



Greyhound Racing Victoria

GENDER EQUALITY ACTION PLAN
(GEAP) 2026 - 2030

ACKNOWLEDGMENT OF COUNTRY

Greyhound Racing Victoria acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples and Traditional Custodians of Australia, and recognises their enduring connection to land, waters, culture and community. We acknowledge Victoria's Aboriginal communities and the strength, resilience and ongoing contribution of Aboriginal people to Victorian life. We pay our respects to Elders past and present.

GRV recognises the invaluable contribution of generations of Aboriginal people who have worked tirelessly to advance the rights, wellbeing and self-determination of their communities.

As an organisation committed to inclusion, respect and equity, GRV recognises its responsibility to contribute to better cultural, social and economic outcomes for Aboriginal and Torres Strait Islander peoples, and to work in ways that support dignity, respect and opportunity for all.



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ATTESTATION BY HEAD OF ORGANISATION

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 2026-2030.

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 all groups in our community.

This Gender Equality Action Plan aligns with the GRV Strategic Plan 2023-2027 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

I confirm that:

*I am the head of organisation
(CEO or equivalent)*

*I have reviewed and approved the
submission of this gender equality
action plan (GEAP) on behalf of my
organisation (as named above), and
I attest that the implementation
of the GEAP will be adequately
resourced as required under the
Gender Equality Act (2020).*

Stuart Laing

Chief Executive Officer
Greyhound Racing Victoria



GRV WORKPLACES FRAMEWORK

Total number of employees (and full-time equivalent FTE), as at 30 June 2025

Total employees: 205 active at end of reporting period

Total FTE: 144 active at end of reporting period

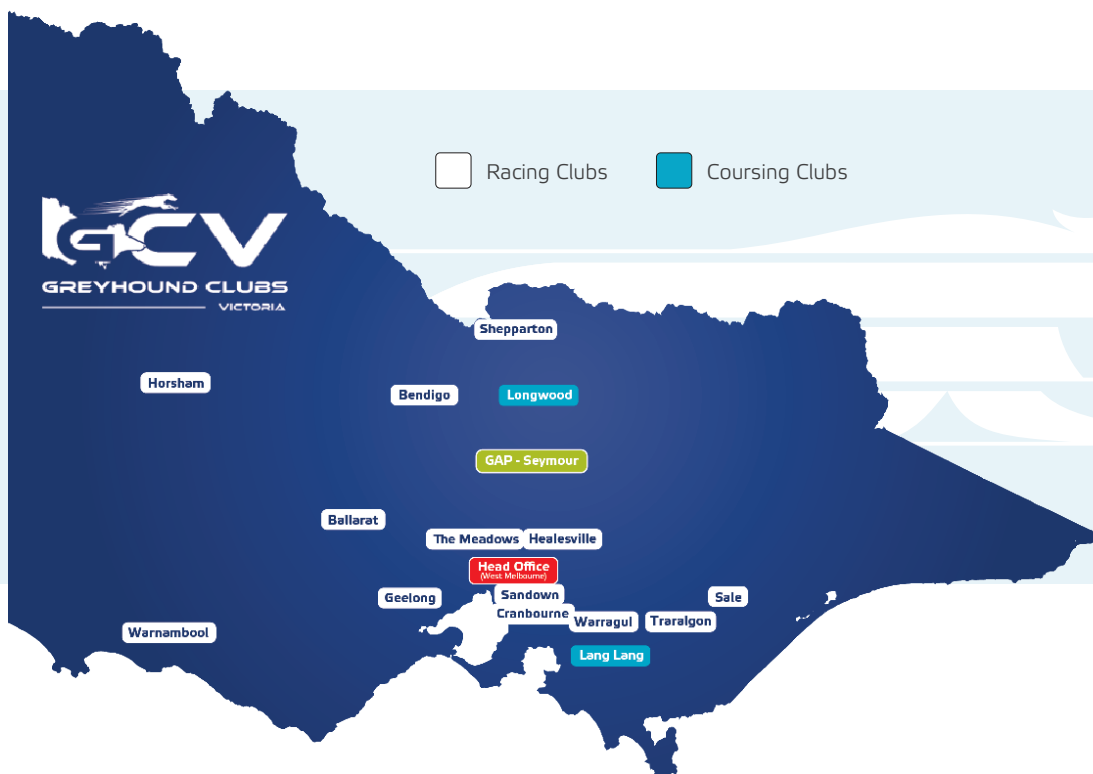
GRV Staff are located across 3 sectors:

1. GRV's head office is located in West Melbourne – and houses the Corporate, Operations and Welfare and Integrity teams;
2. GAP (Greyhound Adoption Program) at Seymour and Tullamarine and;
3. Greyhound racing is conducted across 13 race clubs around the state, including two metropolitan clubs, Sandown Park and The Meadows.

Regional clubs are in Ballarat, Bendigo, Cranbourne, Geelong, Healesville, Horsham, Sale, Shepparton, Traralgon, Warragul and Warrnambool.

GRV Raceday staff include Vets, Stewards, Lure drivers and race officials positioned at metropolitan and regional clubs across 13 locations in Victoria spanning from Sale to Horsham.

Victoria is also home to a number of coursing clubs, with Lang Lang and Longwood currently in operation during the coursing season, which runs from May to August





CHAPTER A

INSIGHTS AND GOVERNANCE





SECTION 1: KEY INSIGHTS

The 2021-2025 progress report identified both positive areas of progress and areas to revisit or strengthen in the 2026-2030 GEAP.

Key insights informing this GEAP include:

Gender composition at all levels of the workforce

GRV's workforce has continued to move towards balance, with the proportion of women increasing by 3.1 percentage points. Women now make up 46.3% of the workforce (men 53.7%). Workforce data also continues to reflect the long-term effects of historic recruitment patterns and the legacy reputation of the racing industry, including indicators of gender segregation. Further work and opportunities remain a focus to increase women's participation in roles that have traditionally been perceived as masculine.

Enterprise Agreement negotiations were occurring at the time of reporting, including measures intended to strengthen commitments to gender equality, including an intersectional lens and reducing gender segregation.

The strength of the data and insights contained in this progress report can be attributed to workforce data including both recommended and required items. This is a marked improvement from the 2023 audit and progress reporting, in which only the recommended items were captured.

Gender composition of governing bodies

During the 2021-2025 period, GRV achieved a gender-balanced Board, with 50% women and 50% men. This represented an increase in women since 2023 of 7.1 percentage points. Since this time, exits from the Board including the Chair have highlighted that realignment in this area is required.

