay gap identified in part-time ongoing or casual roles, noting that all positions within these employment types are currently occupied by women. Part-time contract roles show a gender pay gap of 13% (average) and 14% (median) in favour of women.
- Analysis by occupational group (ANZSCO classification) indicates a 3% gender pay gap in favour of men for Level 1 (Managers) and a 4% gap in favour of women for Level 2 (Professionals). Community and Personal Service Workers (Level 4) demonstrate an 11% gender pay gap in favour of women. The largest occupational gap is observed at ANZSCO Level 5 (Clerical and Administrative Workers), with a 30% gender pay gap in favour of men. ANZSCO Level 3 (Technicians and Trade Workers) comprises a single male employee, limiting the ability to draw meaningful comparative conclusions. This may indicate that traditional male and female roles are still active within the organisation.
- A new reclassification process and Enterprise Agreement has been put in place to ensure equal processes and procedures for all employees. Whilst this is gender-neutral, gender transformative measures such as targeted pay equity audits, and specifically reclassification reviews provide provisions to address gaps and retain diverse talent.
- 100% of our casual female employees are female athletes. The casual work type allows these high performing female athletes to balance work with pursuing their Olympic & Paralympic dreams – whilst setting themselves up for a career post their competitive elite sport.

While the VIS demonstrates strong gender pay equity outcomes at an organisational and senior leadership level, targeted analysis is required for full-time ongoing roles and specific occupational classifications to better understand structural drivers and identify opportunities to further improve pay equity outcomes.



INDICATOR 4: WORKPLACE SEXUAL HARASSMENT

DATA	2023	2024	2025
Data collected from the People Matter survey indicated the below percentages of employees experiencing sexual harassment at work during the last 12-month	1%	0%	3% (100% female)
No formal complaints of sexual harassment were received during the reporting period (i.e. to HR, through Whistle-blower or reported to line managers).			

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE:	ALL RESPONDENTS	WOMEN	MEN
My organisation encourages respectful workplace behaviours	97%	96%	97%
My organisation takes steps to eliminate bullying, harassment and discrimination	87%	87%	86%
I feel safe to call out inappropriate behaviour at work	78%	71%	89%



KEY FINDINGS

- Throughout the reporting period the VIS ran 3 training sessions on bystander training to encourage a culture of calling out inappropriate behaviours.
- The VIS sexual harassment policy was updated and endorsed by the Board in 2024.
- Annual compliance training is now required by all VIS staff and regular contractors to ensure understanding and application of the policy.
- New reporting measures have been introduced including upskilling the Workplace Health & Safety committee to respond to complaints, visual aids and performance reviews include a question on wellbeing. Through increased reporting avenues all employees are provided with diverse measures to report in a way that they feel comfortable. In addition prevention side strategies are also required including understanding why women feel less safe to speak up (71% vs 89%) and examining whether the reporting pathways themselves feel accessible and trusted, and if any specific power dynamics exists in the high performance sport environment.
- Reported experiences of sexual harassment remain low overall, with People Matter Survey results indicating 1% of employees in 2023, 0% in 2024, and 3% in 2025 reporting an experience in the previous 12 months.
- All reported experiences of sexual harassment in 2025 were from female respondents, indicating a gender-differentiated experience of workplace safety and highlighting the need for a gender-informed prevention and response approach.
- No formal complaints of sexual harassment were lodged during the reporting period, either through HR, whistleblower channels, or line management, suggesting a gap between survey disclosures and formal reporting mechanisms.
- Employees report very strong perceptions of respectful workplace expectations, with 97% of respondents agreeing that the organisation encourages respectful workplace behaviours, consistent across genders.
- A high proportion of employees agree the organisation takes steps to eliminate bullying, harassment and discrimination (87%), with negligible difference between female and male respondents, indicating broad confidence in organisational intent and systems.
- Psychological safety to call out inappropriate behaviour is comparatively lower, with 78% of all respondents feeling safe to do so, indicating an opportunity for improvement.
- A notable gender disparity exists in perceptions of safety to speak up, with 71% of female respondents feeling safe to call out inappropriate behaviour, compared to 89% of male respondents, suggesting women may experience greater barriers to raising concerns.
- The absence of formal complaints, alongside lower female confidence in speaking up, may indicate under-reporting rather than absence of incidents, reinforcing the importance of continued focus on awareness, trust in reporting pathways, and leadership-led cultural reinforcement.

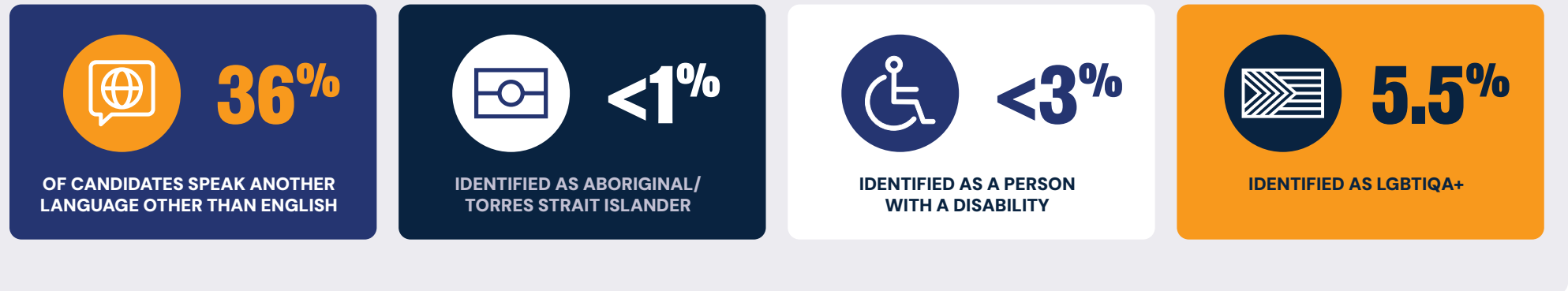
Looking forward the VIS will continue to work on making the workplace culturally safe for everyone. Particularly around addressing the structural barriers to formal reporting and the gendered confidence gap in speaking up. Whilst zero-harm and reporting is always the goal, we acknowledge that this may not be representative of actual perceptions and will continue to rely on community data to support no complacency in this focus areas.



