2026 Progress Report for: Geelong Arts Centre

Cover page

Organisation name (required)	Geelong Performing Arts Centre Trust trading as Geelong Arts Centre
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 204 Total FTE: 94
Response rate to employee experience survey	41% (2025)
Contextual information	
Location (metropolitan, regional or rural. If other, please specify)	Regional 50 Little Malop Street, Geelong

Attestation by head of organisation (required)

I confirm that:

☒ I am the head of organisation (CEO or equivalent).

☒ I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.

☒ I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Any comments?	
Name	Rhys Holden
Role title	Chief Executive Officer and Creative Director
Signed	
Date	1 May 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions (required)

If you have not listed any GIAs, please choose one or more permitted reason:

☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.

☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.

☐ Reporting on the GIA(s) would reveal confidential information.

☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020.*

☒ None of these apply (**go to 1.2**).

Section 1.2 Describing policies, programs and services subject to a GIA (required and recommended)

Ref #	A: Title (required)	B: Subject (required)	C: Description of the policy, program or service (required)	D: Status (required)	E: Description of gendered impacts (recommended)
1.	2024 and 2025 season programs	Program	A GIA was undertaken during the development of the Centre's season programs during the reporting period. The season programs for 2024 and 2025 were recommended to the CEO and Executive Leadership Team and were approved by the governing body (the Trust).	New	Our programming decisions influence whose stories are told and how, for example, the representation of women and gender-diverse artists in key creative roles (eg directors, writers, performers). Audience and community engagement can be shaped by gendered factors, such as programming times and formats that consider caring responsibilities or disability or environments that feel welcoming for all genders. The way the production is delivered to offer an inclusive experience for all eg inclusive facilities such as dressing rooms, all gendered bathrooms or parent's rooms.
2.	2024 salary benchmarking initiative	Program	A GIA was undertaken on the Centre's remuneration framework. All recommendations made were approved for implementation by the CEO.	New	Salary benchmarking exercises can have gendered impacts through market biases, role evaluation, and pay structures. To address this, we applied a gender-informed approach to role assessment, remuneration design, and progression pathways, ensuring fair, equitable, and transparent pay outcomes for all employees.
3.	Centre strategic plan 2026 - 2029	Policy	A GIA was undertaken during the development of the Centre's new strategic plan which occurred during 2025. The strategic plan was approved by the Trust. Implementation of the Plan will commence from 2026.	New	The Plan recognises Geelong Arts Centre is many, diverse people united by a drive to create, perform and participate. The Plan acknowledges that the stage is not the only place for creativity – it starts with every one of our people and how they see themselves and their role in the organisation. The plan carves out specific reference to embedding First Nations perspectives and understandings across all of our activities as well as being a place people want to work, enabling a safe, supported and inclusive workforce.

Section 1.3 Describing actions taken as a result of a GIA (required and recommended)

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: • Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality. If you did not take action, write N/A here and explain why in (H). (required)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Yes (go to column G)	The 2024 and 2025 Season programs include the following sample of performances featuring themes of gender, inclusion, identity and intersectionality: 2024: • *Overflow* by Travis Alabanza – uses the setting of a woman's bathroom – specifically the social and political dynamics around public toilets – to explore gendered issues around identity, belonging, safety and community. *Overflow* is a deeply gendered exploration of trans identity, highlighting how trans and gender-diverse people navigate spaces that are coded by gender norms. • *Multiple Bad Things* is a layered, ensemble-devised work that engages deeply with power, identity, inclusion, and structural inequities The play situates its characters in a workplace context where power, authority, social roles, and behaviour are constantly negotiated. As the trio of employees interact, traditional gendered patterns of work distribution, dominance and negotiation play out, drawing attention to how gender can shape perceptions of competence, leadership and obligation in occupational settings. Characters navigate broader questions of identity and inclusion that intersect with gender alongside other markers of difference such as disability. The play satirises systems of diversity, inclusion and political correctness, probing how such language can sometimes mask or even perpetuate underlying biases—gendered as well as other forms of discrimination—by promising equity without fundamentally changing the conditions that disadvantage women and gender-diverse people. • *Fourteen* is a coming-of-age memoir that centres on the author's lived experience as a young gay boy navigating school, identity and belonging in a highly gendered environment. Growing up in an all-boys, rugby-focused Catholic school, the protagonist contends with a culture that valorises traditional masculinity. Behaviours and expressions that deviate from these expectations—such as being effeminate or queer—are met with derision, hostility, and violence. The story vividly portrays the homophobic bullying and physical assaults that arise from intolerance of gender and sexual difference. The narrative ultimately celebrates the protagonist's resilience and self-determination. His journey from repression and marginalisation to self-acceptance and pride emphasises the agency queer individuals can enact against restrictive and gendered social expectations. 2025: • *The Dictionary of Lost Words* – based on novelist Pip Williams' book which highlights the historical marginalisation of women in scholarly and intellectual spaces. The play shows how men traditionally controlled the recording of language and knowledge – women's voices, experiences and words were often overlooked or dismissed. • *Looking for Alibrandi* – explores several gendered themes, particularly as they relate to identity, family and societal expectations; this production also ties gender to cultural	N/A	Intersectionality informs the development of the program by ensuring that a diversity of lived experiences is reflected across artists, stories, and audiences. It enables more people to see themselves, their stories and their communities represented on stage. Intersectional approaches bring new voices, forms, and perspectives into the creative process. There is also an expectation that we reflect and serve diverse communities.	Seasons programs feature performances that embrace themes including transphobia, inclusion, identity and intersectionality. Some performances involve cast members who identify as female, non-binary or queer or who have a disability.