Gender pay gap

It is pleasing to report that GRV achieved a -0.3% median base salary pay gap. For clarity, median base salary refers to the middle point of base salaries within GRV. This is influenced by the strong enterprise agreement coverage across stewarding functions. However, the mean salary gap for women is 16.8%. The largest pay disparity (27% median base salary pay gap) is at manager level, three reports from the CEO.

Sexual harassment in the workplace

While the 2025 workforce audit data did not have sufficient results to show the percentage change across the two periods, People Matter Survey comparisons show a positive trend. In 2022, 63% of employees participated and 7% reported sexual harassment. In 2023, 46% participated and 5% reported sexual harassment. In 2025, participation increased to 65% and reported sexual harassment reduced to 3% (compared to a comparator group of 8%).

Recruitment and promotion practices

While there has been an increase in women recruited in 2025 (59.4% women, 40.6% men), promotion outcomes remain strongly weighted towards men (12% women, 87.5% men). Despite this, People Matter Survey results show both genders remained fairly neutral on perceptions of promotion (women 56.1%, men 51.9%).

Following the organisational restructure in 2023, some women were promoted into Head of roles, equating to 1/3 (4) of the positions held by women compared to 12 held by men.

Leave and flexible working arrangements

Despite low numbers in formal flexible work arrangements (as captured through gender equality reporting specifications), GRV supports various informal flexible working arrangements. For example, 56.9% of the workforce participates in a hybrid work-from-home arrangement (workforce report). 43.1% either do not access flexible work arrangements or their role requires on-track or location attendance, such as raceday roles.

Gender segregation within the workplace

Workforce data shows that women are over-represented in Administration and Clerical roles (75% women, 25% men), an increase of 5.6 percentage points for women. Roles in the Trade category remain 100% male. These roles relate to track maintenance and diagnostics.



SECTION 2: PROCESSES, RECORD KEEPING AND GOVERNANCE

GRV will support the delivery of this GEAP through clear governance and record keeping.

Ownership and oversight:

The People and Culture function coordinates the GEAP and monitors progress through the GEAP action tracker. Progress updates are provided to the Executive Leadership Team and the Board (including the People Committee or equivalent) at agreed intervals.

Record keeping and evidence:

GEAP materials (including audit datasets, consultation outcomes, decision logs, communications and progress reporting) are stored in a central, version-controlled repository. Access is limited to relevant roles. Sensitive and intersectional information is handled confidentially and in line with privacy obligations.

Integration into business-as-usual:

GEAP actions are aligned with the People Strategy, People Matter Survey action planning and other relevant programs (for example, respectful workplace initiatives). Where actions overlap with other organisational plans, they are tracked once and reported against the relevant GEAP indicators.

Review cycle:

Progress is reviewed at least annually to confirm actions remain current, measurable and adequately resourced, and to incorporate learning from consultation and emerging data.

SECTION 3: LEADERSHIP COMMITMENT

GRV leadership recognises the women who contribute across the greyhound racing industry and reaffirms our commitment to a safe, inclusive and respectful workplace.

Gender equality is ongoing work, and we remain committed to improving how we do it across all levels of the organisation. Our leaders set the tone for organisational culture, lead meaningful change and role model expected behaviours. The CEO and Executive Leadership Team will champion initiatives and report on progress to ensure accountability.

GRV's purpose to lead, develop and regulate a vibrant and inclusive sport is underpinned by world-leading animal welfare and integrity. Across GRV, clubs and participant pathways, women bring breadth of capability and perspective and contribute meaningfully across functions. Women are increasingly visible in roles that challenge historical assumptions about what success looks like in the greyhound industry.

Creating inclusive, safe workplaces does not happen by default. It requires ongoing awareness raising, accountability at all levels and investment in our people.

Our focus is on what we can influence directly as an organisation: culture, capability, leadership opportunities and fair, safe workplaces. Through our partnerships with WORK180, Rainbow inclusion initiatives and our Reconciliation Action Plan (RAP) commitments, we continue to strive towards an inclusive workplace where every woman, regardless of role or background, can thrive.

At GRV we recognise that diversity and inclusion are not just values to uphold, they are essential to innovation, growth and long-term success of our industry.





CHAPTER **B**

CONSULTATION - AUDIT RESULTS AND STRATEGIES





SECTION 4: CONSULTATION GROUPS

| Consultation Group | Confirm | Comments |
|---------------------------------|---------|---|
| Governing Body | YES | <ul style="list-style-type: none"> - The GRV Board was consulted and endorsed the 2026-2030 Gender Equality Action Plan - The GRV People and Culture Committee endorsed the 2026-2030 Gender Equality Action Plan |
| Employees | YES | <ul style="list-style-type: none"> - 2 x Online Gender Equality Consultation sessions - 1 x Online anonymous survey |
| Employee representatives | YES | <ul style="list-style-type: none"> - Employee representatives attended the consultation sessions - Trade unions were in EBA discussions and consulted on gender equity items |

SECTION 5: THE CONSULTATION PROCESS

GRV took a multifaceted approach to consultation allowing for people to be represented or engage in ways that met their needs, whilst also ensuring that all levels were represented.

Workforce Data:

- Audit data and analysis were shared with employees via de-identified results at monthly One GRV meetings.
- Data collection for the reporting period captured all recommended and required inputs, an increase from the previous GEAP cycle.
- Where intersectional reporting is limited due to low numbers (for example, LGBTQIA+ identification below reporting thresholds), GRV will continue to build trust and encourage voluntary, confidential self-disclosure.

Employee Engagement & Consultation:

- Employees participated through two online consultation groups and an anonymous online survey, including GRV union delegates.
- Consultation questions were informed by the Commissioner's guidance documentation.
- The Executive Leadership Team provided input throughout development and supported completion and approval.

- GRV's governing body (the GRV Board) and People and Culture Committee were advised throughout development and endorsed the final plan.

Employee Sentiment - VPS People Matter Survey:

- As a Victorian statutory authority, GRV participates in the annual VPS People Matter Survey to measure employee sentiment.
- Survey themes and benchmarking have informed GEAP priorities and complementary action planning.
- GRV reports progress against action plans via the GRV Intranet and One GRV meetings.

Independent Review into Victorian Racing Industry Victim Support and Complaint Processes

- An independent review was completed on 31 August 2023. It identified that historical harm and unlawful conduct has occurred across the three racing codes (Racing Victoria Limited, Harness Racing Victoria and Greyhound Racing Victoria).
- Learnings from the review and participation in the subsequent task force have informed actions within the 2026-2030 GEAP.



SECTION 6: FINDINGS FROM THE CONSULTATION

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 and as a result, GRV has strong female representation.