INDICATOR 5: RECRUITMENT AND SELECTION PRACTICES

DATA	WOMEN	MEN
Total Recruits	57%	43%
There were 13 promotions	69% (9)	31% (4)
68% of respondents that agreed with the statement "I believe the recruitment processes in my organisation are fair"	71%	65%
48% of respondents that agreed with the statement "I believe the promotion processes in my organisation are fair"	44%	54%

VIS RECRUITMENT DATA



KEY FINDINGS

- The VIS has taken a proactive approach to increasing the diversity pool of candidates. Whilst no comparable data exists the VIS is committed to increasing the diversity of its applicants through continuing strategies such as:
 - › advertising through Koori Mail and other First Nations platforms
 - › providing an accessible reader on it's website to allow everyone to access information on careers in their preferred format
 - › storytelling our diverse employee expertise at the VIS.
- Promotions during the reporting period favoured women, with 9 of 13 promotions awarded to female employees, representing 69% of all promotions, suggesting positive progression outcomes for women within the organisation. Whilst there were 13 promotions, it was acknowledged that there would be a larger pool of unsuccessful internal candidates that may have negatively impacted employee perspective on fair and equitable recruitment practices.
- Restructures have looked at how career progression (hierarchy) can be developed in addition to the financial and operational rationale for change.
- Recruitment outcomes show strong female representation, with 57% of total recruits identifying as female and 43% as male, indicating gender-balanced hiring with a slight skew towards women.
- Perceptions of recruitment fairness are generally positive, with 68% of respondents agreeing that recruitment processes are fair. Agreement is higher among women (71%) than men (65%), indicating stronger confidence in recruitment equity among female employees.
- Confidence in promotion fairness is comparatively lower, with only 48% of respondents agreeing that promotion processes are fair, highlighting an area of potential concern.
- A gender difference exists in perceptions of promotion fairness, with 54% of male respondents agreeing promotion processes are fair, compared to 44% of female respondents, suggesting women may experience or perceive greater barriers to career progression despite strong promotion outcomes. Upon deeper analysis, where a female was promoted, the unsuccessful candidates were majority female – indicating possible disappointment reflected in the data. This suggests the issue may be about transparency, communication, or process clarity rather than outcomes.
- Candidate diversity data indicates linguistic diversity, with 36% of candidates speaking a language other than English, reflecting a culturally diverse talent pool.
- Representation of Aboriginal and Torres Strait Islander peoples (<1%) and people with disability (<3%) remains low, highlighting opportunities to strengthen inclusive recruitment pathways for this cohort.
- 5.5% of candidates identify as LGBTIQ+, indicating some visibility of sexual and gender diversity within the recruitment pipeline, while recognising this may still underrepresent the broader community.





CASE STUDY

Overcoming Gender Imbalances

PROBLEM:

Physical Preparation Coaches are heavily male dominated despite an even split of university graduates.

VIS:

At the VIS 88% of VIS Physical Preparation Coaches come through the VIS trainee program, however <30% of trainee applications are female.

To solve the problem the VIS could've introduced quotas, however that wouldn't address the actual problem. We needed to understand the barriers as they start well before the career phase. We identified that barriers originate at university with females generally pursuing other majors (such as teaching, sports nutrition and sports science). When we investigated why females were not applying, it was simply because they didn't see women in the top roles and didn't have a strong understanding of the physical preparation coach role.

To overcome the barriers we invested in increasing visibility of our female physical preparation coaches by promoting female case studies, started a mentorship program and commenced short-term placement opportunities for current university students to gain industry exposure.

OUR STRATEGIES:

1. Visibility	Invested in making a conscious effort to get female voices and perspectives to show what our traineeship program can offer, and not just use male voices.
2. University Engagement	The traineeship program was created as graduates weren't typically ready for work and information sessions about the program was presented evenly to male and females.
3. Recruitment	Whilst no quotas were set, all hiring managers were trained and took an equal opportunity perspective when reviewing applications.

Now, 2 years on from implementing these strategies, 3/7 trainees and 3/14 employees in physical preparation are female – the highest it's ever been.

	2023	2024	2025	GRAND TOTAL
Female	13	17	44	74
Male	20	31	52	103
Grand Total	33	48	96	177
Female	39%	35%	46%	42%
Male	61%	65%	54%	58%

- We doubled our applications from 2024 to 2025 (48 to 96).
- We nearly tripled from 2023 applications (33 to 96).
- We improved our gender balance to nearly 50% male-50% female, having been closer to 60% male and 40% female over the last few years, and worse prior to our GEAP 2022-25.
- We had more than double the submissions (an increase of 152%) from female applicants (17 to 43).



INDICATOR 6: FLEXIBILITY AND LEAVE

DATA	WOMEN	MEN
Average number of paid parental leave weeks	12 weeks	6.5 weeks
Average number of unpaid parental leave weeks	16 weeks	0 weeks
Employees on a formal flexible work arrangement	5	0
90% of respondents that agreed with the statement "I am confident that if I requested a flexible work arrangement, it would be given due consideration"	93%	86%
97% of respondents agree that their direct manager support them working flexibly		

KEY FINDINGS

- Analysis of parental leave utilisation indicates a gendered pattern in leave uptake. On average, female employees accessed 12 weeks of paid parental leave, compared to 6.5 weeks for male employees, while only women accessed unpaid parental leave, with an average of 16 weeks. No male employees took unpaid parental leave during the reporting period, indicating that extended caring responsibilities continue to be disproportionately undertaken by women.
- The VIS did however record its first instance of a male taking primary carers leave, the Enterprise Agreement definition which segregates primary and secondary caregiver still leans into males unable to being able to take primary leave unless within a homosexual relationship. The EA reinforces gendered

assumptions about who provides care and creates a structural barrier to men accessing the longer leave entitlement. Future Enterprise Agreement negotiations should look to mitigate gendered assumptions specifically regarding parental leave.

