



**GREYHOUND RACING VICTORIA  
GENDER EQUALITY ACTION PLAN  
(GEAP) 2021 - 25**



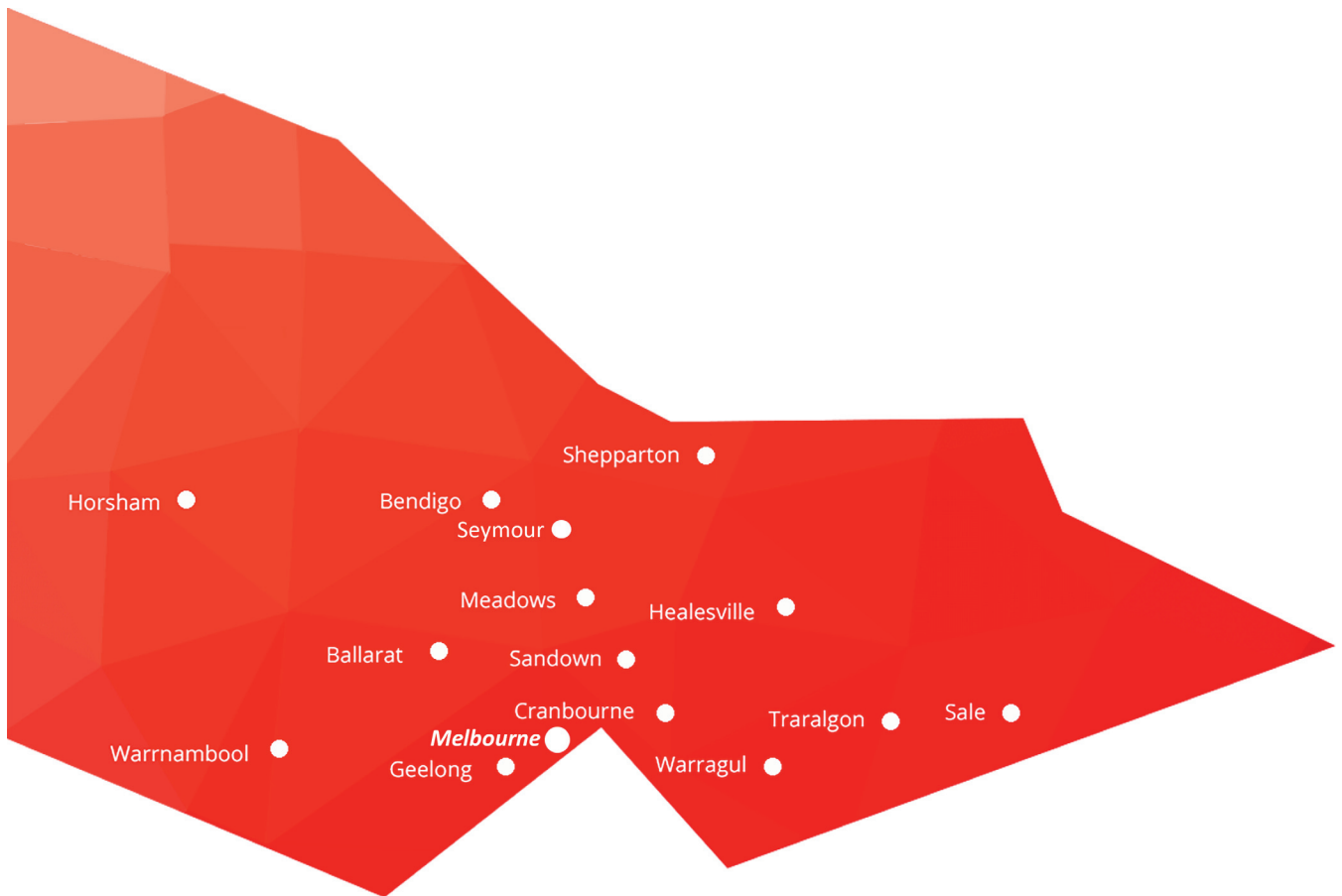
Greyhound Racing Victoria acknowledges the traditional custodians of the land on which we live and work and pays respect to their elders, past, present and emerging.



We recognise their continuing connection to the land, waters and the continuation of cultural, spiritual, and educational practices of Aboriginal and/or Torres Strait Islander peoples.