On review of GRV's Workplace data, Gender Equality Survey data and consultation, it is evident that for the most part GRV is a fair and equitable organisation focused on racing and the welfare of animals. Both male and female employee sentiment reflected that the organisation is a great place to work, and majority did not consider gender to be a barrier in the workplace.

However, there are improvements and a way to go to embed systematised gender positive practices, more inclusive people processes and ensure that the work completed across the previous GEAP including benchmarking remains a priority. Upskilling and training of leaders is a priority across the 2026-2030 GEAP to ensure that the commitment from leadership and key initiatives are experienced at all levels and across all roles of the organisation.

GRV 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.



CHAPTER C

GENDER EQUALITY,
GENDER PAY EQUITY
PRINCIPLES AND
INTERSECTIONALITY




SECTION 7: THE GENDER EQUALITY PRINCIPLES

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 to 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 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 based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes.
9. Women have historically experienced discrimination and disadvantage based on sex and gender.
10. Special measures may be necessary to achieve gender equality.



The accompanying GEAP Indicator Matrix prescribes the 7 gender equity principles mapped to the strategic and actionable items.

SECTION 8: THE GENDER PAY EQUITY PRINCIPLES

The gender pay equity principles are described in the Gender Equality Regulations 2020. They create a shared understanding of pay equity. They show how to put pay equity into practice.

The following pay equity principles have guided the preparation of the GRV Gender Equality Action Plan:

1. equal pay for work of equal or comparable value, which refers to work valued as equal or similar in terms of skill, effort, responsibility and working conditions, including different types of work
2. employment and pay practices are free from bias and discrimination, including the effects of unconscious bias and assumptions based on gender
3. employment and pay practices, pay rates and systems are transparent, and information about these matters is readily accessible and understandable
4. employment and pay practices recognise and account for different patterns of labour force participation by employees who undertake unpaid or caring work
5. interventions and solutions are collectively developed and agreed to, sustainable and enduring;
6. employees, unions, and employers work collaboratively to achieve mutually agreed outcomes.

For the Act, pay means remuneration. It includes but is not limited to salary, bonuses, overtime, allowances and superannuation.

GRV recognises the importance of Gender Pay Equity including:

The **economic benefits** - Achieving gender pay equity can lead to significant economic benefits, including improved employee morale, retention, and productivity.

Understanding **social justice** impacts that gender pay equity is a fundamental aspect of social justice, ensuring that all individuals have equal opportunities and are treated fairly in the workplace.

By adhering to these principles, organisations including GRV can create a more equitable work environment that values all employees equally, regardless of gender. This not only enhances workplace culture but also contributes to broader societal change towards gender equality.



SECTION 9: INTERSECTIONALITY

GRV continues to build on intersectional overview data recording and acknowledge that the data remains limited. Ages of GRV's employees are known, however other intersectional elements previously not recorded, were not available to be included in this report due to insufficient sample size.

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.





CHAPTER D

A CASE FOR
CHANGE



SECTION 10: GRV GENDER EQUITY STRATEGIC OBJECTIVES

Gender equality matters at GRV because it supports safer, respectful workplaces, strengthens our culture, and helps us attract, retain and develop talent across corporate and raceday operations.

Improving gender equality also supports better decision making and performance by ensuring a broader range of perspectives are represented in leadership, governance and operational roles.

This GEAP is a practical way for GRV to meet its obligations under the Gender Equality Act 2020 and to make measurable progress across the workplace gender equality indicators.

GRV's vision is a workplace where women and people of all genders can participate, progress and lead, free from bias, discrimination and harm, with equitable pay, genuine flexibility and equal access to opportunities.

We aim to see gender-balanced leadership and decision making, clear pathways into roles that have historically been male-dominated, and a culture where respectful behaviour is expected and reinforced on and off track.



Based on the findings, the 2026-2030 GEAP has been created focusing on 7 key themes in-line with the prescribed diversity indicators to:

1. Strengthen GRV as a safe and supportive workplace and uplift individuals and cross functional workgroups
2. Ensure GRV policies, procedures and processes are free of bias, promoted to all staff and hold relevance
3. Drive gender diverse workgroups and increase female representation through unbiased Recruitment, Selection, and Promotion that supports internal career growth and cross functional opportunity
4. Ensure fair and equitable remuneration is based upon benchmarked role value at GRV
5. Provide opportunities for all staff to contribute, advance and realise their potential at GRV through education and engagement
6. Uplift representation and ways of working to benefit employees and the broader industry
7. Employees bring their whole selves to work through professional development on gender, intersectionality and inclusion



CHAPTER E

ANALYSING THE
DATA TO IDENTIFY
FORMS OF GENDER
INEQUALITY AND
DEVELOPING
STRATEGIES





SECTION 11: UNDERLYING CAUSES OF GENDER INEQUALITY

GRV's audit data and consultation suggest that underlying contributors to gender inequality include:

- The historical, male-dominated nature of parts of the racing industry, which can influence perceptions about who belongs in certain roles and affects recruitment pipelines
- Uneven gender representation in some leadership and decision-making levels, which can reduce visibility of role models and sponsorship.
- Pay disparity concentrated at certain levels (notably manager level), influenced by role mix and historic classification patterns.
- Different access to flexible work depending on operational requirements, including roles that require on-track attendance.
- Under-reporting and reluctance to raise concerns, particularly in close-knit environments where behaviours may have historically been normalised.
- Data limitations for some intersectional cohorts due to small numbers and lower levels of self-identification, which can reduce visibility of specific barriers.

Over the 2026-2030 GEAP cycle, GRV will use a combination of data, consultation and targeted strategies to address these causes and to strengthen controls that prevent discrimination, harassment and victimisation.

SECTION 12: DATA ANALYSIS AND DOCUMENTATION OF STRATEGIES

INDICATOR 1:

Gender composition of all levels of the workforce

Broadly, the greyhound racing industry has been historically a male-dominated industry. This was caused by legacy issues, for example, women were not allowed to obtain a greyhound trainer's licence or handling greyhounds until the early 1970s. However, there has been large cultural shift and women make up 24.25% of the greyhound racing industry today.

GRV itself attracts both male and female genders to certain roles such as those in its Greyhound Adoption Program and inspector or stewarding roles respectively. Although overall gender is relatively even across the organisation and continues to equalise increasing by +3.1% for women in the workforce who now make up 46.3% (men 53.7 decreasing) in part due to the work completed in the previous GEAP.

Unfortunately, the data reflects that female leaders have decreased by 1.2% since 2023 into 2025 widening the gap of representation at this level to 76.2% men and 23.8% women. Whilst it is recognised that this is not a structural issue further work needs to be done to ensure female representation, opportunity and inclusion is present across all levels at GRV.