- Formal flexible work arrangements are currently utilised exclusively by women, with five employees on formal arrangements, suggesting flexible work is primarily accessed as a retention and participation support for female employees.
- Despite this, confidence in access to flexible work arrangements is high across the workforce, with 90% of respondents agreeing that requests for flexible work would be given due consideration. Confidence is slightly higher among female respondents (93%) than male

respondents (86%), indicating broad trust in organisational processes.

- Manager capability and support for flexible work arrangements is a key organisational strength, with 97% of respondents agreeing that their direct manager supports them to work flexibly, reinforcing the role of leadership in enabling flexible work practices.
- The VIS noted that there was zero uptake of family violence leave despite a policy in place and communications about the leave type during Enterprise Agreement negotiations. This was also further discussed during consultation and has been noted that zero uptake may indicate barriers to accessing the policy rather than the absence of need, and that further examination during the GEAP cycle will be required.

Overall, while perceptions of flexibility are strong and manager support is high, the gendered utilisation of parental leave and formal flexible work arrangements suggests an opportunity to further encourage and normalise uptake by men, particularly in relation to unpaid parental leave and formalised flexible work arrangements.



INDICATOR 7: GENDERED SEGREGATION OF THE WORKPLACE

DATA	WOMEN	MEN
95% of respondents agree they feel culturally safe at work	95%	95%
96% of respondents agree the organisation uses inclusive and respectful images and language	95%	97%
92% of respondents agree in their workgroup, work is allocated fairly regardless of gender	91%	95%

ANZSCO CODE	WOMEN	MEN
Level 1 – Managers	57%	43%
Level 2 – Professionals	88%	12%
Level 3 – Technicians & Trade Workers	0%	100%
Level 4 – Community and Person service Workers	51%	49%
Level 5 – Clerical and Administrative Workers	76%	24%

KEY FINDINGS

- Survey results indicate a strong and inclusive workplace culture, with 95% of respondents agreeing they feel culturally safe at work, consistent across female and male respondents. This suggests a shared experience of cultural safety across gender.
- Perceptions of inclusive practices are also high, with 96% of respondents agreeing the organisation uses inclusive and respectful images and language. Agreement levels are broadly consistent across genders, with 95% of female respondents and 97% of male respondents in agreement, indicating inclusive communication practices are well embedded.
- Perceived fairness in work allocation is similarly strong, with 92% of respondents agreeing that work is allocated fairly regardless of gender. While confidence remains high overall, female respondents (91%) report slightly lower agreement than male respondents (95%), suggesting a minor gender difference in perceptions of fairness within workgroups.
- Workforce composition analysis by occupational classification (ANZSCO) highlights areas of both gender balance and occupational segregation. Women represent the majority of Managers (57%) and Professionals (88%), demonstrating strong female representation in leadership and specialist roles. Community and Personal Service Worker roles are broadly gender balanced, with 51% female and 49% male representation.
- In contrast, Technicians and Trade Worker roles are exclusively male, and Clerical and Administrative roles are predominantly female (76%), indicating ongoing gender segregation in specific occupational groups. Where there is a gap in favour of men, the segregation is directly contributing to pay inequity – so specific measures are required to address gender stereotyped positions. It should also be noted that the VIS has achieved significant representation in favour of women in senior leadership roles. A key component of this is a strong pipeline of talent which is reflected in the greater percentage of women in clerical and administrative roles. So whilst it may be segregation in a particular role, it is providing a pathway within the VIS for women to move into more senior opportunities in the sport system.

Overall, the data demonstrates a highly inclusive workplace culture and strong female representation across several key occupational groups, alongside opportunities to address gender concentration in technical and administrative roles to support broader gender balance and workforce diversity.

MEANINGFUL CONSULTATION & ENGAGEMENT

Approach to Meaningful Engagement & Consultation

Communication:

- Regular communication via email and staff presentations has been distributed to employees highlighting actions achieved from the GEAP 2022–25 and plans for the GEAP 2026–30.
- People Matter survey data was presented in person and via email, with all employees encouraged to discuss the data and findings with line managers. Diversity and Inclusion working group team members made themselves available along with Executive to facilitate feedback discussion sessions.
- Recruitment data was shared publicly and internally so all employees were aware of our ambition to maintain a diverse workforce.
- Anonymous feedback provisions through our monthly employee newsletter provided another avenue for receiving feedback.

Risk Management:

- External consultants were engaged to support review and design of the GEAP 2026–30 and ensure reporting and actions aligned with legislative requirements.
- Whilst there were no union representatives the VIS took an intersectional lens to ensure employees consulted could engage in a safe and way that was comfortable and meaningful for them, including online, face-to-face and anonymous feedback loops.
- The Board were also provided draft documents to oversee progress and provide feedback into the GEAP.