# GRV Workplaces Framework



## Traditional Owner Groups

| GRV LOCATION | TRADITIONAL OWNERS  |
|--------------|---|
| Ballarat     | Wadawurrung People & Dja Dja Wurrung People                 |
| Bendigo      | Dja Dja Wurrung People & Taungurung People                  |
| Cranbourne   | Bunurong People   |
| Geelong      | Wadawurrung People  |
| Healesville  | Wurundjeri People   |
| Horsham      | Wotjobaluk, Jaadwa, Jadawadjali, Wergaia & Jupagalk Nations |
| Melbourne    | Wurundjeri People   |
| Sale         | Gunaikurnai People  |
| Sandown      | Bunurong People   |
| Shepparton   | Yorta Yorta People  |
| Seymour      | Taungurung People   |
| The Meadows  | Wurundjeri People   |
| Traralgon    | Gunaikurnai People  |
| Warragul     | Gunaikurnai People  |
| Warrnambool  | Eastern Maar People   |

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## Foreword

Under Victoria's Gender Equality Act 2020, public sector bodies such as Greyhound Racing Victoria (GRV) have a requirement to report on how they are working to improve the right to equality set out in the Charter of Human Rights and the Convention on the Elimination of All Forms of Discrimination, by gender and/or intersectionality. This includes developing and implementing a Gender Equality Action Plan and publicly reporting on progress in delivering this plan.

It is with great pleasure that I present to you the Greyhound Racing Victoria Gender Equality Action Plan 2021-2025. Gender equality in the workplace will be achieved when all our employees, industry stakeholders and community are able to access and enjoy equal rewards, resources and opportunities regardless of their gender, intersectionality and/or cultural background.

Greyhound racing in Victoria has long been an inclusive, community-based sport with very few, if any, barriers to entry by gender. GRV has been proactive in driving change to champion diversity and inclusion in its workforce and operations and also in how we engage with our participants, stakeholders and the general community.

The GRV Gender Equality Action Plan outlines a range of objectives and targeted strategies that we will implement to further drive and achieve gender equality in the workplace. GRV is committed to gender equality and creating a safe workplace for minority groups in our community.

This Gender Equality Action Plan aligns with the GRV Strategic Plan 2019-2024 and the GRV People Strategy that drives our organisational-wide cultural transformation initiatives. Together, these important tools will ensure we attract, develop and retain an inclusive, high performing and engaged workforce that will continue to deliver outstanding services to our stakeholders and the greyhound racing community.

**Stuart Laing**  
**Acting Chief Executive Officer**  
**Greyhound Racing Victoria**





## Legislative Framework

The Gender Equality Act 2020 (Vic) was established to improve workplace gender equality in the Victorian public sector, universities and local councils. The Act commenced on 31 March 2021 and places obligations on all Victorian defined entities to prepare, submit and publish a Gender Equality Action Plan (GEAP) every four years.

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

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

These principles are supported by the seven workplace gender equality indicators addressed in the GEAP:



1. Gender pay equity
2. Gender composition at all levels of the workforce
3. Gender composition of the governing body (Board)
4. Workplace sexual harassment
5. Recruitment & promotion
6. Gendered work segregation
7. Leave & Flexibility

The purpose of the GEAP is to understand the current equality and intersectionality status of each workforce, identify improvements, establish an action plan, and implement to demonstrate progress in embedding equality at GRV.

# Greyhound Racing Victoria & Gender Equality



In 2020, the GRV Board endorsed the GRV People Strategy, taking a more intentional approach to the alignment of business strategy and organisational culture.

A key element of the GRV People Strategy – Culture is to develop and implement policy, procedures and programs to facilitate a more diverse and inclusive workplace, where all employees can ‘bring their whole selves’ to work, and feel they belong.

|  |   |
|--|---|
| <b>Culture</b>                                 | An inclusive, supportive culture with a focus on performance and accountability             |
| <b>Capability and Talent</b>                   | A fit for purpose workforce with a focus on building the leaders of the future              |
| <b>Organisation Design and Operating Model</b> | Clarity in how GRV operates to deliver the business strategy                                |
| <b>Process Excellence</b>                      | Clear, simple and consistent enabling processes that enhance our organisation effectiveness |

In March 2021, the GRV Board endorsed the GRV Diversity, Inclusion and Belong framework to address gender equality and intersectional workplace focus areas.

| ABORIGINAL & TORRES STRAIT ISLANDER  | LGBTQIA+                         | DISABILITY | CULTURAL & LINGUISTIC DIVERSITY | AGE (55+ YEARS) | GENDER EQUITY                    |
|--|----------------------------------|------------|---------------------------------|-----------------|----------------------------------|
| Respect in the Workplace and Employment Policies<br><i>*Supported by a comprehensive suite of Procedures and Guidelines</i>  |                                  |            |                                 |                 |                                  |
| Recognition of key events<br>i.e. NAIDOC Week, National Apology to the Stolen Generations, Pride Month, International Women’s Day, International day of people with disability, etc. |                                  |            |                                 |                 |                                  |
| D&I Statement<br><i>*Located on GRV Website, Dedicated Email Signature, PDs</i>  |                                  |            |                                 |                 |                                  |
| Bias- free Recruitment, Development & Promotional Process  |                                  |            |                                 |                 |                                  |
| Workplace Flexibility<br><i>*Primary carers, family violence, cultural and religious observances</i>   |                                  |            |                                 |                 |                                  |
| Unconscious bias training<br>(scheduled for implementation FY23)<br><i>*Leadership team and hiring managers</i>  |                                  |            |                                 |                 |                                  |
| Accessible Content for people with ESL and disability (employees, participants, customers)<br>(scheduled for implementation FY23)  |                                  |            |                                 |                 |                                  |
| Measure Diversity monthly, quarterly, annually (GRV demographics, gender, pay gap)   |                                  |            |                                 |                 |                                  |
| Acknowledgement of country   | Non-gender biased Parental Leave |            |                                 |                 | Non-gender biased Parental Leave |
|  |                                  |            |                                 |                 | Work180 Endorsement              |

These activities continue to be reviewed and updated annually to ensure currency and value to GRV’s employees and the organisation.