		expectations – Josie's Italian-Australian heritage imposes particular gendered norms on her behaviour and aspirations, shaping her opportunities and constraints. • *The Light Inside* – A contemporary dance work presented by Bangarra Dance Theatre, it engages with themes that intersect with gender in nuanced and culturally embedded ways; the production centres on identity, connection to ancestry, and cultural resilience and reflects on the role of maternal lineage and knowledge transmission and the movement draws on stories, memories and the lived presence of women.			
2.	Yes (go to column G)	To ensure fairness and equity, we: • Benchmarked salaries against industry standards and made adjustments to address inequities across genders and employment types. • Adopted an organisation wide approach to remuneration, to account for gendered patterns in pay, ensuring roles are fairly valued regardless of who traditionally holds them. • Use objective criteria for assessing responsibilities, skills, and impact, mitigating unconscious bias in role classification and salary determination. • Set starting salaries and band progression deliberately to close gaps and avoid reproducing historical inequities. • Plan to regularly review salary benchmarks and pay decisions to identify and address disparities.	N/A	The Centre applied an intersectional approach to salary benchmarking, analysing pay across gender, cultural background and other identity factors to identify compounded disparities. Remuneration decisions—including starting pay and salary adjustments—are informed by this analysis to ensure equity across all groups, not just by gender. Salary bands are applied consistently, and regular monitoring ensures transparency and accountability. This approach supports fair, inclusive, and sustainable pay practices that reflect the diversity of our workforce.	Adopting a REM framework, with underlying principles of fairness and equity, mitigates compounded disadvantages
3.	Yes (go to column G)	The plan carves out specific reference to embedding First Nations perspectives across all of our activities as well as being a place people want to work, enabling a safe, supported and inclusive workforce. The plan influences inclusion and safety in matters such as workforce composition and participation, decisions about remuneration, progression and role valuation, access to flexible work and conditions. Without deliberate consideration, these impacts risk reinforcing existing gender inequities within the organisation.	N/A	Integrating gender and intersectional perspectives into the strategic plan supports a more engaged and diverse workforce. It ensures our priorities are inclusive, equitable and reflective of a diverse workforce.	The Centre's strategic plan embeds values and behavioural expectations to foster a diverse, positive, inclusive and values-led workplace culture that prioritises safety, development, wellbeing and engagement.

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators (required and recommended)

<table>
<tr><th>K: Indicator*</th><th>L: Progress data (required)</th><th>M: Additional progress data (recommended)</th><th>N: Has progress been made? (required)</th><th>O: Explain how the data does (or does not) demonstrate progress. (required)</th></tr>
<tr><td>1</td><td>Critical performance measures

1.1 Gender composition of the duty holder organisation:
<table><tr><td></td><td>2023</td><td>2025</td><td>% change</td></tr><tr><td>Women</td><td>58.0%</td><td>62.9%</td><td>5.0%</td></tr><tr><td>Men</td><td>40.9%</td><td>34.1%</td><td>-6.8%</td></tr><tr><td>Self-described</td><td>1.1%</td><td>2.9%</td><td>1.8%</td></tr></table>1.2 Gender composition of part time workers in the duty holder organisation:
<table><tr><td></td><td>2023</td><td>2025</td><td>% change</td></tr><tr><td>Women</td><td>13.7%</td><td>8.4%</td><td>-5.3%</td></tr><tr><td>Men</td><td>5.6%</td><td>5.2%</td><td>-0.4%</td></tr><tr><td>Self-described</td><td>0.0%</td><td>20.0%</td><td>20.0%</td></tr></table>1.3 Gender composition of senior leaders in the duty holder organisation:
<table><tr><td></td><td>2023</td><td>2025</td><td>% change</td></tr><tr><td>Women</td><td>50.0%</td><td>71.4%</td><td>21.4%</td></tr><tr><td>Men</td><td>50.0%</td><td>28.6%</td><td>-21.4%</td></tr><tr><td>Self-described</td><td>0.0%</td><td>0.0%</td><td>0.0%</td></tr></table></td><td>1.1 Gender composition of the duty holder organisation:

