



Gender Equality Action Plan

1 July 2026 to 30 June 2030

**Fair treatment, access, opportunities and
advancement for all.**



**VICTORIAN
CONVENTION AND
EVENT TRUST**



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Our venues

Introduction

Organisation name	Victorian Convention and Event Trust
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 1,457 Total FTE: • 304 full time employees • The full time equivalent of 28 part time employees and 206 casual employees.
Location	Metropolitan
GEAP time-period	This GEAP aligns with a financial year reporting period. It commences 1 July 2026 and will run to 30 June 2030.

The Victorian Convention and Event Trust (VCET) proudly operates Melbourne Convention and Exhibition Centre (MCEC) and Nyaal Banyul Geelong Convention and Event Centre (Nyaal Banyul).

With over 30 years of industry experience, we've helped position Victoria as a global events destination. Through world-class exhibitions, conferences, galas and concerts, we facilitate meaningful dialogue, attract investment, and contribute to pioneering research and policy development.

As a key driver of Victoria's economy, we generate \$800 million in economic impact annually, employ nearly 1,000 people at peak periods, and support local businesses through our supply chains. We're also deeply committed to social impact, providing more than \$2 million in in-kind support to charities each year, championing causes such as children's health, environmental sustainability, and food security.

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Attestation by Head of Organisation

Our venues are more than spaces for events. They are places where every person is welcomed and valued. For decades, at MCEC we've opened our doors to visitors from across the globe, and in doing so have been privileged to welcome a diverse workforce that's reflective of our community. The same will be the case for our new venue Nyaal Banyul.

That's why it is our responsibility to ensure every individual feels safe, respected, and empowered to thrive. Gender equality is at the heart of this commitment. It's not just about representation, it's about creating an environment where all genders have equal opportunity to lead, contribute, and succeed. Our Gender Equality Action Plan 2026-30 will help work toward that commitment.

Driving that mission is our leadership team, sponsored by the Trust through the People and Culture Committee. We are working to embed gender equality principles at every level of our organisation. The unique perspectives and lived experiences of our people make us stronger, more creative, and better equipped to deliver the bold, unconventional experiences that define us. Together, we can set a new standard for our industry, where equality isn't aspirational, it's expected.

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).



Natalie O'Brien AM

Chief Executive

Victorian Convention and Event Trust

Our venues

Our approach: Planning our GEAP

Our approach

VCET is committed to ensuring that the people who visit, work or engage with our venues feel included, safe and have an equal opportunity to be their best at every turn.

Since developing our first GEAP, our organisation has evolved dramatically. We've become the operator of two sites, with the longstanding MCEC in Melbourne alongside the establishment of Nyaal Banyul in Geelong. This has impacted how the organisation is structured, the composition of our workforce and our customer base. It is timely to refresh our GEAP for the next four years as we continue to progress our work in this space, whilst being receptive to the change that may be ahead of the organisation.

Our progress reports, People Matter Surveys and gender audits have demonstrated positive progress towards gender equality. They have also identified several key areas that remain challenges for the organisation, highlighting some key opportunities for this GEAP, including:

- Data capture, particularly relating to intersectional data, flexible work, sexual harassment and workforce groupings
- Data compatibility between VCET's systems and the Commission's reporting requirements
- Length and uptake of leave benefits including carers leave and secondary parental leave.

In developing the GEAP 2026–2030, a data-informed and evidence-based approach has been applied. We have drawn directly on the gender audit and People Matter Survey results to shape the strategies and targets for the next four years. Importantly, we have learned from the previous GEAP that overloading the plan with excessive detail and broad actions makes delivery difficult. By setting evidence-based and data-informed strategies that are both ambitious and flexible, VCET will remain focused on meaningful progress while being responsive to organisational change over the next four years.

Accordingly, this GEAP sharpens our commitments by:

- Centralising GEAP responsibility within the Strategy & Governance division
- Specifying actionable and targeted strategies linked to each gender equality indicator
- Clearly designating divisions to lead the work
- Demonstrating a direct connection between Gender Audit data and the GEAP 2026–2030 strategies, ensuring our commitments are measurable, targeted and based on evidence.

Finally, the commitments within this GEAP are explicitly aligned to our broader business strategy, particularly the strategic levers Impact as a competitive advantage and Future-fit workforce. This ensures gender equality remains embedded in VCET's long-term strategic direction, with continued attention and accountability across the business.