## Gender Equality Methodology

### *Employee Engagement & Consultation*

The information collated through the data collection and analysis process was shared with all GRV employees via publishing deidentified data on the GRV intranet and presenting the findings at the weekly town hall meetings.

Employees were engaged to assist with unpacking the 2021 Gender Equity Survey and Workforce data through focus groups and workshops and the formation of a consultation workgroup (including union representatives), to better understand correlation and causation.

These sessions provided improved context of the key indicator and intersectional overview and equipped GRV with an informed set of priorities for the organisation's Gender Equality Action Plan (GEAP) 2021-25.

GRV's governing body (GRV Board) were engaged and consulted throughout the GEAP development process. After the final review of the document, it was endorsed by the Board for action.

### *Employee Sentiment – VPS People Matter Survey*

As a Victorian statutory authority, GRV participates in the annual VPS People Matter Survey, to measure employee satisfaction. The resulting action plan, is informed by analysis of the data, benchmarking and employee consultation

GRV assessed the themes of the 2021 VPS People Matter Survey results and developed a 12–18-month action plan. Many of these action items have been implemented and most items that remain outstanding have been incorporated into the GEAP 2021-25, in recognition of the synergies in feedback and approach to resolve.

Each month GRV reports on progress against the action plans to the organisation via the GRV Intranet and town hall meetings.

### *Intersectional Overview*

Historically, GRV's intersectional overview data recording has been limited. Ages of GRV's employees is known with workforce data. However, other intersectional elements previously not recorded, were not available to include in this report.

GRV acknowledges that intersectional data is reliant upon employees feeling safe to bring their whole selves to work, sharing confidential information and trusting that this information will remain private.

Through focused education, sharing of information and celebrating our diversity, GRV will see improvements in the quality intersectional data shared by our employees.

GRV will continue to build trust through evidence of regular confidential reporting across the organisation to acknowledge and celebrate diversity and build programs to ensure GRV is a safe place to work.

This includes plans to undertake work to become an LGBTQIA+ safe-community accredited organisation, meet the requirements to successfully embark on the Reconciliation Action Plan (RAP) process under the guidance from qualified ATSI advisers and continue to ensure GRV's workplaces are safe and welcoming to people with a disability.



# GRV GEAP Strategic Priorities

## Key Findings

Traditionally, as a sporting organisation, GRV was referred to as a male-dominated workforce. Over recent years, GRV has made a deliberate shift to deliver a gender balanced workforce – 43% women.

As a result, GRV has strong female representation at the most senior levels, with a female chairperson leading a gender-balanced Board, the Executive Leadership Team consisting of five men and five women, with four of these women leading in professions that are traditionally male-dominated.

On review of GRV’s Workplace data and Gender Equality Survey data, it is evident that the organisation is on its way to genuine gender equality.

As GRV continues to embed gender positive practices and strengthen people processes, it is well placed to continue its journey to be recognised as an organisation that values gender diversity, inclusion and belonging.

GRV acknowledges that there remains information that is currently not available for analysis, for example, intersectional data that requires employees to self-disclose. Therefore, while it is acknowledged that greater focus is required to build this dataset over time, to enable the organisation to develop a value-added action plan assumptions have been made to ensure the action plan reflects the needs of all current and future employees.

These activities continue to be reviewed and updated annually to ensure currency and value to GRV’s employees and the organisation.





## *GRV Gender Equity Strategic Objectives*

Based on the findings, GRV has identified seven Gender Equality Strategic Objectives, supported by practical and measurable actions to deliver on the commitment to foster a diverse and inclusive workplace where our people can bring their whole selves to work and feel that they belong.

1. Improve data collection & reporting for high quality analysis to gain greater gender and intersectional workforce insights
2. High quality information & education to close the gap in employees' knowledge of their entitlements to improve access to development and flexibility
3. GRV as an Employer of Choice to drive annual reviews of policies and procedures, creating a safe and supportive workplace for all employees.
4. Drive gender diverse workgroups and increase female representation through Unbiased Recruitment & Selection that supports internal career growth
5. Strengthen GRV as a safe and supportive workplace where employees bring their whole selves to work, through professional development on gender, intersectionality, and inclusion
6. Ensure GRV policies, procedures and processes are free of bias, to ensure fair and equitable access to progression opportunities, where remuneration is based on benchmarked role value at GRV
7. Ensure fair and consistent management of teams and assessment of individual performance, that supports access to development and growth for all employees regardless of gender and/or intersectionality





## Gender Equality Indicators

### *Indicator 1: Workforce Gender Pay Equity*

GRV's workforce data indicates the following gender pay equity variance. These results show a mean total remuneration variance of 12.5% gender pay gap, compared to the Australian national benchmark of 15%.