What GRV Is Doing Well

Employee Consultation Groups Verbatims (extract):

- "GRV has made visible efforts to ensure gender balance in leadership discussions, program representation, and workforce initiatives. Communication around gender equality at leadership level is strong, and there is a positive overall intent to maintain an inclusive environment."
- "Maintain a balanced approach so gender initiatives don't create perceptions of reverse or cultural bias".

Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

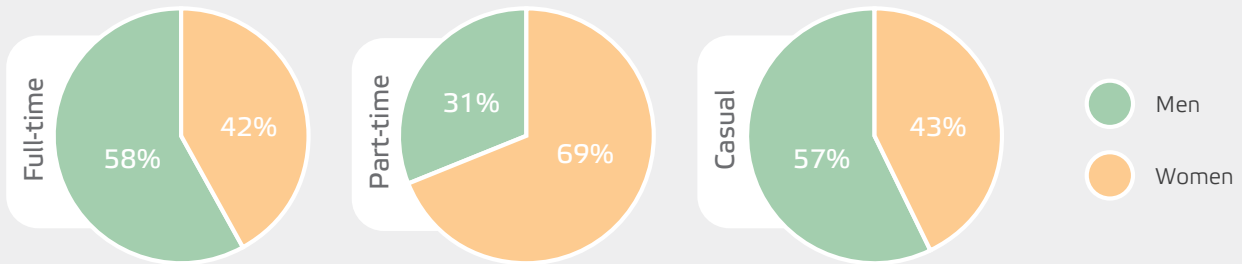
- "Workforce composition and women in leadership/ decision making roles (or even middle management) is an important part to focus on."
- "GRV is well positioned in regard to gender equality - workforce composition is the area they could improve"
- "Some women would not recommend GRV to other women - some would. Some areas to focus on include growth opportunities, collaborative team environments, planning and understanding".



Gender composition of workforce



Composition by employment basis



Setting metrics

| Measures | Critical performance measures: |
|-----------------------|--|
| Governing Body | <ul style="list-style-type: none"> - Gender composition of the duty holder organisation. - Gender composition of part time workers in the duty holder organisation. - Gender composition of senior leaders in the duty holder organisation. |

Strategies

| Strategy |
|--|
| Commit to genuine gender representation across all levels of GRV including Board, ELT, Management and operations. Ensure no voice is unrepresented inclusive of the establishment of relevant diversity committees |
| Assessment of inclusive staff facilities and potential inhibitors at tracks (e.g. pumping station) |
| Communicate, promote and reinforce "good news stories" to promote our industry, gender balance and the work of GRV publicly and internally <ul style="list-style-type: none"> - Better demonstrate what GRV are doing e.g. female leaders and in regional communities, childcare responsibilities |
| Take an active and ongoing stance to eliminate gender discrimination on track at GRV workplaces through enforcement of GRV standards of behaviour including consequences that are followed through |





INDICATOR 2:

Gender composition of the governing body



While the composition of the GRV Board is determined by the Minister for Racing, GRV is committed to diversity and representation at all levels and advocating for equality.

Having served a successful 10 years on the board, the previous Chair Peta Duncan retired her position in 2025. Through her tenure, a clear and positive message was sent to the industry. Upon close of the 2025 GEAP a 50% Female 50% Male representation of the 6 board members was achieved and sets the maintenance standard for the coming GEAP term.

What GRV Is Doing Well

Employee Consultation Groups Verbatims (extract):

- "Having had a female Chair of the GRV Board and equal representation of genders sent a positive clear message to our industry."

Gender composition of the organisation's governing body

| | 2023 | 2025 | % change | Summary |
|-----------------------|-------|------|----------|---|
| Women | 42.9% | 50% | 7.1% | Between 2023 and 2025, the proportion of our board members for each gender group was as follows: <ul style="list-style-type: none"> - for women, increased from 42.9% to 50.0% - for men, decreased from 57.1% to 50.0% - for people of self-described gender, stayed the same at 0.0% |
| Men | 57.1% | 50% | -7.1% | |
| Self Described | 0.0% | 0.0% | 0.0% | |

Setting metrics

| Measures | Critical performance measures: |
|----------|---|
| | <ul style="list-style-type: none"> - Gender composition of the duty holder organisation's governing body. - 50% Female 50% Male representation of the 6 board members |

Strategies

| Strategy |
|---|
| Ensure that a public and organisational facing gender equal board and leadership is represented demonstrating gender equal values. |
| Leaders to improve staff engagement, visibility, awareness and oversight by attending race days, events or GAP site visits. <ul style="list-style-type: none"> - ELT to establish and communicate expectations – Board to set the tone |

INDICATOR 3:

Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

It is encouraging to report that GRV has achieved a -0.3% median base salary gender pay gap. For clarity, median base salary refers to the middle point of base salaries within GRV. This is influenced by the strong enterprise agreement coverage across stewarding functions. However, the mean salary gap for women is 16.8%.

The largest pay disparity (27% median base salary pay gap) is at manager level, three reports from the CEO.

Across employment types, there is a 33.5% median base salary pay gap for women on casual terms and a 29.6% gap for women on full-time contracts. The smallest pay gaps are for women on full-time permanent contracts (9.5%) and part-time permanent contracts (7.8%).

Based on research, there are several possible contributing factors, including historical recruitment patterns, the impact of parental leave (which is still disproportionately taken by women), unconscious bias in promotion and development decisions, and policy or process settings that may unintentionally disadvantage women.

Many of these factors have been addressed through recent activity at GRV and will continue to be a focus. Given the historical nature of the organisation, with men occupying the majority of full-time leadership positions (17/21, 80%) and achieving the greatest number of promotions (87.5%), there is ongoing focus required in this area.

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):

- "Decisions about hiring, pay are made based on individual circumstances etc nothing to do with gender."

Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

- "Difference between male and female pay should have standards across the board, and GRV must continue to strive for better. As an organisation we should not applaud / celebrate something that is not equal – evolution is not a win."
- "Equal pay for the right person regardless of "gender"
- "Experiences not recognised based on tenure to pay scale. People assuming new roles are brought in at the same rates."