Between 2023 and 2025, the proportion of our employees in each gender group was as follows:
• for women, increased from 58.0% to 62.9%
• for men, decreased from 40.9% to 34.1%
• for people of self-described gender, increased from 1.1% to 2.9%

1.2 Gender composition of part time workers in the duty holder organisation:

Between 2023 and 2025, the proportion of employees working part time was as follows:
• for women, decreased from 13.7% to 8.4%
• for men, decreased from 5.6% to 5.2%
• for people of self-described gender, increased from 0.0% to 20.0%

1.3 Gender composition of senior leaders in the duty holder organisation:

Between 2023 and 2025, the proportion of senior leaders for each gender group was as follows:
• for women, increased from 50.0% to 71.4%
• for men, decreased from 50.0% to 28.6%
• for people of self-described gender, stayed the same at 0.0%</td><td>Yes</td><td>Overall, the gender composition for the organisation has continued to improve between 2023 and 2025. There has been progress with women and self-described increasing by 6.8% over the 2023 data, noting that gender equality had been achieved in that year also. There was significant progress between the two reporting periods where self-described workers accessed an increase in part time work. A change at the most senior level of the organisation with the appointment of a woman acting CEO has further strengthened the gender equality in the senior leadership of the organisation.

These changes have been influenced because of the following:
• The redesign of entry-points to create career pathways which have been attractive for some occupational groups.
• Onboarding and team training has improved retention.
• Language-neutral job ads, diverse shortlists, targeted outreach expand who applies.
• Some roles have been redesigned (eg hours, job-share, part time) for flexibility which attract and retain a more gender-diverse workforce.
• Customer-facing roles support flexible rostering and provide access to accessible and respectful work arrangements such as inclusive uniforms and facilities (such as gender-neutral bathrooms).</td></tr>
<tr><td>2</td><td>Critical performance measures

2.1 Gender composition of the duty holder organisation’s governing body:
<table><tr><td></td><td>2023</td><td>2025</td><td>% change</td></tr><tr><td>Women</td><td>80.0%</td><td>77.8%</td><td>-2.2%</td></tr><tr><td>Men</td><td>20.0%</td><td>22.2%</td><td>2.2%</td></tr><tr><td>Self-described</td><td>0.0%</td><td>0.0%</td><td>0.0%</td></tr></table></td><td>2.1 Gender composition of the duty holder organisation’s governing body:

Between 2023 and 2025, the proportion of our board members for each gender group was as follows
• for women, decreased from 80.0% to 77.8% (-2.2% change)
• for men, increased from 20.0% to 22.2% (2.2% change)
• for people of self-described gender, stayed the same at 0.0%</td><td>Yes</td><td>During the reporting period, the membership of the Geelong Performing Arts Centre Board changed with one female member resigning. This vacancy was not filled during the reporting period, resulting in a change to the gender profile of the Board. The board membership in 2023 was 2 men and 8 women; in 2025 there were 2 men and 7 women.

Despite the vacancy, the Centre has already achieved gender equality for this indicator.</td></tr>
</table>