89%

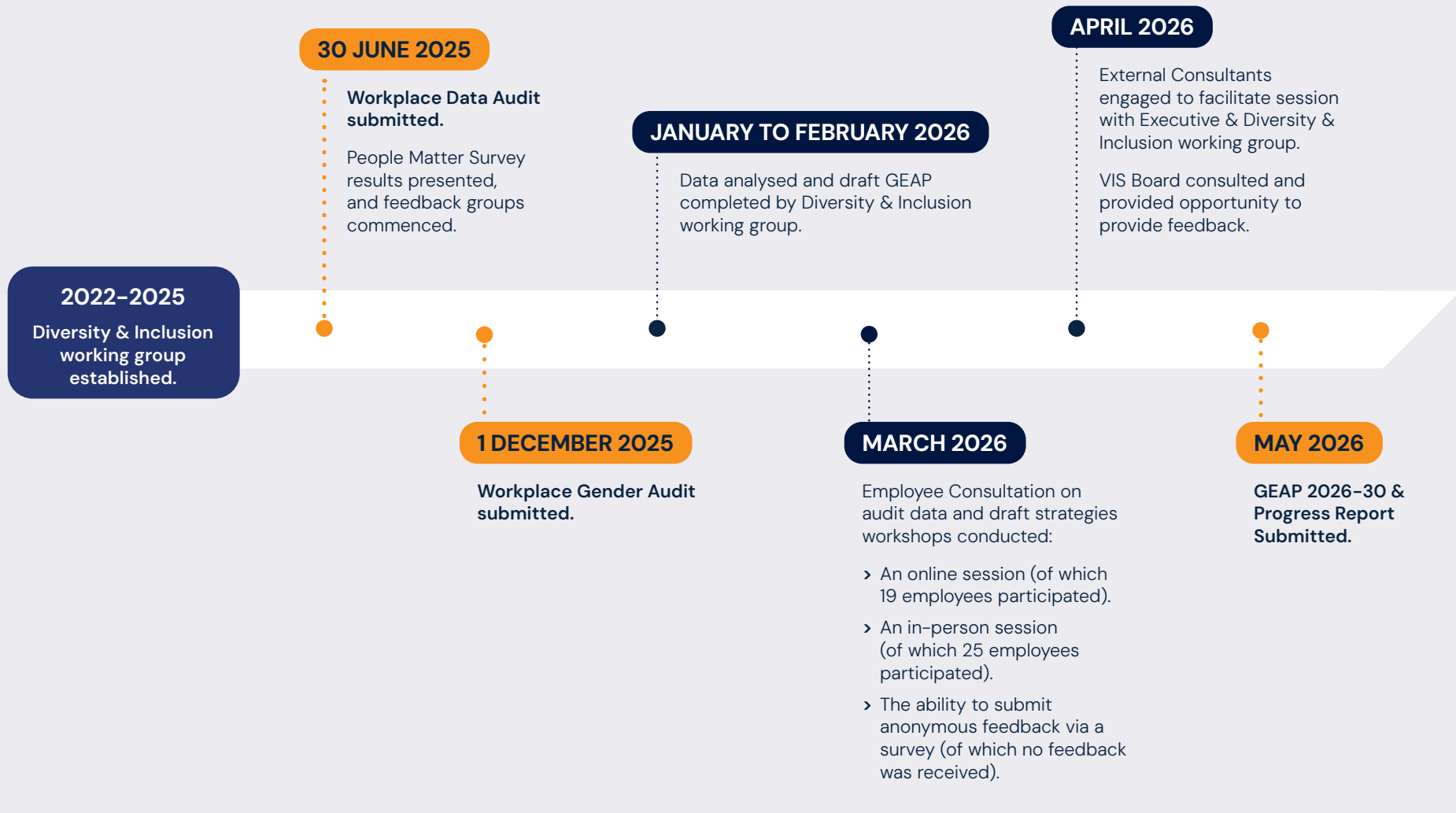
OF EMPLOYEES ARE AWARE OF ACTIONS THE VIS TAKES AS PART OF ITS GENDER EQUALITY ACTION PLAN

—2024 People Matter Survey





Construction of the GEAP 2026–30:



Ongoing monthly meetings with Diversity & Inclusion working group to analyse data, conduct events, complete GEAP actions and discuss feedback.



CONSIDERING INTERSECTIONALITY IN CONSULTATION

In alignment with the Gender Equality Act Principles, it was important to apply an intersectional gender lens across our consultation approach to enable a safe environment for employees to contribute to the discussion and ensure the Plan developed is reflective of employee thoughts, experiences and most importantly is meaningful to all employees.

Consultation Methodologies

- The VIS have utilised a variety of consultation methods including, face-to-face presentations, hybrid presentations and email communications.
- People Managers were also empowered to talk with their employees and provide feedback to the Executive Team and Diversity & Inclusion working group.
- VIS Board Members were briefed on the GEAP through their inductions and provided key data that demonstrated achievements in the GEAP 2022–2025 and informed future actions in the GEAP 2026–2030.

Accessible Materials

- Infographics and graphs were provided to all employees to increase understanding of VIS statistics and feedback
- Some all-team presentations were recorded so employees could view back presentation of materials.

Safety & Comfort

- Feedback sessions were not recorded.
- Anonymous feedback avenues were created through the monthly newsletter for employees.
- EAP available and reinforced.
- Non executive led or attended sessions conducted so employees could provide feedback freely.

External Facilitators

- Consultants from Women's Health East were engaged in order to demonstrate the importance of the GEAP and discuss compliance findings.

Diverse Individuals consulted

- Utilisation of identified Diversity & Inclusion team members from different backgrounds (First Nations, LGBTIQ+, Disability and Cultural and Gender) were consulted to ensure representation and an intersectional lens applied.
 - VIS Board provided the opportunity to provide feedback on the GEAP.
-

CASE FOR CHANGE

Gender equality is not a new concept and at The VIS we are committed to creating a workplace that is fair, inclusive and enables all employees to thrive. Whilst recent data and outcomes achieved from our 2022–25 GEAP demonstrate strong progress in several areas of gender equality, it also highlights structural and cultural disparities that require targeted and sustained action.

Workplace gender equality is achieved when all people have access to and enjoy the same rights, responsibilities, and opportunities regardless of gender. To achieve this, intersectional gender equality, diversity and inclusion must be adopted and driven as core values of the organisation.

Promoting, protecting and celebrating diversity has become a central focus for the VIS today. We realise diversity as not only a driver of innovation and creativity but also as a fundamental component of employee well-being, performance and team cohesion.

The VIS' position and influence in sport cannot be understated.

We recognise that sport is a great enabler to teach girls the skills they need to advance in life. Girls who play sports develop self-esteem, confidence, resilience, and teamwork. Women's sport is currently experiencing an unprecedented

surge in attention, attracting both dedicated fans and investors. And at the forefront of this surge are female leaders.

Women's leadership in sports is critical to driving investment and improved sports policy related to gender equality objectives. We are proud of our women in leadership at the VIS and know that by advancing our gender equality actions here at the VIS, we can advance our female leadership to contribute not just at a state and national level but a global level. And by doing so, celebrate the remarkable achievements of women who are breaking records, shattering stereotypes, and inspiring future generations.

Overall, the VIS has achieved near gender pay parity, with a marginal gender pay gap in favour of women, and strong female representation in senior leadership and professional roles. Women account for the majority of promotions during the reporting period, and employees report high levels of cultural safety, respect,





and inclusive workplace behaviours. Confidence in flexible work access and manager support for flexibility is also consistently high across the organisation.