Setting metrics

| Measures | Critical performance measures: |
|----------|--|
| | <ul style="list-style-type: none"> - Mean total remuneration gender pay gap by occupation group in 2025: 17.3% - Mean total remuneration senior leader gender pay gap in 2025: 7.3% |
| | Supplementary measures: |
| | <ul style="list-style-type: none"> - Mean base salary pay gap in 2025: 16.4% - Median total remuneration pay gap in 2025: 10.7% - Median base salary pay gap in 2025: -0.3% |

Strategies

| Strategy |
|---|
| <p>Complete a payroll compliance audit and undertake rectification activities for any improvements or gaps identified</p> <ul style="list-style-type: none"> - Annual gender pay equity audits to eliminate inequalities with continual monitoring & review of pay practices that can lead to gender based pay inequalities - Revise current recruitment practices and pay scales aligning to existing tenured staff. (People assuming new roles are brought in at the same rates) - Revise potential gender based pay gaps (particularly in non-EA and part time staff) |
| <p>Develop/document a Remuneration & Benefits Strategy for GRV</p> |
| <p>Invest in a Salary Benchmarking tool (including training of team members) to enable internal benchmarking of roles e.g. AoN or Mercer</p> <ul style="list-style-type: none"> - Revise potential gender-based pay gaps (particularly in non-EA staff) |
| <p>Invest in a Salary Benchmarking tool (including training of team members) to enable internal benchmarking of roles e.g. AoN or Mercer - Business case developed for ELT</p> <ul style="list-style-type: none"> - Revise potential gender based pay gaps (particularly in non-EA staff) |



INDICATOR 4:

Sexual harassment in the workplace

GRV's workforce data continues to indicate low levels of reporting of sexual harassment, bullying and discrimination.

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. The previous GEAP outcomes achieved the development of 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.

While steps have been taken to educate employees on respectful behaviour, further work is required at an industry level as many of our employees work in public facing roles across various regional locations at Clubs.

On 31 August 2023 the Racing Integrity Commissioner released an Independent Review into Victorian Racing Industry Victim Support and Complaint Processes. This report identified misconduct across all 3 racing codes. GRV is proactively working to shape the industry for the future alongside a taskforce.



What GRV Is Doing Well

Employee Consultation Groups Verbatims (extract):

- "Taking action against participants doing the wrong thing at events has improved dramatically"

Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

- "Continuing the push to make workplaces safe from harassment and taking action when inappropriate behaviours occur"

Critical performance measures:

Anonymous experience rate of sexual harassment in 2025: 3%

Number of formal reports of sexual harassment in 2025: 1

Supplementary measures:

Participants who said they reported sexual harassment in 2025: NA

Reasons for not making a formal sexual harassment complaint in 2025: NA

Satisfaction with handling of workplace sexual harassment complaint in 2025: NA

Satisfaction with handling of formal workplace sexual harassment complaint in 2025: NA



Setting metrics

| Measures | Critical performance measures: |
|----------|--|
| | <ul style="list-style-type: none"> - Anonymous experience rate of sexual harassment. - Number of formal reports of sexual harassment. |
| | <div style="background-color: #1a3d54; color: white; padding: 5px;">Supplementary measures:</div> <ul style="list-style-type: none"> - Participants who said they reported sexual harassment. - Reasons for not making a formal sexual harassment complaint. - Satisfaction with handling of workplace sexual harassment complaint. - Satisfaction with handling of formal workplace sexual harassment complaint. |

Strategies

| Strategy |
|---|
| <p>Enforce accountable behaviours including appropriate attitudes, challenge assumptions that impact decisions around everyday interactions.</p> <p>Including:</p> <ul style="list-style-type: none"> - A culture that supports inclusion, ongoing training, zero tolerance policies. - Continuing the push to make workplaces safe from harassment and taking action when inappropriate behaviours occur - Call out unintentional bias |
| <p>Develop a Leadership Development Program for HIPOs and identified successors to build capability and leadership skills</p> <ul style="list-style-type: none"> - Promotion of workforce composition and encouraging opportunities for women in leadership/decision making/acting up roles (including senior management). - Develop opportunities for growth and promotion at GRV - Leadership skillset training, supporting staff and policy awareness, that focuses on inclusive decision-making, unconscious bias (in all directions), and respecting lived experience. - Clearer guidance for managers on applying policies consistently across all work locations with a diversity and sexual harassment lens |
| <p>Embed the Peer Support Program</p> <ul style="list-style-type: none"> - Including support for diversity, harassment and associated gender bias training |
| <p>Take an active and ongoing stance to eliminate gender discrimination on track through participant and club education and expectations including consequences that are followed through.</p> |
| <p>Enhanced staff education on current policies and procedures required with management consistency in application, ensuring policies also acknowledge broader diversity dimensions (age, culture, experience level)</p> <ul style="list-style-type: none"> - Ensure online courses are meaningful to all groups – raising the profile of policies |
| <p>Highlight and embed safe and responsive harassment reporting pathways via with direct Manager, People Services, anonymous reporting systems and third-party hotline - Speak up with Your Call</p> <ul style="list-style-type: none"> - Highlight resources available via internal spotlight programs - Establishment of an anonymous feedback portal on SharePoint for staff to share ongoing feedback / suggestions by creating safe channels for input, concerns and ideas. |
| <p>Continue active input and participation in the Independent Review into Victorian Racing Industry Victim Support and Complaint Processes.</p> |

INDICATOR 5:

Recruitment and promotion practices in the workplace

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 suggested that the recruitment rate of women would negatively impact the overall GRV workforce gender profile if not addressed and it is identified that the organisation is required to continue to further strengthen recruitment, retention and promotion strategies to ensure a positive experience for candidates and employees of all genders and intersectionality.

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.

While there has been an increase of women being recruited in 2025 (59.4% women to 40.6% men) the comparator of people being promoted is strongly weighted at 12% women and 87.5% men. Despite this based on People Matter Survey, both identified genders remained fairly neutral on the perception of promotion (W- 56.1%, M 51.9%) and positive regarding the perception of recruitment W-87.7, M77.8%.

Due reflection is required based on the data into whether the unevenly distributed promotion within roles of GRV is structural, situational or perception based. For example, of leadership positions available, are women actively seeking advancement versus satisfaction within their roles, does the flat nature of the organisation limit promotion, or if the historic nature of the organisation naturally leans towards a tenure based promotional hierarchy.

A clear call out for succession planning, training and development and supportive leadership laced through the employee consultation.

Additionally, the consultation group identified recruitment and safety at work to go hand in hand. Emphasising that in order to encourage other women to work at GRV and within the industry, and retain existing staff, the organisation must demonstrate safe and inclusive work practices, such as return-to-work support.