Based on research, there are several possible factors contributing to this result. For example, historical recruitment, impact of parental leave weighted to female employees, unconscious biases when considering promotions and development and gender-bias policy. Many of these factors have been addressed through recent activity at GRV and will continue to be a key focus.

While most levels are significantly below the national gender pay gap average, GRV has identified the greatest disparity is at manager and senior specialist levels. As such, GRV has prioritised these levels when addressing gender pay inequality in the 2021-2025 GEAP.

### *What GRV Is Doing Well*

GRV has robust policies and procedures to ensure roles are evaluated and benchmarked prior to selection and appointments.

The annual salary reviews are driven by the respective enterprise agreements, providing structure to all points of progression and/or access to performance bonus.

### **Employee Consultation Groups Verbatims (extract):**

*"GRV focuses on who's right for the job and not their gender. This makes a difference to ensure equality compared with previous employers I have worked for."*

*"GRV has a clear salary classification structure across both enterprise agreements."*

*"Improved flexible work arrangements across the organisation has helped carers continue working without needing to be absent from work. This has helped me continue working and providing for my family without taking a backward step."*

### *Improvement Opportunities*

### **Employee Consultation Groups Verbatims (extract):**

*"Education and development opportunities opened to all employees without bias, to enable career development and increased earning capacity for all genders."*

*"Improved transparency with regards to remuneration bands so that employees understand where they fit and provides us something to aim for."*

*"Ensure that there is no disadvantage in approval for development opportunities whether we are full time or part-time employees. This will help to address potential earnings for primary carers who may be working part time and are often women."*

### **Workforce Gender Pay Equity Key Outcomes**

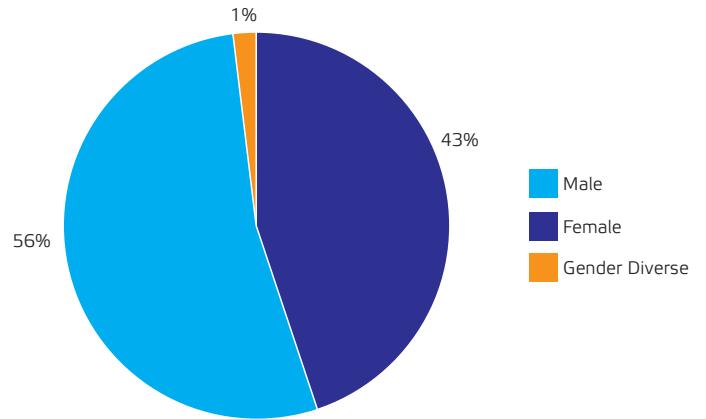
- Benchmarking roles at manager and senior specialist levels
- Performance & Development – process improvement and manager upskilling to ensure consistency in assessment and development opportunities (for growth and progression)



**Indicator 2 & 3:**  
**GRV Gender Composition**  
*(Workforce & Governing Body)*

GRV is committed to fostering a genuine gender diverse workforce is in place, recognising the true value diversity and inclusion to the organisation and out people.

GRV’s workforce data indicates the progress made in redefining the organisation’s gender composition.



|                                      | MALE   | FEMALE | GENDER DIVERSE |
|--------------------------------------|--|--------|----------------|
| Aboriginal & Torres Strait Islander  | 2% across the organisation*                            |        |                |
| Age 55+                              | 16.67  | 10.09  | 0              |
| Disability                           | 0  | 2.19   | 0              |
| Sexual Orientation                   | 3% LBGTQA Across Organisation                          |        |                |
| Religion                             | DATA UNAVAILABLE                                       |        |                |
| Cultural Identity (Ethnicity & Race) | 3% Cultural & Linguistic Diversity Across Organisation |        |                |
| Australian                           | 16.23  | 11.84  | 0              |
| English,Irish, Scottish, Welsh       | 0  | 1.32   | 0              |
| NZ                                   | 0.88   | 0.44   | 0              |
| North American                       |  | 0.44   | 0              |
| Prefer not To Say                    | 39.04  | 28.95  | 0              |

**What GRV Is Doing Well**

Employee Consultation Groups Verbatims (extract):

*“I appreciate that GRV is shining a light on the various issues to do with gender equality and increasing awareness. It’s important that this awareness is translated into action addressing the issues requiring additional focus.”*

*“Impressed to see that we are quite diverse, and the gender equity is strong in the Leadership Team and Board. We need to ensure this is reflected in the wider organisation.”*

*“There have been times in our past where diverse gender understanding has been an issue. I’m pleased to say that GRV has addressed this to ensure that not only ‘male and female’ are noted as a gender, but now also ‘gender diverse’. This shows GRV is listening and understanding the needs of people today.”*