Processes, record keeping, and governance

This GEAP was developed by the Sustainability and Impact team, which sits as part of the Strategy and Governance division. It has been developed through consultation with the business, both through insights captured via People Matter Surveys, alongside direct

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engagement with the workplace consultative committee, leaders across divisions, and our governing body, the Trust and its People and Culture Sub-committee.

At the Leadership level, the Chief Strategy and Governance Officer is the executive sponsor of the GEAP, but ownership of actions is shared. This maintains a focus on the progress of initiatives at the leadership table, with quarterly progress reporting conducted internally across divisions and provided to the Chief Executive.

Oversight of the GEAP is the accountability of the Trust, who rigorously monitor its implementation via the People and Culture Sub Committee. This Committee meets a minimum of three times a year, with a report provided by the Chief Strategy and Governance Officer at each meeting.

All previous and current GEAP drafting, progress reporting and consultation is kept within a secure, centralised filing system, owned by Strategy and Governance. Access to identifiable people data that underpins the Gender Audit is limited to the People and Culture team. Highlighted in Table 1 is how VCET's commitment to gender equality is incorporated into decision-making, risk management, resourcing and governance structures.

Leadership commitment

VCET's Leadership Team are responsible for embedding the GEAP across the organisation. Rather than have one accountable person, this GEAP outlines how the collective team will champion the GEAP strategy and performance. They are responsible for:

- Communicating VCET's commitment to gender equality
- Connecting the GEAP with the business strategy and in particular the strategic levers: *Impact as a competitive advantage* and *Future fit workforce*
- Leading by example and engaging people leaders to role model behaviour, in alignment with VCET's GEAP and values
- Engaging with the Sustainability and Impact team quarterly to review progress
- Reporting to the People & Culture Committee three times annually, and the Trust once annually.

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Table 1 – Gender and equality governance and reporting approach

Accountability: Trust and the People & Culture sub-committee		
Embedding and decision-making: Leadership Team		
Recording keeping and reporting: Sustainability & Impact team		
Implementation and delivery: People & Culture, Finance, Strategy & Governance		
Key resourcing: Manager, Sustainability & Impact, Head of People Partnering & Services		
Our approach is guided by... (external) - Gender Equality Act 2020 (internal) - Discrimination, Harassment and Bullying Policy - Employee Code of Conduct - Enterprise Bargaining Agreement - Flexible Working Arrangements Policy - Grievance Policy - Leadership Capability Framework - Leave Policy - Our values - Recruitment and Selection Policy - Remuneration Framework - Safety, Health and Wellbeing Policy - Sexual Discrimination and Harassment Policy	Our risk is managed by... - Grievance Procedure - STOPline, confidential reporting - Issues & Complaints Resolution - Employee Assistance Program (EAP) - Enterprise Risk Management - Workplace Consultative Committee - Annual compulsory training - Safety, Health and Wellbeing Framework	We drive action through... - GEAP 2026-30 - Gender Impact Assessments (GIA) - Annual internal gender audit - Annual People Matter Survey - Annual pay review and adjustment - Annual external market salary survey - Quarterly progress meetings with each member of the Leadership Team - GEAP delivery and leadership as part of all Performance Plans for Chief Executive's direct reports
External reporting Biennial GEAP Gender audit and Progress report		Internal reporting - Internal gender audit - Monthly Leadership Team KPI update - Three People and Culture Committee updates annually - One Trust update annually

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Consultation

In developing the GEAP 2026-30, VCET has engaged its Trustees, leaders and employees, drawing on the findings of our FY25 gender audit, People matter survey and reflecting on the progress of our previous GEAP 2022-25.

Group	Format	Date	Purpose
Governing body			
People & Culture sub-committee	In-person meeting and supporting Papers	i. October 2025	i. Update on gender audit and GEAP timeframes
		ii. April 2026	ii. Review and endorse GEAP 2026-30
Trust	In-person meeting and supporting Papers	i. November 2025	i. Review and approve FY25 gender audit results
		ii. April 2026	ii. Review and approve GEAP 2026-30
Employees			
Chief Executive & Leadership team	In-person meeting and supporting Papers	i. January 2026	i. Feedback on gender audit results and GEAP 2026-30 targets and strategies
		ii. March 2026	ii. Review and approve GEAP 2026-30
Employee body	People Matter Survey	i. April-May 2025	i. Complete survey
		ii. September 2025	ii. Communicate results
Employee representatives, including relevant trade unions			
Workplace Consultative Committee	Hybrid meeting	i. March 2026	i. Targeted feedback on areas relevant to EBA employees