What GRV Is Doing Well

Employee Consultation Groups Verbatims (extract):

- "Continue to support flexible work, development opportunities, and transparent career pathways for all genders"
- "People services policies support associated practical initiatives"
- "I don't feel like I've missed opportunities based on my gender. But it would be good to know about what GRV is actively doing to support workplace gender equality"

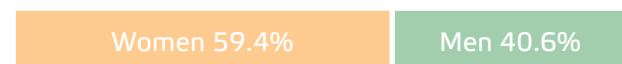
Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

- "Enduring behaviours, attitudes, or assumptions more often than not are unintentional but can impact decisions around hiring, promotion, and everyday interactions."
- "Progress can be achieved by strengthening flexible work options, creating fair and transparent promotion processes, addressing pay equity issues, and fostering a workplace culture where all employees feel valued and supported."

Critical performance measures:

Gender composition of recruited employees in 2025:
W-59.4%, M-40.6%



Gender composition of employees who were promoted in 2025: W-12.5%, M-87.5%



Perceptions of recruitment, by gender in 2025:
W-87.7%, M-77.8%

Perceptions of promotion, by gender in 2025:
W-56.1%, M-51.9%



Setting metrics

| Measures | Critical performance measures: |
|----------|--|
| | <ul style="list-style-type: none"> - Gender composition of recruited employees. - Gender composition of employees who were promoted. - Perceptions of recruitment, by gender. - Perceptions of promotion, by gender. |

Strategies

| Strategy |
|---|
| <p>Continue supporting flexible work, development opportunities, and transparent career pathways for all genders</p> <ul style="list-style-type: none"> - Opportunity for club employees to work for GRV – or GRV staff from Club location - Job sharing options – Facilitate job sharing (a job that can't be done on a PT basis) (Management roles may be less attractive to females due to full time requirements) - Development and communication of secondment opportunities and pathways - opportunities for cross collaborative working groups |
| <p>Complete a review into promotion and recruitment sentiment among employees</p> <ul style="list-style-type: none"> - Establish focus groups and determine opportunities for minority groups to represent with an aim to further understand opportunities and workforce trends |
| <p>Develop a program for HIPOs and identified successors to build capability and leadership skills</p> <ul style="list-style-type: none"> - Promotion of workforce composition and encouraging opportunities for women in leadership/decision making/acting up roles (including middle management). - Develop opportunities for growth and promotion at GRV |
| <p>Develop a Capability Framework (including Leadership Capability Framework) that is fit-for-purpose to GRV</p> |
| <p>Review Recruitment Procedure (and associated tools and system forms) to improve efficiency and effectiveness of the recruitment process</p> <ul style="list-style-type: none"> - Develop promotion tools to attract diverse people to the organisation - Remove gender segregation and bias |
| <p>Undertake a full review of suite of Employment Contract templates for compliance and alignment to new EAs (including review by legal)</p> <ul style="list-style-type: none"> - Inclusive of diversity clauses and additions |
| <p>Ensuring all staff regardless of gender or cultural background are acknowledged with regular pulse checks to ensure inclusion efforts are balanced and not creating new gaps</p> |





INDICATOR 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

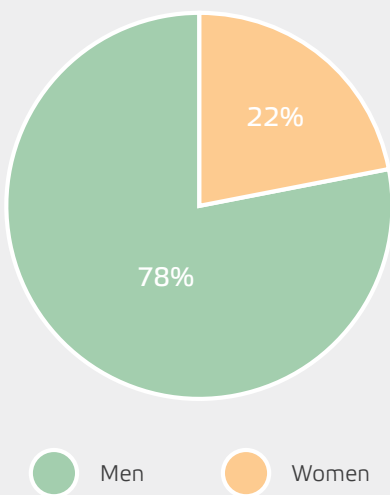
GRV actively supports flexibility as per both the GRV Employee Enterprise Agreement 2023-2024 and the GRV Stewards and Associated Employees Enterprise Agreement 2020-2024. Working arrangements supporting employees with family or caring responsibilities are supported for all employees.

The average weeks of parental leave taken by women far surpasses that of men at 43.1%F, 5.6% M and Carers leave is relatively consistent across genders at 34.7% W to 34.1% M.

Throughout the pandemic GRV proved agile when addressing hybrid working requirements for applicable roles, and this flexibility has continued. 77.2% of Women and 81.5% of men agree that "if a flexible work arrangement was requested, it would be given due consideration". The official utilisation of flexible work uptake is relatively low with Women 2.4% and Men 5.2%, the flexible nature of the organisation attributed to this figure.

While Staff generally consider GRV to be a supportive workplace, further awareness raising and education is required to promote policies and instil confidence to access the provisions.

Gender composition of those who are on formal flexible work arrangement



What GRV Is Doing Well

Employee Consultation Groups Verbatims (extract):

- "GRV is forward thinking, the leave types that GRV have are inclusive and flexible"
- "There is flexibility (where the job allows it) and opportunity across the industry to work around life and requirements of the job."
- "GRV is supportive when asking or negotiating what would work better for peoples circumstances".

Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

- "Flexibility is second to none - outstanding – however some experiences are poor and challenging."
- "Flexibility and return to work for some is well managed dependant on leader. Communication enhancements post return from Maternity leave are needed including how it could work and happen. Better communication is needed in the early stages of pregnancy around expectations, decision making timeframes and job security."

Critical performance measures:

Average weeks of parental leave, by gender in 2025: M-5.6, W-24.1

Uptake of flexible work, by gender in 2025: M-5.2%, W-2.4%

Perceptions of flexible work culture, by gender in 2025: M-81.5%, W-77.2%

Supplementary measures:

Gender composition of parental leave takers in 2025: M-40%, W-60%

Gender gap in carer's leave in 2025: M-34.1%, W-34.7%



Setting metrics

| Measures | Critical performance measures: |
|----------|--|
| | <ul style="list-style-type: none"> - Average weeks of parental leave, by gender. - Uptake of flexible work, by gender. - Perceptions of flexible work culture, by gender. |
| | Supplementary measures: |
| | <ul style="list-style-type: none"> - Gender composition of parental leave takers. - Gender gap in carer's leave. |

Strategies

| Strategy |
|---|
| <p>Map and understand the employee care cycle at all stages of life - promoting initiatives to support all GRV staff.</p> <ul style="list-style-type: none"> - Enhanced return to work post childbirth communication, pathway, expectations, communication and process. - Development of a leadership / recipient checklist for return to work consistency to provide a better experience |
| <p>Expand the "Lunch & Learn" program beyond the leadership group to all employees. Ensure program showcases a range of topics presented by all departments</p> <ul style="list-style-type: none"> - Including leading through change / change management, sexual harassment and psychological safety - Strengthen cultural inclusiveness (intersectionality), including better recognition of European and Asian backgrounds staff alongside those from traditional Anglo-Australian within GRV - Further information required about what GRV is actively doing to support workplace gender equality - increase awareness and visibility of initiatives and workplace data. |
| <p>Develop a schedule for the review, development and implementation of WHS Policies and Procedures</p> <ul style="list-style-type: none"> - Leverage partnership to build best practice Diversity and Inclusion |



INDICATOR 7:

Gendered segregation within the workplace

While GRV departments generally require diverse skillsets, current GRV workplace data indicates potential (likely historical) incidents of gendered segregation. The data identified that the number of female (46.7%) and male (53.3%) staff members were relatively comparative. Differentiation is revealed with an increase in women (75% women v 25% men) working in Administration and Clerical roles. This increased by 5.6% for women and decreased for men working in these roles. 100% of roles in the Trade category are 100% male. These roles relate to track maintenance and diagnostics. Opportunities for cross functional experiences, secondments and safe workplaces have been identified as strategies to build opportunity awareness.