3	**Critical performance measures** 3.1 Mean total remuneration gender pay gap by occupation group: Occupation Groups — Women 2023 / 2025 — Self-described 2023 / 2025 1 - Managers: 37.5% / 24.9% / *** / 44.8% 2 - Professionals: -9.5% / -4.1% / *** / *** 3 - Technicians and Trade Workers: 17.7% / 7.1% / 8.8% / 10.7% 4 - Community & Personal Services Workers: -3.8% / 9.5% / *** / *** 5 - Clerical & Administrative Workers: 11.8% / -26.8% / *** / *** 6 - Sales Workers: *** / *** / *** / *** 7 - Machinery Operators & Drivers: *** / *** / *** / *** 8 - Labourers: 11.8% / 2.4% / *** / *** **All occupations: 11.3% / 3.2% / 14.7% / 12.6%** ***– data is unavailable for this result 3.2 Mean total remuneration senior leader gender pay gap: | | 2023 | 2025 | % change | | Women | 24.8% | 26.8% | 2.1% | | Self-described | *** | *** | N/A | *** – data is unavailable for this result **Supplementary measures** 3.3 Mean base salary pay gap: | | 2023 | 2025 | % change | | Women | 11.3% | 3.2% | -8.1% | | Self-described | 14.7% | 12.6% | -2.1% | 3.4 Median total remuneration pay gap: | | 2023 | 2025 | % change | | Women | 4.0% | 12.3% | 8.3% | | Self-described | -1.4% | 8.0% | 9.5% |	3.2 Mean total remuneration senior leader gender pay gap: Between 2023 and 2025, the gender pay gap (average total earnings) between a given gender and men was as follows: • for women, increased from 24.8% to 26.8% • for people of self-described gender, data was unavailable in 2023 and 2025 3.3 Mean base salary pay gap: Between 2023 and 2025, the gender pay gap between a given gender and men was as follows: • for women, decreased from 11.3% to 3.2% • for people of self-described gender, decreased from 14.7% to 12.6% 3.4 Median total remuneration pay gap: Between 2023 and 2025, the gender pay gap between a given gender and men was as follows: • for women, increased from 4.0% to 12.3% • for people of self-described gender, increased from -1.4% to 8.0%	**Yes**	Targeted action to address the organisation's gender pay gap has delivered measurable progress over the reporting period. The introduction of external salary benchmarking, combined with corresponding remuneration adjustments, has enabled the organisation to align pay more closely with market standards while addressing identified disparities. This approach has contributed to a reduction in the overall gender pay gap and strengthened the organisation's position as an employer of choice, supporting both the attraction and retention of high-quality candidates. The variance between the mean and median is influenced by the following: • Two highly paid roles are held by men creating an outlier at the top. • Workforce distribution: woman (both permanent and casual) are over-represented in lower or mid-level occupational functions (eg front of house, administration). • The high proportion of casual workers (with the majority being women) affects the pay gap where these roles cluster around the lower pay bands. • Some occupational groups (such as technicians) are more likely to receive overtime and penalties; however, these groups are over-represented by men.

<table>
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3.5 Median base salary pay gap:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>4.0%</td><td>12.3%</td><td>8.3%</td></tr>
<tr><td>Self-described</td><td>-1.4%</td><td>8.0%</td><td>9.5%</td></tr>
</table>
</td>
<td>
3.5 Median base salary pay gap:

Between 2023 and 2025, the gender pay gap between a given gender and men was as follows:

for women, increased from 4.0% to 12.3%
for people of self-described gender, increased from -1.4% to 8.0%

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<tr>
<td>4</td>
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Critical performance measures

4.1 Anonymous experience rate of sexual harassment:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>7.4%</td><td>***</td><td>N/A</td></tr>
<tr><td>Men</td><td>0.0%</td><td>***</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result

4.2 Number of formal reports of sexual harassment:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Men</td><td>***</td><td>1</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Other (+)</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result
+ includes mixed gender and prefer not to say

Supplementary measures

4.3 Participants who said they reported sexual harassment:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Men</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result

4.4 Reasons for not making a formal sexual harassment complaint:

2023: data is unavailable for this result
2025: data is unavailable for this result

4.5 Satisfaction with handling of workplace sexual harassment complaint:

2023: data is unavailable for this result
2025: data is unavailable for this result

</td>
<td>
4.1 Anonymous experience rate of sexual harassment:

Between 2023 and 2025, the proportion of respondents indicating that they experienced sexual harassment was as follows:

for women, 7.4% in 2023 and data was unavailable in 2025
for men, 0.0% in 2023 and data was unavailable in 2025
for people of self-described gender, data was unavailable in 2023 and 2025

4.2 Number of formal reports of sexual harassment:

Between 2023 and 2025, the number of formal reports of sexual harassment was as follows:

for women or groups of women, data was unavailable in 2023 and 2025
for men or groups of men, 1 in 2025 and data was unavailable in 2023
for people or groups of people of self-described gender, data was unavailable in 2023 and 2025
for other (mixed gender or prefer not to say), data was unavailable in 2023 and 2025.

4.3 Participants who said they reported sexual harassment:

Between 2023 and 2025, the proportion of respondents who said they reported sexual harassment was as follows:

for women, data was unavailable in 2023 and 2025
for men, data was unavailable in 2023 and 2025
for people of self-described gender, data was unavailable in 2023 and 2025

</td>
<td>Yes</td>
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Anecdotally the Centre is aware, via the People Matter Survey, that a proportion of the workforce have experienced sexual harassment. Whilst not all situations have been reported, we have seen an increase in the use of informal resolution, where managers address the concerns raised and mediate without formal escalation. The People & Culture team often support managers to facilitate discussions or become directly involved in investigating and reaching resolution.

In 2025 the Centre received several formal complaints alleging disrespectful behaviour, including one alleging sexual harassment; this complaint was investigated, resulting in the allegation being upheld.