Despite these positive outcomes, gendered patterns persist across employment type, occupational segregation, and employee experience, indicating that equality of opportunity is not yet fully realised. In addition, we realise that 50% of our female workforce are within the 21-40 age bracket – which means this intersectional approach to leadership strategies and workplace support is of importance through navigating career progression, parental support and leadership opportunities.

Significant gender pay gaps remain in full-time ongoing roles and within specific occupational classifications, particularly Clerical and Administrative roles, where men are disproportionately represented in higher-paid positions. Whilst these

gaps suggest structural factors influencing pay outcomes, including classification distribution, progression pathways, and role valuation – we also note that the imbalance has been caused by contract end-date circumstances rather than a gendered discrimination and understand the data will correct and balance itself over the next 12 months.

Workforce composition data shows ongoing occupational segregation, with women concentrated in professional, clerical and part-time roles, and men dominating technical and trade roles. This segregation contributes to pay inequities, limits career mobility, and reinforces traditional gender norms within the workforce.

Employee experience data highlights a gendered confidence gap in promotion fairness and psychological safety to speak up. While women are being promoted at higher rates, female

respondents report lower confidence in the fairness of promotion processes and significantly lower confidence in calling out inappropriate behaviour compared to male respondents. The absence of formal sexual harassment complaints, alongside survey disclosures by women, suggests potential under-reporting and barriers to accessing reporting pathways.

Parental leave and flexible work data further reinforces the unequal distribution of unpaid care responsibilities, with women taking longer periods of paid and unpaid parental leave and being the sole users of formal flexible work arrangements. While perceptions of flexibility are strong, uptake remains gendered, potentially impacting women's long-term career progression, pay outcomes and leadership representation.

Taken together, this data indicates that while gender equality outcomes at the VIS are strong at a headline level, deeper structural and cultural drivers continue

to shape different experiences and outcomes for women and men. Without deliberate action, these disparities risk becoming entrenched, undermining workforce sustainability, talent retention, and the VIS's commitment to equity and high performance.

This GEAP provides a critical opportunity to move beyond parity towards systemic gender equality, by addressing structural drivers of pay gaps, reducing occupational segregation, strengthening transparent and equitable progression pathways, normalising flexible work for all genders, and enhancing psychological safety and confidence in reporting mechanisms. Through targeted and measurable actions, the VIS can continue to lead by example and build a workforce where gender is not a determinant of opportunity, experience or outcome.

References:

[UN Facts and Figures – Women in Sport](#)

[Our Watch | How sport can help change the story](#)

[Our Watch | Equality and Respect in Sport](#)

[Safe and Inclusive Sport: Preventing gender-based violence | Sport and Recreation Victoria](#)



STRATEGIES AND MEASURES

While the VIS has strong foundations in gender equality, sustained improvement requires targeted, data-driven actions across pay equity, career progression, workforce composition, flexible work, and workplace safety. Embedding these strategies within the GEAP will support long-term, systemic change and ensure gender is not a barrier to opportunity, participation or progression at the VIS. Each of these strategies align with and address the seven key indicators outlined in the Gender Equality Act.

GEAP FOCUS AREA	WHAT THE AUDIT DATA SHOWED	STRATEGIC RESPONSE	HOW CONSULTATION INFORMED PRIORITISATION
1. Gender Pay Equity Indicators: 1, 3 & 7	<ul style="list-style-type: none">• Persistent gender pay gaps in full-time ongoing roles despite overall workforce being majority women.• Disparities concentrated in specific ANZSCO classifications, particularly Clerical & Administrative roles (30% pay gap at ANZCO level 5).• Evidence of structural drivers (role valuation, starting salaries, classification design) rather than like-for-like inequity.	<ul style="list-style-type: none">• Targeted pay equity audits and role reclassification to address structural undervaluation.• Standardisation of starting salary practices to remove discretion-based bias.• Increased transparency in remuneration frameworks to align with public sector requirements.• Focus on classification review rather than broad pay adjustments to ensure sustainable, systemic change.	<ul style="list-style-type: none">• Employee feedback indicated limited visibility and understanding of how pay is set, particularly in operational roles.• Employees feedback aligned to the 6 gender pay equity principles from the Gender Equality Regulations 2020 with proposed actions addressing key areas such as recognition of caring work and freedom from bias.• Women in administrative streams highlighted perceived undervaluation of their roles.• Leadership consultation emphasised the need for system-level fixes rather than one-off corrections.• Consultation reinforced prioritising transparency and consistency as key trust drivers.