Outside of the immediate workforce, however relating to the exposure of raceday roles, there is ongoing work required to promote women in a male-dominated racing industry. 80.73% of Owners in the Victorian greyhound racing industry are male and 70.93% are male trainers. Resulting in 19.27% Female owners and 29.07% female trainers.

Additionally, diversity within self-described genders was captured but not identifiable due to low reporting numbers with ongoing awareness and maintenance of culture to be completed to ensure that all people feel safe bringing their whole selves to work. This can be achieved through better celebrating and showcasing diversity.

89% of staff feel they can be themselves at work, and 83% feel culturally safe. These results are consistent with GRV's broader commitment to respectful workplace behaviours and suggest that the organisation is fostering an environment where diversity and authenticity are valued.

Equality and fairness set the scene for discussions with an emphasis on equal weighting to all people required as to not create unintentional imbalance.

What GRV Is Doing Well

Employee Consultation Groups Verbatims (extract):

- "One of the strengths of GRV is the supportive culture. Everyone's voice is valued, and people feel comfortable raising ideas or concerns. This positive environment helps ensure that gender does not influence how someone is treated or the opportunities they receive."

Improvement Opportunities

Employee Consultation Groups Verbatims (extract):

- "Structural habits where some teams rely on the same voices, which can unintentionally limit broader diversity."
- "Strengthening cultural inclusiveness beyond gender, including better recognition of European and Asian backgrounds staff alongside those from traditional Anglo-Australian."
- "While gender balance is improving, there is an opportunity to ensure that equality efforts do not unintentionally leave some employee groups feeling undervalued, for example staff who feel their experience is sometimes overlooked."
- "Small cultural shifts, such as challenging stereotypes, ensuring fair workloads, and involving a broader mix of people in decision making makes a big difference over time."





Setting metrics

| Measures | Critical performance measures: |
|----------|------------------------------------|
| | - Occupational gender segregation. |

Strategies

| Strategy |
|---|
| Development of team/role-based "Values in Action" to ensure our Values resonate in our day-to-day roles <ul style="list-style-type: none"> - Strengthen cultural inclusiveness (intersectionality), including better recognition of European and Asian backgrounds staff alongside those from traditional Anglo-Australian within GRV - Actively address gendered segregation and bias across roles at GRV Including across GAP, Racing, Customer and Growth, Data and Analytics, stewarding and integrity. |
| Engage with Work180, Rainbow, RAP to maximise these services resources and tools available. |
| Promote the 'recognise' function in Elmo and across platforms to encourage employees to recognise each other both in the achievement of outcomes and demonstration of behaviours aligned to our Values, Diversity and Inclusion. |
| Undertake an audit of all Policies & Procedures on People Hub and ensure only current and approved versions are available <ul style="list-style-type: none"> - Ensure a diversity and gender lens is included - Policies made more visible which can be used to reduce unconscious bias. |
| Development of longer-term Diversity & Inclusion Strategy, e.g. RAP, CALD, LGBTQI, Gender, Age etc. |





CHAPTER F

RESOURCING THE GEAP





SECTION 13: IDENTIFYING CURRENT AND REQUIRED RESOURCES

GRV is committed to delivering the 2026-2030 Gender Equality Action Plan alongside the GRV People Strategy.

Implementation will be supported through:

- Governance and oversight: Board and Executive Leadership Team sponsorship, with oversight through the People and Culture Committee and regular reporting on progress.
- Delivery resourcing: coordination through the People Services team, with involvement from leaders and subject matter experts across the business.
- Working group: establishment of a diversity and inclusion working group to support consultation, delivery and monitoring.
- Integration into business-as-usual: GEAP actions are integrated into relevant planning and reporting cycles (for example, the People Plan and People Matter Survey action planning) to ensure they are scheduled and owned.

Resourcing and progress will be reviewed quarterly to confirm actions remain achievable, adequately resourced and aligned to GEAP priorities.

SECTION 14: DEVELOPING A RESOURCING PLAN

The People and Culture function with 5 FTE resources coordinates the GEAP and monitors progress through the GEAP action tracker. Progress updates are provided to the Executive Leadership Team and the Board (including the People Committee or equivalent) at agreed intervals.

Record keeping and evidence:

GEAP materials (including audit datasets, consultation outcomes, decision logs, communications and progress reporting) are stored in a central, version-controlled repository. Access is limited to relevant roles. Sensitive and intersectional information is handled confidentially and in line with privacy obligations.

Integration into business-as-usual:

GEAP actions are aligned with the People Strategy, People Matter Survey action planning and other relevant programs (for example, respectful workplace initiatives). Where actions overlap with other organisational plans, they are tracked once and reported against the relevant GEAP indicators.

Review cycle:

Progress is reviewed at least annually to confirm actions remain current, measurable and adequately resourced, and to incorporate learning from consultation and emerging data. Input and review from the Executive, Board and People committee will occur at least quarterly intervals.

Refer to the GEAP Indicator Matrix for further timelines and resourcing.