Workforce participants are supported in these situations and are recommended to contact our EAP providers as a routine check in both informal and formal investigations.
</td>
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</table>

5	**Critical performance measures** 5.1 Gender composition of recruited employees: 5.2 Gender composition of employees who were promoted: 5.3 Perceptions of recruitment, by gender: 5.4 Perceptions of promotion, by gender:	5.1 Gender composition of recruited employees: Between 2023 and 2025, the proportion of new recruits for each gender group was as follows: • for women, increased from 44.2% to 54.5% • for men, decreased from 51.2% to 42.4% • for people of self-described gender, decreased from 4.7% to 3.0% 5.2 Gender composition of employees who were promoted: Between 2023 and 2025, the proportion of promotions that went to each gender group was as follows: • for women, decreased from 100.0% to 66.7% • for men, increased from 0.0% to 33.3% • for people of self-described gender, remained the same at 0.0%. 5.3 Perceptions of recruitment, by gender: Between 2023 and 2025, the proportion of respondents who believed that recruitment processes at our organisation are fair was as follows: • for women, increased from 63.0% to 74.1% • for men, increased from 71.4% to 79.2% • for people of self-described gender, data was unavailable in 2023 and 2025. 5.4 Perceptions of promotion, by gender: Between 2023 and 2025, the proportion of respondents who agreed that promotion processes at our organisation are fair was as follows: • for women, 46.3% in 2025 and data was unavailable in 2023 • for men, 54.2% in 2025 and data was unavailable in 2023 • for people of self-described gender, data was unavailable in 2023 and 2025.	Yes	Changes in the gender composition of recruited and promoted employees over the reporting period can be attributed to a combination of internal pipeline dynamics, role composition, and selection processes, rather than any single intervention. Variations in recruitment outcomes have been influenced by the gender composition of applicant pools, which vary based on the types of roles recruited, and how those positions are defined and advertised. For example, during the reporting period the Centre increased recruitment activity in customer facing roles, such as front of house, stage door and administration. These roles are historically gender-skewed towards women. Promotion outcomes are similarly shaped by the internal talent pipeline, including the representation of genders in feeder roles and readiness for advancement. In 2025, women represented a higher proportion of employees whose roles were re-evaluated or who were appointed to higher duties, contributing to an increase in female promotion outcomes. It should be noted that differences between 2023 and 2025 results are partially attributable to a refined definition of promotion, improving consistency and capture of advancement activities. Additionally, selection processes and decision-making practices may contribute to variation in outcomes. The use of structured recruitment processes, clearer selection criteria, and broader candidate consideration may be influencing gender balance in outcomes.

	2023	2025	% change
Women	44.2%	54.5%	10.4%
Men	51.2%	42.4%	-8.7%
Self-described	4.7%	3.0%	-1.6%

	2023	2025	% change
Women	100.0%	66.7%	-33.3%
Men	0.00%	33.3%	33.3%
Self-described	0.00%	0.00%	0.00%

	2023	2025	% change
Women	63.0%	74.1%	11.1%
Men	71.4%	79.2%	7.7%
Self-described	***	***	N/A

*** – data is unavailable for this result

	2023	2025	% change
Women	***	46.3%	N/A
Men	***	54.2%	N/A
Self-described	***	***	N/A

*** – data is unavailable for this result

<table>
<tr>
<td>6</td>
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Critical performance measures

6.1 Average weeks of parental leave, by gender:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Men</td><td>***</td><td>1.0</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result

6.2 Uptake of flexible work, by gender:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>100.0%</td><td>3.2%</td><td>-96.8%</td></tr>
<tr><td>Men</td><td>100.0%</td><td>***</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>100.0%</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result

6.3 Perceptions of flexible work culture, by gender:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>55.6%</td><td>72.2%</td><td>16.7%</td></tr>
<tr><td>Men</td><td>***</td><td>58.3%</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result

Supplementary measures

6.4 Gender composition of parental leave takers:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Men</td><td>***</td><td>100.0%</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** – data is unavailable for this result

6.5 Gender gap in carer’s leave:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Men</td><td>***</td><td>***</td><td>N/A</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
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6.1 Average weeks of parental leave, by gender:

Between 2023 and 2025, the average number of weeks of parental leave taken by each gender group was as follows:

for women, data was unavailable in 2023 and 2025
for men, 1.0 in 2025 and data was unavailable in 2023
for people of self-described gender, data was unavailable in 2023 and 2025.

6.2 Uptake of flexible work, by gender:

Between 2023 and 2025, the proportion of employees on a formal flexible work arrangement was as follows:

for women, decreased from 100.0% to 3.2%
for men, 100.0% in 2023 and data was unavailable in 2025
for people of self-described gender, 100.0% in 2023 and data was unavailable in 2025.

6.3 Perceptions of flexible work culture, by gender:

Between 2023 and 2025, the proportion of respondents who believed that requests for flexible work arrangements would be given due consideration at our organisation was as follows:

for women, increased from 55.6% to 72.2%
for men, 58.3% in 2025 and data was unavailable in 2023
for people of self-described gender, data was unavailable in 2023 and 2025.