**Improvement Opportunities**

Employee Consultation Groups Verbatims (extract):

*“Educational training would be great to help employees better understand the importance of inclusivity and gender diversity.”*



## Gender Equality Indicators

*"GRV needs to ensure that the same rates of pay are provided to employees no matter their gender."*

*"We have an opportunity to influence the industry of racing. Not just our employees, but also our racing participants. They are unfortunately not always as accepting of diversity."*

*"Pamphlets and Plans are great, but we need to ensure that we follow through with the action required to make a difference."*

### *GRV Workforce Gender Key Outcomes*

- Education to build awareness
- Workplace Behaviours (esp. Incivility, Exclusion/Isolation) to ensure a safe and supportive workplace so all employees bring their whole selves to work and genuinely feel they belong
- Improve data collection methodologies to establish more robust data sources for organisational decision making

### *Indicator 4: Workplace Sexual Harassment*

GRV's workforce data indicates extremely low levels of reporting of sexual harassment, bullying and discrimination. It was noted that where this was reported, it was taken seriously with appropriate action taken (source: VPS People Matter Survey 2020 & 2021).

GRV holds a position a zero tolerance of all forms of inappropriate behaviour in the workplace and acknowledges that any incident of sexual harassment is one too many.

During FY21, GRV also developed the Respect in the Workplace Policy, Sexual Harassment Policy, Reporting Unacceptable Behaviour Guide and Respect in the Workplace Guide. Mandatory Respectful behaviour training for all employees was also implemented.

Furthermore, GRV continues to promote its anonymous disclosure service, where employees can report all forms of misconduct and inappropriate behaviour.

### *What GRV Is Doing Well*

Employee Consultation Groups Verbatims (extract):

*"GRV has a strong Policy in place which is implemented well."*

*"Complaints are handled professionally and promptly when raised."*

*"The scale of overt and obvious behaviour has changed. There is now less overt behaviour, which may still offend some. This may need further focus."*

These comments show a genuine appreciation for the work undertaken by GRV in better managing sexual harassment in the workplace. It is clear however that a deeper understanding of what constitutes sexual harassment and bullying in the workplace requires regular and consistent education and focus.

### *Improvement Opportunities*

Employee Consultation Groups Verbatims (extract):

*"GRV needs to ensure there is a gender and culturally diverse team that employees can approach to ensure people feel comfortable in reporting incidents of sexual harassment without fear of judgement or criticism."*



*“Further training could be implemented to better understand what ‘indirect forms of harassment’ are and its effect on people.”*

*“The Policy is great, but we need to embed in the Policy what types of support are available to the person reporting the incident, therefore increasing a sense of safety and trust in the organisation.”*

*“Further training for the leadership team and senior managers to ensure that they are well equipped to handle reported incidents appropriately and addressing gossip-mongering. This will increase trust in the leadership and the process.”*

## Workforce Sexual Harassment Key Outcomes

- Education and training
- Making reporting even easier
- Transparency in process for complainants, ensuring support

### Indicator 5: Recruitment & Promotion

Over recent years, there has been a strong focus on strengthening GRV’s position as a diverse and inclusive workplace.

GRV’s 2021/22 workforce data suggests that the recruitment rate of women would negatively impact the overall GRV workforce gender profile if not addressed and there is a need to further strengthen attraction, recruitment and retention strategies to ensure a positive experience for candidates and employees of all genders and intersectionality

|   | MALE | FEMALE | GENDER DIVERSE |
|---|------|--------|----------------|
| Workforce Gender Composition of New Employees | 44   | 29     | 0              |
| <b>NEW EMPLOYEES</b>                          |      |        |                |
| Casual  | 6    | 4      | 0              |
| Fixed Term                                    | 19   | 12     | 0              |
| Permanant Ongoing                             | 18   | 7      | 0              |
| <b>SEPARATIONS</b>                            |      |        |                |
|   | 11   | 3      | 0              |

With regards to internal appointments and promotions, there has been a total of five female and three male GRV employees promoted in FY22.

The outcome has been facilitated by the GRV People Strategy initiatives.

### What GRV Is Doing Well

The methodology to develop position descriptions has been modernised to ensure position descriptions and job advertisements are free of gender bias.

When shortlisting, a candidate pool gender balance remains a key criterion, with interview questions driven from the position description (vetted for bias). Furthermore, there is a strong drive to ensure gender and functional diversity on the interview panels to mitigate unconscious gender and professional biases.



## Gender Equality Indicators

### *Improvement Opportunities*

Further work is required in upskilling and preparing hiring managers, and interview panel members, in recognising and managing their unconscious bias throughout the recruitment and selection process.