GRV - GEAP INDICATOR MATRIX



| Strategy | Action | Target (What quantitative) (measurable) | By When | Lead | Gender Equity Indicator | | | | | | | | | | | | | |
|--|---|--|-----------|----------|-------------------------|---|---|---|---|---|---|--|--|--|--|--|---|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | | | | | |
| Drive gender diverse workgroups and increase female representation through unbiased Recruitment, Selection, and Promotion that supports internal career growth and cross functional opportunity | Complete a review into promotion and recruitment sentiment among employees - Establish focus groups and determine opportunities for minority groups to represent with an aim to further understand opportunities and workforce trends | "2 x groups established for consultation Quarterly meetings held" | Jan-27 | P8C | | X | | | | | | | | | | | | |
| | Genuine gender representation across all levels of GRV including ELT, Management and Operations. Ensure no voice is unrepresented. - Inclusive of the establishment of relevant diversity representative party's to evaluate equitable diversity across roles and levels | ">30% ELT Representation >40% HO Representation 50% Workforce composition" | | Dec-26 | P8C | | X | X | X | X | | | | | | | | X |
| | Ensure that a public and organisational facing gender equal board and leadership is represented demonstrating gender equal values. | 50% Board representation | | | | X | | | | | | | | | | | | X |
| Ensure fair and equitable remuneration is based upon benchmarked role value at GRV | Undertake a full review of suite of Employment Contract templates for compliance and alignment to new EAs (including review by legal) - Inclusive of diversity clauses and additions | 100% of EA employment contracts aligned | Jun-26 | P8C | | X | | | X | | | | | | | | X | |
| | Complete a payroll compliance audit and undertake rectification activities for any improvements or gaps identified - Annual gender pay equity audits to eliminate inequalities with continual monitoring & review of pay practices that can lead to gender based pay inequalities - Revise current recruitment practices and pay scales aligning to existing tenured staff. (People assuming new roles are brought in at the same rates) - Revise potential gender based pay gaps (particularly in non-EA and part time staff) | "27 - <10% gender pay gap 28 - <8% gender pay gap 29 - <6% pay gap" | Jun-27 | P8C | | | | | X | | | | | | | | | |
| | Develop/document a Remuneration & Benefits Strategy for GRV | 100% Completion of Remuneration and Benefits Strategy | | 1-Dec-28 | P8C | | | | | X | | | | | | | | |
| | Invest in a Salary Benchmarking tool (including training of team members) to enable internal benchmarking of roles e.g. AoN or Mercer - Business case developed for ELT - Revise potential gender based pay gaps (particularly in non-EA staff) | Tool embedded and 1 x annual audit complete | 31-Dec-26 | P8C | | | | | X | | | | | | | | | |



| Strategy | Action | Target (what quantitative) (measurable) | By When | Lead | Gender Equity Indicator | | | | | | | |
|---|--|---|-----------|------|-------------------------|---|---|---|---|---|---|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Opportunities for all staff to contribute, advance and realise their potential at GRV through education and engagement | Continue supporting flexible work, development opportunities, and transparent career pathways for all genders <ul style="list-style-type: none"> - Opportunity for club employees to work for GRV – or GRV staff from Club location - Job sharing options – Facilitate job sharing (a job that can't be done on a PT basis) - (Management roles may be less attractive to females due to full time requirements) - Development and communication of secondment opportunities and pathways - Opportunities for cross collaborative working groups | "1 x cross functional appointment / secondment Opportunity provided for 3 x annual PT Leadership roles" | Annual | P&C | X | | | X | | | | |
| | Develop a Leadership Development Program for HIPOs and identified successors to build capability and leadership skills <ul style="list-style-type: none"> - Promotion of workforce composition and encouraging opportunities for women in leadership/decision making/acting up roles (including senior management). - Develop opportunities for growth, succession planning and promotion at GRV - Leadership skillset training , supporting staff and policy awareness, that focuses on inclusive decision-making, unconscious bias (in all directions), and respecting lived experience. - Clearer guidance for managers on applying policies consistently across all work locations with a diversity and sexual harassment lens | 100% participation of people managers and HIPOs in LDP | 31-Dec-26 | P&C | X | | | X | | | | X |
| | Develop a Capability Framework (including Leadership Capability Framework) that is fit-for-purpose to GRV | 100% Capability Framework developed and embedded | Jun-29 | P&C | X | | | | | | | |
| | Expand the "Lunch & Learn" program beyond the leadership group to all employees. Ensure program showcases a range of topics presented by all departments <ul style="list-style-type: none"> - Including leading through change / change management, sexual harassment and psychological safety - Strengthen cultural inclusiveness (intersectionality), including better recognition of European and Asian backgrounds staff alongside those from traditional Anglo-Australian within GRV - Further information required about what GRV is actively doing to support workplace gender equality - increase awareness and visibility of indicatives and workplace data. | 6 x annual lunch and learn executed | Jan-26 | P&C | | | | X | X | | | X |



| Strategy | Action | Target (what quantitative) (measurable) | By When | Lead | Gender Equity Indicator | | | | | | | | | | | | |
|---|---|---|---------|------|-------------------------|---|---|---|---|---|---|--|--|--|--|--|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | | | | |
| Uplift representation and ways of working to benefit employees and the broader industry | Map and understand the employee care cycle at all stages of life - promoting initiatives to support all GRV staff. - Enhanced return to work post childbirth communication, pathway, expectations, communication and process. - Development of a leadership / recipient checklist for return to work consistency to provide a better experience | 100% Review and consultation of employee lifecycle | Jun-28 | P&C | X | | | | X | | | | | | | | |
| | Take an active and ongoing stance to eliminate gender discrimination on track at GRV workplaces through enforcement of GRV standards of behaviour including consequences that are followed through. | 0 incidents of on track harassment, bullying & intimidation | Ongoing | P&C | X | | | X | | | | | | | | | |
| | Assessment of inclusive staff facilities and potential inhibitors at tracks (e.g. pumping station) | 100% review of 13 x tracks | Dec-28 | P&C | X | | | | | X | | | | | | | X |
| | Engage with Work180, Rainbow, RAP to maximise these services resources and tools available | All accreditations | Ongoing | P&C | X | | | X | X | X | X | | | | | | X |
| Employees bring their whole selves to work through professional development on gender, intersectionality and inclusion | Continue active input and participation in the Independent Review into Victorian Racing Industry Victim Support and Complaint Processes | 100% engagement and input into relevant actions as prescribed | | | | | | | | | | | | | | | |
| | Enforce accountable behaviours including appropriate attitudes, challenge assumptions that impact decisions around everyday interactions. Including: - Creating a culture that supports inclusion, ongoing training, zero tolerance policies. - Continuing the push to make workplaces safe from harassment and taking action when inappropriate behaviours occur - Call out unintentional bias | 0 incidents of sexual harassment, bullying & intimidation | Ongoing | ELT | X | | | | X | X | | | | | | | X |
| | Development of team/role-based "Values in Action" initiative to ensure our Values resonate in our day-to-day roles - Strengthen cultural inclusiveness (intersectionality), including better recognition of European and Asian backgrounds staff alongside those from traditional Anglo-Australian within GRV - Actively address gendered segregation and bias across roles and teams at GRV" | Completion | Apr-26 | P&C | X | | | | | | | | | | | | |



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