6.4 Gender composition of parental leave takers:

Between 2023 and 2025, the gender composition of parental leave takers was as follows:

for women, data was unavailable in 2023 and 2025
for men, 100.0% in 2025 and data was unavailable in 2023
for people of self-described gender, data was unavailable in 2023 and 2025.

6.5 Gender gap in carer’s leave:

Between 2023 and 2025, the proportion of employees who took carer’s leave was as follows:

for women, data was unavailable in 2023 and 2025
for men, data was unavailable in 2023 and 2025
for people of self-described gender, data was unavailable in 2023 and 2025.

</td>
<td>Yes</td>
<td>
The Centre had only one (male) workplace participant make use of their parental leave entitlement between the two reporting periods.

The process of capturing and interpreting data relating to flexible work changed between the two reporting periods because of a clarification made by the Commission as to how to interpret these arrangements. This corrected interpretation resulted in a significant percentage change in the data, suggesting a decline in such arrangements. However, the 2025 data reflect a more accurate picture of agreed formal flexible work arrangements in the workplace.

There has been a strong uplift in the perceptions of a flexible work culture for both men and women. This can be attributed to a number of internal and external factors: normalisation of flexible work options post-pandemic has influenced expectations of the workforce to access these; the introduction of the Right to Disconnect legislation, as more employees have good experiences, this reinforces a positive narrative and helps to normalise requesting such options and its uptake; improved workforce planning; discussions about what flexible work is at Staff Consultative Committee.
</td>
</tr>
</table>

<table>
<tr>
<td>7</td>
<td>Critical performance measures

7.1 Occupational gender segregation:

<table>
<tr><th rowspan="2">Occupation Groups</th><th colspan="2">Women</th><th colspan="2">Men</th><th colspan="2">Self-described</th></tr>
<tr><th>2023</th><th>2025</th><th>2023</th><th>2025</th><th>2023</th><th>2025</th></tr>
<tr><td>1 - Managers</td><td>76.0%</td><td>68.8%</td><td>24.0%</td><td>25.0%</td><td>***</td><td>6.3%</td></tr>
<tr><td>2 - Professionals</td><td>81.8%</td><td>70.8%</td><td>18.2%</td><td>29.2%</td><td>***</td><td>***</td></tr>
<tr><td>3 - Technicians and Trade Workers</td><td>9.1%</td><td>28.9%</td><td>86.4%</td><td>64.4%</td><td>4.5%</td><td>6.7%</td></tr>
<tr><td>4 - Community & Personal Services Workers</td><td>66.7%</td><td>66.7%</td><td>33.3%</td><td>33.3%</td><td>***</td><td>***</td></tr>
<tr><td>5 - Clerical & Administrative Workers</td><td>70.0%</td><td>83.3%</td><td>30.0%</td><td>16.7%</td><td>***</td><td>***</td></tr>
<tr><td>6 - Sales Workers</td><td>***</td><td>88.9%</td><td>***</td><td>***</td><td>***</td><td>11.1%</td></tr>
<tr><td>7 - Machinery Operators & Drivers</td><td>***</td><td>***</td><td>***</td><td>***</td><td>***</td><td>***</td></tr>
<tr><td>8 - Labourers</td><td>72.7%</td><td>78.8%</td><td>27.3%</td><td>21.2%</td><td>***</td><td>***</td></tr>
<tr><td>All occupations</td><td>58.0%</td><td>62.9%</td><td>40.9%</td><td>34.1%</td><td>1.1%</td><td>2.9%</td></tr>
</table>
</td>
<td></td>
<td>Yes</td>
<td>The data tells us that an increased proportion of the workforce who identify as self-described are now reportable in our dataset. This can be attributed, in part, to better data capture at the point where a staff member commences employment with the Centre.

Overall, across the organisation, continues to see strong female representation across many occupational groups. It is pleasing to see strong shifts in the technical and trade workers occupational group, with an almost 20% increase in women's workforce participation.

Representation of women and self-described workforce participants at the manager level has been maintained with a 75% representation at this level.</td>
</tr>
</table>

*Indicators (column K)

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

Section 2.2 Describing factors limiting and contributing to progress (required)