GEAP FOCUS AREA	WHAT THE AUDIT DATA SHOWED	STRATEGIC RESPONSE	HOW CONSULTATION INFORMED PRIORITISATION
<p>2. Workforce Segregation & Representation</p> <p>Indicators: 1, 2, 3, 5 & 7</p>	<ul style="list-style-type: none"> • Clear occupational segregation: women concentrated in professional and clerical roles; men in technical/specialist roles. • Underrepresentation of Aboriginal and Torres Strait Islander peoples and people with disability. • Recruitment pipelines not yielding diverse candidate pools across all streams. 	<ul style="list-style-type: none"> • Targeted attraction strategies to diversify candidate pipelines (e.g. inclusive job design, outreach). • Partnerships and pathways to increase representation of underrepresented cohorts. • Review of role design and requirements to reduce unintended barriers (e.g. credential bias in technical roles). • Embedding inclusive recruitment practices (diverse panels, structured assessment). 	<ul style="list-style-type: none"> • Feedback from diverse staff highlighted barriers to entry and progression, including non-traditional career pathways not being recognised. • Hiring managers identified challenges attracting diverse candidates in technical roles. • Consultation emphasised the importance of broadening “what good looks like” in recruitment. • Intersectional insights (gender + culture/disability) shaped prioritisation of targeted pipeline initiatives.
<p>3. Career Progression & Leadership</p> <p>Indicators: 1, 3, 5, 6 & 7</p>	<ul style="list-style-type: none"> • Women achieve strong promotion outcomes but report lower confidence in fairness and transparency of processes. • Gendered patterns in leave: women take longer parental/unpaid leave. • Formal flexible work arrangements predominantly utilised by women. • Potential risk of career impact linked to flexibility and extended leave. 	<ul style="list-style-type: none"> • Strengthening transparency and consistency in promotion and talent identification processes. • Leadership capability uplift to mitigate bias in progression decisions. • Normalising flexible work for all genders, including leadership roles. • Supporting return-to-work and career continuity post parental leave. • Focus on perception gaps (confidence) as well as outcomes. 	<ul style="list-style-type: none"> • Women reported uncertainty around “how decisions are made” despite positive outcomes. • Men indicated cultural and operational barriers to accessing flexible work. • Employees highlighted concerns about career growth associated with extended leave. • Consultation prioritised visibility, fairness, and normalisation of flexibility as critical to progression equity.
<p>4. Workplace Culture & Safety</p> <p>Indicators: 4, 5 & 6</p>	<ul style="list-style-type: none"> • Gender gap in psychological safety—women less likely to feel safe speaking up or reporting issues (71% women vs 89% men feel safe to speak up). • Reports of sexual harassment experiences in surveys, with no corresponding formal complaints (identified gap between anonymous sexual harassment disclosures and formal reporting). • Men reported lower confidence in accessing flexible work compared to women. • Disconnect between policy availability and lived experience. 	<ul style="list-style-type: none"> • Strengthening reporting pathways and bystander capability to address underreporting. • Building leader capability in psychological safety and inclusive team environments. • Embedding proactive prevention strategies (education, clear standards of behaviour). • Increasing visibility and normalisation of flexible work for all employees. • Focus on closing the gap between formal systems and employee experience. 	<ul style="list-style-type: none"> • Employees expressed lack of understanding in reporting processes. • Women shared experiences of inappropriate behaviour not escalated formally. • Men indicated perceived stigma or lack of support in accessing flexibility or parental leave. • Consultation clearly prioritised psychological safety, trust in systems, and visible leadership commitment as critical enablers of change.



GENDER EQUALITY INDICATORS (for reference)

1. Gender composition of workforce
2. Gender composition of governing bodies
3. Equal remuneration
4. Sexual harassment
5. Recruitment & promotion
6. Leave & flexibility
7. Gendered workplace experience

THE 10 GENDER EQUALITY PRINCIPLES (for reference)

1. All Victorians should live in a safe and equal society
2. Gender equality benefits all Victorians
3. Gender equality is a human right
4. Gender equality brings significant economic, social and health benefits
5. Gender equality must be promoted in all policies and programs
6. Gender equality requires intersectional approaches
7. Gender equality requires structural and cultural change
8. Positive action may be required to redress disadvantage
9. Everyone has a role to play in achieving gender equality
10. Progress must be measurable and evidence-based



GEAP FOCUS AREA #1 GENDER PAY EQUITY

	STRATEGIC ACTION	INDICATOR(S)	PRINCIPLE(S)	MEASURE	ACCOUNTABILITY	TIMELINE
1.1	Conduct targeted pay equity audits for full-time ongoing roles and ANZSCO Level 5 classifications	3,1	10,7,8	% improvement in 2028 progress report	Director People & Community	Quarterly
1.2	Review reclassification and professional development requests to align with organisation needs and progression pathways	3,5	7,5,8	Number of supported reclassifications & professional development requests	Director People & Community	Annually
1.3	Develop and support female employees to complete targeted professional development to strengthen their career development	5,1	8,6,4	Number of women in people manager positions	Executive & Leadership team	Annually
1.4	Conduct annual analysis of promotions data over a 12-month period to identify and analyse trends and report findings to Board	5,3	10,7	Number of organisation promotions	Director People & Community	Quarterly
1.5	All VIS employee inductions include reference and introduction to the GEAP to ensure everyone understands the importance and their role in gender equality	7	9,5	% of employees who understand the VIS GEAP 2026-2030	HR Coordinator	2028
1.6	Provide annual report to employees about key workforce demographics and people matter survey results	1,7	10,9	Delivery of reports to all VIS Employees	Chief Executive Officer	Annually
1.7	Monitor ongoing role distribution (ensuring a return to gender balance)	3,1	10,8	Reduction to parity in mean and median pay for ongoing employment types	Director People & Community	Annually



WHAT SUCCESS LOOKS LIKE

Focus Area 1 – Gender Pay Equity

By 2030, the VIS will have achieved sustained and demonstrable progress toward gender pay equity, with:

- > A reduction in gender pay gaps across full-time ongoing roles and previously identified ANZSCO classifications, supported by annual audit data.
- > Transparent and consistent remuneration practices, with employees reporting improved understanding of how pay and classification decisions are made.
- > Elimination of systemic bias in starting salaries, reclassification and progression decisions through standardised processes.
- > Increased representation of women in higher-paid and leadership roles, contributing to long-term pay equity outcomes.

Success will be evidenced by improved remuneration metrics, reduced variance across classifications, and increased employee confidence in fairness of pay.



GEAP FOCUS AREA #2 WORKFORCE SEGREGATION & PARTICIPATION

	STRATEGIC ACTION	INDICATOR(S)	PRINCIPLE(S)	MEASURE	ACCOUNTABILITY	TIMELINE
2.1	Provide gender and cultural diversity statistics of workforce in all Board reports	1,2	10,9	Data provided in reports	HR Coordinator	Quarterly
2.2	Review and analyse candidate diversity data to ensure recruitment practices encourage applications from diverse backgrounds	5,1	10,6,7	Recruitment outcomes by gender reported bi-annually	HR Coordinator	Bi -annually
2.3	Monthly Diversity and Inclusion working group meetings held to ensure commitment and accountability to the GEAP actions	7	9,7	Number of Diversity & Inclusion working group meetings held per calendar year	Diversity & Inclusion working group	Monthly
2.4	Improve HRIS processes to enable new and existing employees to share their demographic data	1,7	10,6	Position led HRIS system implemented	HR Coordinator	2027
2.5	Strengthen VIS recruitment with a gender focus campaign so that a diverse range of applicants can see themselves working at the VIS	5,1	8,7,2	Develop a creative visual that depicts the diversity of the VIS and is promoted on VIS digital channels	HR Coordinator and Public Affairs & Marketing Manager	2027
2.6	Establish programs to provide employment to those who typically have difficulty breaking in to the labour market (including workers with disabilities, immigrants, Aboriginal and Torres Strait Islander people and LGBTIQ+ people)	5,1	8,6,4	Number of people employed from programs & candidate diversity data	Diversity & Inclusion Working Group Members	2026
2.7	Provide training for hiring managers to support inclusive recruitment practices (including using gender-neutral terms, unconscious bias training and understanding reasonable adjustments)	5,7	7,9,5	People Manager training completion rate	Director People & Community	2027
2.8	Support procurement (such as catering) from sustainable providers that positively impact and empower minority groups through social enterprise	7	4,2,6	Usage rate of social enterprises	Executive Team	2029