Employee Consultation Groups Verbatims (extract):

*“There is a perception outside of GRV that our organisation and industry are male dominated. Therefore, when women apply to work with us, they tend to join GRV to undertake professional services roles. We need to change that perception. We need to focus on GRV’s employment brand.”*

*“To attract more women and gender diverse people, we need to appeal to that workforce through gender neutral advertisements and ensuring that the Equal Opportunity statement is paired with highlighting our Work180 accreditation. People will then trust that we walk the talk.”*

*“GRV should more widely advise employees of career progression opportunities internally.”*

*“Traditionally there is a lack of career progression opportunities at GRV. We need to create new pathways by enabling more employees to undertake secondments in varying departments to get a better understanding of what else is available in the organisation. It may inspire people to develop and try a new career.”*

*“There are management roles within GRV that traditionally require a certain management style, but we should really think outside the box. Decisions should not be made on what we’ve done in the past, but more about what we need in the future. More diverse thinking is key.”*

### *Recruitment & Promotion Key Outcomes*

- Internal promotion of job/career opportunities
- Diversity in decision makers (e.g., selection panels)
- Hiring manager upskilling
- Structured approach to internal succession planning & promotions

With increased focus on promoting GRV as an Equal Opportunity Employer and attracting a more diverse cohort of applicants, it is anticipated that GRV will experience an improved shift not only within this indicator but across GRV’s organisational culture.

### *Indicator 6: Leave & Flexibility*

GRV Workforce data indicates the following utilisation of Parental Leave, Family Violence and Carer’s Leave across FY21:

These figures show a significant variance in parental leave utilised between men and women in FY21. However, when reviewing the usage of carer’s leave, the number of people utilising this type of leave is relatively balanced between genders.

There were no employees on parental leave that were voluntary or involuntary exited throughout FY21.



| WORKFORCE LEVEL | PARENTAL LEAVE FY21 |        | AVERAGE NUMBER OF PAID WEEKS TAKEN |        | AVERAGE NUMBER OF UNPAID WEEKS TAKEN |        |
|-----------------|---------------------|--------|------------------------------------|--------|--------------------------------------|--------|
|                 | Male                | Female | Male                               | Female | Male                                 | Female |
| Level 1         | 0                   | 0      | 0                                  | 0      | 0                                    | 0      |
| Level 2         | 0                   | 0      | 0                                  | 0      | 0                                    | 0      |
| Level 3         | 1                   | 1      | 2                                  | *28    | 0                                    | 0      |
| Level 4         | 0                   | 0      | 0                                  | 0      | 0                                    | 0      |
| Level 5         | 5                   | 4      | 2.2                                | *15.55 | 0                                    | 0      |

\* Combination of parental leave and annual leave utilised

| Family violence leave | Male | Female | Gender Diverse |
|-----------------------|------|--------|----------------|
|                       | 0    | 0      | 0              |
| Carer's Leave         | Male | Female | Gender Diverse |
|                       | 18   | 21     | 0              |

## What GRV Is Doing Well

Throughout the pandemic GRV has been agile when addressing hybrid working requirements for applicable roles. The organisation was responsive to the requirement to work remotely and ensured that employees had the tools and training they needed to work somewhere other than their usual office environment.

For those employees working onsite (at the track) or at the adoption facility in Seymour, equipment and planning to ensure work continued in a COVID-Safe manner were promptly rolled out.

GRV continued to approve study leave, supporting professional development of all employees. Furthermore, GRV implemented paid COVID vaccine leave to ensure employees could attend appointments without concern for any financial disadvantage or impact on family commitments.

## Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

*"I don't think that everyone really understands what leave is available to them. It would be good if this information was better shared and understood."*

*"I'm concerned that I am the only person in the organisation that can do my type of work. I know that my team supports me to take leave, but there isn't anyone who knows how to do the work, so taking leave means that before I go, I need to do extra hours to make sure that my role is managed while I am away and I know that when I get back, I am going to be overwhelmed with work. This makes it difficult to relax when I am taking leave."*





## Gender Equality Indicators

*“Although GRV supports us to take leave when we need it, there are other types of leave that could be implemented that would make a difference including Birthday leave, Miscarriage leave and GAP Dog Adoption leave.”*

*“If we had a colleague that fell ill for a significant period of time, it would be nice if we could donate some of our sick leave to help them take the time to recover without stressing about their finances.”*

### *Leave & Flexibility Key Outcomes*

- Regular review of leave type options
- Further employee education required to better understand entitlements
- Ensuring single point failure is negated to enable employees the freedom to take leave with confidence
- Ensuring continued flexibility and hybrid workplace practices

With increased focus on ensuring employee leave and flexibility options are current and understood, and continued support is provided across the organisation to enable the freedom to utilise leave when required.

### *Indicator 7: Gendered Work Segregation*

While GRV departments generally require diverse skillsets, current GRV workplace data indicates potential (likely historical) incidents of gendered segregation. For example, Finance and Clubs roles heavily occupied by women at over 80% (professional and administration roles) and Racing and Racing Safety’s female workforce at 11% (racing and track maintenance expertise). The integrity function (GRIU) has intentionally driven an increase in female representation within its workforce, now 40% women.