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?* (required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Adopted the VPS best practice in recruitment and selection guidelines.	• External salary benchmarking, with corresponding adjustments to salaries of employees, has reduced the Centre's gender pay gap, enhancing candidate attraction as an employer of choice. • Gender-balance is a factor in the composition of selection panels. • Inclusive job design and advertising: use of gender-neutral language, clearly articulate flexibility. • Actively source candidates from a broad range of networks. • Use of consistent interview question guides and skills-based assessment to reduce unconscious bias. • Set starting pay based on role value rather than negotiation to prevent early pay gaps.
2	☒None ☐ a ☐ b ☐c ☐d ☐e ☐f ☐g	N/A	• Candidates are considered from adjacent sectors to broaden the talent pool • Focus on capabilities rather than prior board experience alone (as this can exclude underrepresented groups) • We value diverse professional and lived experience as part of board capability. • We stagger board terms to create regular opportunities for renewal. • We provide an induction for new board members • We enable flexible participation (eg hybrid meetings) to broaden access
3	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Conducted independent salary benchmarking against external sector salaries.	• Set starting pay based on role value and internal equity rather than individual negotiation • Apply salary bands consistently to prevent gaps from emerging at entry • Use objective, gender-neutral criteria to assess roles • Ensure comparable roles are remunerated equitably across the organisation • Provide oversight of pay decisions through central review or approval processes • Removed structural barriers that limit access for part-time workers
4	☒None ☐ a ☐ b ☐c ☐d ☐e ☐f ☐g	N/A	• Visible and consistent messaging from leadership that harassment is not tolerated • Leaders model respectful behaviour and reinforce expectations • Targeted training for managers on how to respond to disclosures and complaints • Multiple reporting pathways (formal and informal) • Confidential and, where possible, anonymous reporting options • Prompt, impartial investigation processes • Support for affected employees throughout the process
5	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	• Designed and implemented standardised interview questions and criteria. • Adopted the VPS best practice in recruitment and selection guidelines. • Centralised and coordinated all recruitment activities by the People & Culture team. • Used salary benchmarking and grade descriptors to ensure comparable roles are remunerated equitably across the organisation	• Standardise interview questions and assessment criteria for consistency • Apply skills-based assessments rather than relying solely on resumes or networks • Use gender-neutral and inclusive language in job descriptions

6	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	• Supported an employee to access domestic violence leave; this is the first claim on this entitlement. • Our systems do not yet allow us to differentiate between personal and carer's leave – we will address this in preparation for the next audit. • Enhanced the process for employees to make a formal flexible work arrangement, documenting the request and outcome, and capturing as a data element for gender reporting.	• Offer a broad range of leave types, including parental, carers', cultural/religious, and personal leave • Ensure collaboration and communication tools support employees working non-standard hours or locations
7	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☐g	• The gender composition of the casual workforce is disproportionately weighted towards women, indicating a gendered pattern in participation within these roles. This may reflect broader workforce trends, including the attraction of casual employment for its flexibility, which can align with caring responsibilities that are more often undertaken by women. While this supports workforce accessibility, it also highlights the importance of monitoring potential impacts on job security, income stability, and career progression, and ensuring that casual employment pathways remain equitable and inclusive across all genders.	• Provide opportunities for skill development and career mobility across functions, especially casual operational staff. • Conduct regular pay audits to identify and address disparities. • External salary benchmarking, with corresponding adjustments to salaries of employees, has reduced the Centre's gender pay gap, enhancing candidate attraction as an employer of choice. • Casual employees determine their work patterns through an opt-in rostering approach, with the flexibility to accept or decline offered shifts. • Casual staff can request their employment to be made permanent if they no longer meet the definition of a casual employee.

*Factors (column Q):

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

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any) (required)

Of the 24 strategies listed in Geelong Arts Centre's 2021 -25 Gender Equality Action Plan, all have been achieved, or partially achieved and in progress, except for two.

One priority—to strengthen connections across communities to enhance networks and inform organisational change—was not progressed to a level that would be considered achieved or partially achieved during the reporting period. Closely aligned to this, a second objective relating to the provision of targeted training and support for women and gender diverse employees to build capability and access senior leadership opportunities was also not realised.

These outcomes must be considered in the context of the organisation's operational environment over the life of this Gender Equality Action Plan (GEAP). During this period, the Centre's primary focus was on rebuilding and strengthening workforce capacity following a significant facility redevelopment. This required a substantial organisational effort, including large-scale recruitment, onboarding, and the establishment of core systems, structures, and cultural foundations to support a cohesive and sustainable workforce.

Encouragingly, this foundational work has positioned the Centre to better support equitable outcomes into the future. Considerable progress has been made in creating an environment where staff and community members can access and experience services, resources, and opportunities in a way that is inclusive and equitable, regardless of gender. Looking ahead, the implementation of the Centre's new Strategic Plan and forthcoming Enterprise Agreement will provide a renewed and structured platform to progress these previously unmet objectives.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Noteworthy strategies

1. Narrowing the Gender Pay Gap

Targeted action to address the organisation's gender pay gap has delivered measurable progress over the reporting period. The introduction of external salary benchmarking, combined with corresponding remuneration adjustments, has enabled the organisation to align pay more closely with market standards while addressing identified disparities. This approach has contributed to a reduction in the overall gender pay gap and strengthened the organisation's position as an employer of choice, supporting both the attraction and retention of high-quality candidates.