WHAT SUCCESS LOOKS LIKE

Focus Area 2 – Workforce Segregation & Representation

By 2030, the VIS will demonstrate a more diverse, representative and inclusive workforce, with:

- > Measurable reduction in occupational segregation, with increased gender diversity across both technical and professional roles.
- > Improved representation of Aboriginal and Torres Strait Islander peoples, people with disability and culturally diverse employees across recruitment and workforce composition.
- > Recruitment processes that consistently deliver diverse candidate pools and equitable hiring outcomes.
- > A workforce dataset that reflects high-quality, voluntarily disclosed demographic information, enabling ongoing intersectional analysis.

Success will be evidenced by improved diversity metrics, broader representation across role types, and stronger diversity outcomes in recruitment.



GEAP FOCUS AREA #3 – CAREER PROGRESSION & LEADERSHIP

	STRATEGIC ACTION	INDICATOR(S)	PRINCIPLE(S)	MEASURE	ACCOUNTABILITY	TIMELINE
3.1	Leaders promote and celebrate projects and employees that are working to increase gender equality	7	9,7	% employees that agree that senior leaders support diversity	Executive Team	Annual
3.2	Leaders provide scope in workplans that allow employees to attend training and activities associated with the GEAP	7,5	9,5,7	Number of employees accessing and attending training and activities	Executive Team	Annual
3.3	Prioritise talent and succession management to identify a leadership pipeline with particular emphasis on increasing participation of women and gender diverse people in leadership roles and talent retention	5,1	7,8,10	Succession planning session conducted with Executive team	Executive Team	Annual
3.4	Identify and implement mechanisms to improve workplace diversity through attracting and supporting employees at the intersection of various social categories	1,5	6,8,7	Gender composition of workforce	Diversity & Inclusion Working Group	Ongoing
3.5	Provide increased opportunities to participate in workshops, meetings and events through various participating methods (online, F2F, hybrid, changing up times)	6,7	6,7,2	Various meeting methods utilised	Executive & Leadership team	Ongoing
3.6	Senior leaders communicate clearly and regularly about our commitment to gender equality, respect, flexible work and zero tolerance towards discrimination and sexual harassment	7,6	9,7,5	% of employees that believe senior leadership role model behaviours	Executive Team	Annual
3.7	Story tell a variety of employee experiences that support the breakdown of stereotyped gendered roles and celebrate their personal achievements	7	7,2	Number of stories told on digital platforms	HR Coordinator & Public Affairs & Marketing Manager	Annual
3.8	Promote and embed a culture of flexible working in recruitment campaigns and digital storytelling to actively support work life integration for everyone	6,5	6,2,7	% increase in minority groups applying for roles	HR Coordinator & Public Affairs & Marketing Manager	Annual



WHAT SUCCESS LOOKS LIKE

Focus Area 3 – Career Progression & Leadership

By 2030, VIS will have established equitable and transparent career progression pathways, with:

- > High levels of employee confidence in the fairness and transparency of promotion processes, with perception gaps between men and women significantly reduced.
- > A balanced and diverse leadership pipeline, with increased participation of women and gender diverse employees in leadership and talent pathways.
- > Flexible work normalised across all levels, including leadership roles, with increased uptake by men.
- > No adverse career impact associated with parental leave, extended leave or flexible work arrangements.

Success will be evidenced by improved employee survey results on fairness and opportunity, balanced leadership representation, and equitable uptake of flexibility.



GEAP FOCUS AREA #4 – WORKPLACE CULTURE & SAFETY

	STRATEGIC ACTION	INDICATOR(S)	PRINCIPLE(S)	MEASURE	ACCOUNTABILITY	TIMELINE
4.1	Review and promote timely policy reviews with a human rights lens and consultation with Diversity & Inclusion working group members to ensure a gendered lens is applied	7,4	5,7,3	Number of policies reviewed in a calendar year	Director People & Community	Annual
4.2	Provide cultural learning and immersion experiences each calendar year that support the cultural diversity of staff	7	6,7,2	Number of events held in a calendar year	Diversity & Inclusion Working Group	Annual
4.3	Provide bystander training to support all employees to confidently respond to inappropriate behaviours, bullying and harassment	4,7	1,9,7	Number of bystander training sessions completed	HR Coordinator	Annual
4.4	Provide specialist training to workplace health and safety officers that provide confidence in supporting employees experiencing family violence, workplace safety or other issues that may be affecting their participation in the workplace	6,7	1,3,6	Training session completed for Workplace Health & Safety Officers	HR Coordinator	Annual
4.5	Provide and promote events, awareness raising activities, training and development opportunities in gender equality and prevention of violence against women	4,7	1,7,9	Number of employees participating in learning, events and training sessions	Director People & Community	Annual
4.6	Review channels available for raising concerns and making complaints, and the complaints-handling processes and approaches to identify opportunities to reduce barriers to and discouragements from raising concerns and complaints and improve participants experience accessing and using those channels	4,7	3,1,10	Satisfaction of employee complaint handling Consultation groups to examine reporting measures conducted	Director People & Community	Ongoing
4.7	Deliver specific family violence training to HR team to confidently support employees experiencing family violence	6,4	1,3,6	Training completed	Director People & Community HR Coordinator	Once-off