### *What GRV Is Doing Well*

Throughout FY21 and FY22, GRV has actively focused on promoting GRV as an Equal Employment Opportunity (EEO) workplace with job advertisements and position descriptions written to ensure they are free of gender bias.

Hiring managers and panels are challenged to ensure the shortlisted candidates reflect the Victorian and greyhound racing community - gender, cultural background, age, and sexual identity. Interview panels are not only required to be key stakeholders in selecting for to the role, but to also reflect diverse points of view to ensure unconscious bias is mitigated.

As a traditionally male dominant sporting organisation, GRV’s workforce now comprises 43% women, 56% men and 1% gender diverse. This reflects the recent initiatives making an impact on gendered work segregation.

### *Improvement Opportunities*

Employee Consultation Groups Verbatims (extract):

*“GRV needs to ensure that candidate pools and shortlisting is as equal as possible.”*



*“Ensure unconscious bias training across the organisation.”*

*“Ensure that respectful behaviours are understood and embraced throughout GRV. Especially in male dominated departments so that female employees feel more comfortable working with them.”*

### **Gendered Workforce Key Outcomes**

- Diversity in decision makers (e.g., selection panels)
- Hiring manager upskilling
- Respectful behaviours embedded

With increased focus on promoting GRV as an Equal Opportunity Employer and attracting diverse new candidates, it is anticipated that GRV will experience an improved shift not only within this indicator but across GRV’s organisational culture.



# The GRV 2021-2025 Gender Equality Action Plan

The GRV Gender Equity review process has been comprehensive and informative. Our employees have provided further insight and genuine understanding of the data received. These insights have equipped GRV to develop an extensive Gender Equality Action Plan (GEAP).

## GRV GEAP Legend & Gender Equity Indicators

- |  |                                |
|--|--------------------------------|
| 1. Workforce Gender Pay Equity             | 4. Workplace Sexual Harassment |
| 2. GRV Gender Composition - Workforce      | 5. Recruitment & Promotion     |
| 3. GRV Gender Composition - Governing Body | 6. Leave & Flexibility         |
|  | 7. Gendered Work Segregation   |

## Legend

P&C – People & Culture function  
 LT – GRV Leadership Team (CEO & GMs)

| GRV GENDER EQUITY STRATEGIC OBJECTIVE   | ACTION   | KPI/S  | BY WHEN | LEAD       | GENDER EQUITY INDICATOR<br><i>Refer to Legend Below</i> |   |   |   |   |   |   | INTERSECTIONAL INDICATOR |        |            |          |     |   |
|---|--|--|---------|------------|---|---|---|---|---|---|---|--------------------------|--------|------------|----------|-----|---|
|   |  |  |         |            | 1   | 2 | 3 | 4 | 5 | 6 | 7 | ATSI                     | LBTQIA | Disability | Cultural | Age |   |
| Improve <b>data collection &amp; reporting</b> for high quality analysis to gain greater gender and intersectional workforce insights                                     | Improve data collection methods  | 100% new employees   | Dec 22  | P&C        |   | ● | ● |   |   |   |   |                          | ◆      | ◆          | ◆        | ◆   | ◆ |
|   | Improve monthly GRV People reports and share deidentified data with employees to promote D&I | 80% current employees  | June 24 | P&C        |   | ● | ● |   |   |   |   |                          | ◆      | ◆          | ◆        | ◆   | ◆ |
| High quality information & <b>education</b> to close the gap in employee's knowledge of their entitlements to improve access to <b>development</b> and <b>flexibility</b> | Annual 'Spotlight' program on employee entitlements  | 100% employees acknowledge GRV policies  |         | P&C/<br>LT | ●   |   |   |   | ● | ● | ● | ◆                        | ◆      | ◆          | ◆        | ◆   | ◆ |
|   | Brief new employees at induction   |  |         |            | ●   |   |   | ● | ● | ◆ | ◆ | ◆                        | ◆      | ◆          | ◆        |     |   |
|   | Brief employees applying for parental leave of all entitlements                              | 50% increase in 'keeping in touch' days taken                                  | June 25 | LT         |   | ● |   |   | ● | ● |   | ◆                        | ◆      | ◆          | ◆        | ◆   | ◆ |
| Drive gender diverse workgroups and increase female representation through <b>Unbiased Recruitment &amp; Selection</b> that supports <b>internal career growth</b>        | Diversity in decision makers via gender & culturally diverse selection panels                | 45/45/10 gendered candidate short list >45% female/gender diverse appointments | Dec 23  | LT         | ●   | ● |   |   | ● | ● |   | ◆                        | ◆      |            |          | ◆   |   |
|   | Hiring manager capability via unconscious bias training                                      |  |         | P&C        | ●   | ● | ● |   |   | ● | ● |                          | ◆      | ◆          | ◆        | ◆   | ◆ |
|   | Gender neutral position descriptions and Job Ads   | >50% female/gender diverse applicants  | June 23 | P&C        | ●   | ● | ● |   |   |   |   |                          | ◆      |            |          |     | ◆ |
|   | Weekly Internal Posts for Vacancies and develop interview skills for internal candidates     | 50% increase in internal candidate selection                                   | June 25 | P&C        | ●   | ● |   |   | ● | ● | ● |                          |        |            |          |     |   |