A key enabler of this progress has been a shift toward more structured and transparent remuneration practices. Starting salaries are now determined based on the inherent value of the role and internal equity considerations, rather than individual negotiation. This has reduced the risk of inequities arising at the point of entry, where gender-based differences can often emerge.

In addition, the consistent application of defined salary bands has provided a clear framework for remuneration decisions across the organisation. This has improved transparency, supported equitable pay outcomes, and minimised the likelihood of new gaps developing over time.

Collectively, these measures represent a more disciplined and evidence-based approach to remuneration management.

2. Preventing and Responding to Sexual Harassment in the Workplace

The Centre has strengthened its approach to preventing and responding to sexual harassment through a combination of leadership commitment, capability building, and improved reporting and response mechanisms. Central to this has been clear, visible, and consistent messaging from leadership that sexual harassment is not tolerated under any circumstances. This has reinforced organisational expectations and contributed to a culture of accountability, respect, and psychological safety.

People and Culture support managers to build their confidence and capability in responding appropriately to disclosures and complaints. This includes guidance on handling sensitive conversations, maintaining confidentiality, and ensuring that concerns are escalated and managed in line with policy and best practice.

The Centre offers multiple reporting pathways, including both formal and informal options, to provide flexibility and accessibility for employees. Confidential reporting mechanisms have been implemented to reduce barriers to reporting and support early intervention.

Importantly, support for affected employees is prioritised throughout the process. This includes access to appropriate wellbeing supports and ongoing communication to ensure individuals feel informed and supported at each stage.

3. Composition of the Governing Body

The Centre has adopted an inclusive approach to the composition of its governing body, recognising that diversity of thought, experience, and perspective strengthens decision-making and governance outcomes.

To broaden the talent pipeline, candidates are actively considered from adjacent sectors. This approach expands the pool beyond conventional networks and supports the inclusion of individuals who may bring transferable skills and fresh perspectives. Selection processes place a strong emphasis on capabilities, skills, and potential contribution, rather than relying solely on prior board experience, which can inadvertently exclude candidates from underrepresented groups.

The Centre explicitly values both professional expertise and lived experience as critical components of board capability. This ensures that governance is informed by a wider range of insights, including those that reflect the diversity of the communities the organisation serves.

Board renewal is supported through the staggering of member terms, creating regular opportunities to introduce new perspectives while maintaining continuity of knowledge and experience. This approach enables ongoing refreshment of the board without compromising stability.

To support effectiveness and inclusion, all new board members participate in a comprehensive induction process, equipping them with the knowledge and context required to contribute confidently and meaningfully from the outset. In addition, flexible participation options, including hybrid meeting arrangements, are in place to reduce barriers to engagement and accommodate a range of personal and professional circumstances.

Lessons Learned (and challenges)

The Centre established a set of ambitious and aspirational objectives at a time of significant growth and transformation. While these goals reflected a strong commitment to advancing gender equality, the pace and scale of organisational change placed considerable pressure on available resources and, at times, limited our capacity to maintain a consistent focus on delivery and the sustained embedding of good practice.

Notwithstanding these challenges, substantial progress was made across the GEAP. However, a key lesson emerging from this period is the importance of balancing ambition with organisational readiness and capability. Moving forward, there is a clear opportunity to adopt a more targeted and evidence-informed approach. This includes investing time in deeper analysis of workforce data, strengthening our understanding of the current organisational context, and aligning priorities with areas of greatest need and potential impact.

A more focused set of strategic actions will enable greater depth of implementation, support the meaningful integration of initiatives into everyday practice, and drive more sustainable cultural change. By concentrating efforts on fewer, high-impact priorities, the organisation will be better positioned to embed gender equality principles across all levels and achieve measurable, lasting outcomes.

Section 3.3 Providing other updates on implementation (recommended)

Not applicable.

Section 3.4 Describing resourcing allocation (required)

Resourcing of the Gender Equality Action Plan (GEAP)

The implementation of the GEAP has primarily been driven by the People & Culture (P&C) team, with strategic support from the Executive Group and oversight provided by the Board.

However, the delivery of initiatives was constrained by competing demands on resources. The P&C team was simultaneously implementing a comprehensive workforce plan, which limited the availability of time and capacity to focus fully on GEAP activities. Additionally, the scope of the GEAP included a broad and ambitious set of goals, placing further pressure on the team and stretching available operational resources. While funding was allocated in the Centre's budget to support initiatives, the scale and complexity of activities at times exceeded what could be realistically resourced.

These experiences have highlighted the importance of careful planning and prioritisation. Lessons learned from the previous GEAP period will inform the development of the next plan, which is being prepared in a timely manner to align with the upcoming financial year's budget cycle. The P&C team has a full complement of staff.