4.8	Analyse workplace safety and wellbeing data by gender and where relevant develop strategies to increase equality based on the findings	7,4	10,1,7	% of employees agree that they feel safe and inclusive in the workplace	Director People & Community	Annual
4.9	Exit Interview procedure introduced for all departing employees that can identify opportunities for improve practices	7	10,7	Exit Interview process conducted on all departing employees	HR Coordinator	Ongoing
4.10	Continue to seek employee feedback to inform ways to improve psychological safety and addressing the gendered confidence gap in speaking up	7	1,7,10	% of employees that feel psychologically safe % of female employees that feel safe speaking up	Director People & Community	Ongoing
4.11	Act on employee feedback to ensure the VIS has a fair and reasonable culture where flexible working can be exercised where reasonably practicable to all employees	6,7	6,2,7	Positive employee feedback supporting flexible work conditions	Director People & Community	Ongoing

WHAT SUCCESS LOOKS LIKE

Focus Area 4 –Workplace Culture & Safety

By 2030, VIS will foster a safe, inclusive and respectful workplace culture, with:

- > High levels of psychological safety, with employees across all genders confident to speak up and raise concerns.
- > Increased trust and utilisation of reporting mechanisms, reflected in appropriate reporting levels and improved satisfaction with complaint handling processes.
- > A demonstrated reduction in the prevalence and tolerance of inappropriate behaviour, supported by training and prevention initiatives.
- > A workplace culture where flexible work is actively supported and accessed by all employees, regardless of gender.

Success will be evidenced by improved People Matter Survey results, increased confidence in reporting systems, and positive feedback on workplace culture and safety.



KEY OBSERVATIONS & STRATEGIC INSIGHT

Indicator 7 (Workplace Experience)	Is intentionally dominant — reflecting VIS' strong focus on culture, safety, and lived experience, which aligns with Commission expectations.
Indicators 3 and 5	Are tightly linked across Focus Areas 1 and 3, showing that pay equity and progression are structurally connected.
Indicator 6 (Flexibility & Leave)	Cuts across multiple focus areas, reinforcing that flexibility is both a cultural and structural lever for gender equality.
Intersectionality	Is primarily captured through Indicators 1, 5, and 7, particularly in Focus Areas 2 and 3.
Principle 7 (Structural & Cultural Change)	Is the dominant driver — reflecting that VIS is tackling both systems (pay, recruitment, progression) and culture (safety, flexibility, leadership behaviours).
Principle 10 (Evidence-Based)	Is consistently embedded — demonstrating strong alignment with Commission expectations for audit → action → evaluation.
Principles 6 and 8 (Intersectionality & Positive Action)	Are clearly visible in workforce and progression initiatives — a key strength of the VIS approach.
Principle 9 (Shared Responsibility)	Is operationalised through leadership, induction, and governance mechanisms.

By 2030, the VIS will be recognised as a gender equitable and inclusive organisation, characterised by:

- › Embedded gender equality across all systems, policies and decision-making processes.
- › A workforce culture that reflects shared responsibility, inclusive leadership and accountability.
- › Sustained, measurable improvements across all Gender Equality Indicators.
- › The capability to identify, respond to and address emerging gender equality issues through an intersectional lens.

The VIS will demonstrate that gender equality is not only a compliance requirement, but a driver of organisational performance, employee experience and high performance sport sector leadership.



RESOURCING

The delivery of this plan will be led by the Director People & Community and supported by the Human Resources Coordinator and Diversity and Inclusion working group members. For the most part the Human Resources team will be responsible for the delivery of the strategic focus actions with Executive team leaders supporting and driving obligations in achieving the plan.

Budget for GEAP progress, consultation and to enable planned activities will be built into the People & Community team budget. Whilst the HRIS will continue to be upgraded as a key provider of our diversity metrics that inform our data driven decisions and actions. In addition, a higher level of technical expertise will be required to build internal capability over time – particularly around data analysis (for intersectionality and gender pay equity), GIA processes and confidence in employee reporting and training. To achieve this, investment will be required in coaching, external consultants providing training and professional development workshops. This is anticipated to be \$20k annually.



MEASURING PROGRESS

The four-year GEAP is supported by the VIS's Executive team and requires them, and each employee to act and participate.

Reporting will include both public and internal messaging to support Gender Equality not just at the VIS but Victoria. We are proud of our achievements and hold ourselves accountable to our community to report on our progress against gender equality indicators.

2022	GEAP 2022–25 Implemented and Diversity & Inclusion working group established.
2024	89% of employees surveyed indicated they understood the actions taken as part of the GEAP.
2025	Workforce and gender data reports submitted.
2026	GEAP 2026–30 created and launched.
Every month	Diversity & Inclusion working group meeting to plan and address actions and feedback.
Every 3 months	Report on diverse storytelling through our digital platforms that celebrate our GEAP & Diversity.
Every 4 months	Report to the Board on GEAP workforce demographics.
Every 6 months	Report to the Board on GEAP and First Nations strategy progress.
Annually	Report on People Matter Survey and GEAP actions to employees and Board.





ACKNOWLEDGEMENTS

The VIS would like to acknowledge our consultants Women's Health East who provided an independent compliance review and recommendations to support the development of the GEAP.

The Victorian Institute of Sport would also like to acknowledge all VIS employees who have participated in advancing gender equality through the GEAP 2022-25. Through their presence at activities, cultural celebrations and their provision of feedback we're proud to have engaged employees committed to providing an inclusive and safe workplace for all.

In particular, the VIS would like to acknowledge and thank the Diversity & Inclusion working group for their accountability in promoting and achieving actions in the GEAP, whilst participating in the consultation and development of the new plan.

Diversity & Inclusion Working Group

Keely Wallace-Kilbane (Chair)
HR Coordinator

Jamie McPherson
Our Connection to Country Officer

Hannah Every-Hall OLY
General Manager – High Performance

Andrew Cameron
Physiotherapist

Leesa Gallard
Performance Lifestyle Manager

Dan Simons (Executive Sponsor)
Director People & Community

Jack Swift PLY
Para Hub Manager

ATTESTATION

I confirm that as the Chief Executive Officer of the Victorian Institute of Sport I have reviewed and approved the submission of this Gender Equality Actions Plan (GEAP) and I attest that the implementation of the GEAP will be adequately resourced.

NICOLE LIVINGSTONE AO

Chief Executive Officer
22 May 2026