| GRV GENDER EQUITY STRATEGIC OBJECTIVE  | ACTION   | KPI/s  | BY WHEN            | LEAD         | GENDER EQUITY INDICATOR<br><i>Refer to Legend Below</i> |   |   |   |   |   |   | ATSI | LBTQIA | DISABILITY | CULTURAL | AGE |   |
|--|--|--|--------------------|--------------|---|---|---|---|---|---|---|------|--------|------------|----------|-----|---|
|  |  |  |                    |              | 1   | 2 | 3 | 4 | 5 | 6 | 7 |      |        |            |          |     |   |
|  |  |  |                    |              |   |   |   |   |   |   |   |      |        |            |          |     |   |
| GRV as an <b>Employer of Choice</b> to drive annual reviews of policies and procedures, creating a safe and <b>supportive workplace</b> for all employees.   | Gain & maintain accreditations: Work180, Rainbow, RAP  | All accreditations   | June 24            | LT           |   | ● |   |   | ● | ● | ● | ◆    | ◆      | ◆          |          |     |   |
|  | Consider alternative leave types during discussions for future replacement enterprise agreements at GRV  | Annual Review and Employee Consultation  | June 2025          | LT           |   |   |   |   |   | ● |   | ◆    | ◆      |            | ◆        | ◆   |   |
| Employees bring their whole selves to work through professional development on gender, intersexuality and inclusion  | Regular promotion of reporting unacceptable behaviour  | 0 incidents of sexual harassment, bullying & intimidation                      | June 24            | LT           |   |   |   | ● | ● |   | ● | ◆    | ◆      | ◆          | ◆        | ◆   |   |
|  | Embed workplace behaviours as an annual performance assesment criterion  |  |                    | LT           |   |   |   | ● | ● |   | ● | ◆    | ◆      | ◆          | ◆        | ◆   |   |
|  | Leverage Wellbeing at GRV Ambassador Program to promote healthy behaviours   | Incidents are reported immediately & managed with respect                      |                    | LT           |   |   |   | ● |   | ● |   | ◆    | ◆      | ◆          | ◆        | ◆   |   |
| Ensure GRV policies, procedures and progresses are free of bias, to ensure <b>fair and equitable access to progression opportunities, where remuneration is based upon benchmarked role value</b> at GRV               | Bench mark roles within levels -3 and -4 to ensure appropriate job sizing/value  | <12% gender pay gap<br><8% gender pay gap                                      | June 24<br>June 25 | P&C          | ●   | ● |   |   | ● |   |   | ◆    | ◆      | ◆          | ◆        | ◆   |   |
|  | Annual gender pay equity audits to eliminate inequalities with continual monitoring & review of pay practices that can lead to gender based pay inequalities |  |                    | P&C/<br>LT   | ●   | ● |   |   |   |   |   |      | ◆      | ◆          | ◆        | ◆   | ◆ |
|  | Benchmark roles for all vacant roles, prior to recruitment/promotion   |  |                    | P&C          | ●   | ● |   |   | ● |   |   |      | ◆      | ◆          | ◆        | ◆   | ◆ |
|  | Establish an annual Succession Planning process  | 50% increase in internal female/gender diverse appointments/promotions June 25 | June 25            | LT/<br>Board | ●   | ● | ● |   | ● |   | ● | ◆    | ◆      | ◆          | ◆        | ◆   |   |
| Ensure fair and consistent <b>management of teams and assessment of individual performance</b> , that supports access to <b>development and growth</b> for all employees regardless of gender and/or intersectionality | Work allocation via annual performance plans reflect multi-skilling of teams   | Zero single point of failure in any roles/functions at GRV                     | June 25            | LT           | ●   | ● |   |   | ● | ● | ● | ◆    | ◆      | ◆          | ◆        | ◆   |   |
|  | Increased focus on development planning for employees  | 100% employees with annual development plan                                    | June 23            | LT           | ●   | ● |   |   | ● | ● | ● | ◆    | ◆      | ◆          | ◆        | ◆   |   |
|  | Structured and targeted management development program for all people managers, inc. fostering diversity   | 100% participation of people managers in annual and targeted training          | June 24            | LT           | ●   |   |   |   | ● |   |   | ◆    | ◆      | ◆          | ◆        | ◆   |   |
| Strengthen GRV as a <b>safe and supportive workplace</b>   | Annual Workshops – Respect in the Workplace  | 0 incidents of bullying & sexual harassment.                                   | June 24            | P&C          |   | ● | ● |   |   | ● | ◆ | ◆    | ◆      | ◆          | ◆        |     |   |





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