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Applying the Principles

Gender equality principles

VCET's GEAP 2026–2030 demonstrates application of the principles in the following ways:

- *Safety, dignity and fairness*: By identifying and addressing disparities in sexual harassment reporting and strengthening leadership responsibility for role-modelling respectful behaviour.
- *Intersectionality*: By addressing gaps in intersectional data and seeking more detailed and intersectional insights to guide targeted interventions.
- *Human rights and social justice*: Through an evidence-based, data-informed approach grounded in audits, survey insights and employee consultation and experiences.
- *Special measures*: By shifting from broad, difficult-to-implement actions to targeted, measurable strategies linked to gender equality indicators.
- *Disadvantage and family violence*: By implementing or committing to review leave provisions and overcome barriers that create disadvantage.
- *Shared leadership and accountability*: Through executive sponsorship, division-level ownership, and Trust oversight via the People & Culture Sub-Committee.
- *Transparency and continual improvement*: Through quarterly monitoring, formal reporting and strong governance systems.

More than just the GEAP, the gender equality principles have underpinned elements of our overall business strategy.

Embedding the Principles through VCET's Purpose and Values

VCET's overarching purpose is to provide “*Welcoming places for people to share ideas, build communities and leave legacies*”. This recognises our responsibility as the operator of major public venues to ensure safe and equal access for all employees, visitors and stakeholders. This aligns directly with the principle that all Victorians should live in a safe and equal society and be treated with dignity, respect and fairness.

Our organisational values further embed the principles in our culture, with *Respect* functioning as a cornerstone of how we interact, serve the community, and support our people. This value ensures that fairness, inclusion and dignity (including respect for gender diversity) are central to our systems, behaviours and decision-making.

Embedding the Principles through business objectives

The gender equality principles are reflected in the objectives of VCET's five-year strategic plan and the structures that support it. Our Trust has set a clear aspiration to be “*global leaders in sustainability for venues and events*”, adopting a view of sustainability that extends beyond environmental responsibility to encompass social and community wellbeing. This broader definition acknowledges the economic, social and health benefits that come from inclusive, gender-equal organisations and aligns with the principle that gender equality benefits the whole Victorian community.

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Our strategic objectives emphasise meaningful, measurable social impact and capacity building, further reinforcing that gender equality is central to a fairer and more inclusive Victorian events and tourism sector. Through this GEAP, we strengthen VCET's organisational capability, improve worker experience, and contribute to a sector-wide shift toward inclusive practice.

Embedding the Principles through strategic levers

VCET's seven strategic levers guide how the organisation prioritises effort and investment. Two levers reflect a strong alignment with the Gender Equality Principles:

- *Impact as a Competitive Advantage:* This lever recognises the value of social inclusion, gender equality and intersectional diversity as drivers of performance. It aligns with principles of gender equality benefiting everyone, to deliver economic, social and health advantages. By prioritising this lever, VCET acknowledges that a diverse workforce delivers competitive, contemporary experiences for visitors and clients.
- *Future-Fit Workforce:* This lever emphasises the development of a capable, representative and supported workforce equipped for evolving industry demands. It reflects the principle that all people should be free to develop their abilities, pursue careers and make choices without being limited by stereotypes, discrimination or structural barriers. Embedding gender and intersectional diversity into workforce planning ensures VCET supports equitable opportunities now and into the future.

Together, these levers operationalise the Gender Equality Principles in everyday organisational decisions.

Gender pay equity principles

VCET's GEAP 2026–2030 demonstrates application of the principles in the following ways:

- *Commitments to Equal Remuneration:* Our GEAP sets a measurable and ambitious target to maintain our mean base salary pay gap to +/- 5%. This target is not just part of the GEAP, it has been elevated to a key organisational KPI that is monitored by the Trust as part of strategic planning.
- *Commitments to gender parity:* We've set clear targets for gender composition across both Leadership and the wider business and will actively work with our Minister and the Department of Jobs, Skills, Industry and Regions to achieve the same outcome at the Trust.
- *Commitments to review leave policies:* Our GEAP includes a commitment to review our leave policies and practices that may limit or hinder workforce participation.
- *Pay review and transparency:* Our GEAP includes embedding gender as a key lever in the annual review of salaries, alongside work to improve pay transparency in all advertised positions.

Intersectional gender equality

At this stage, intersectional factors have not been analysed in the pay gap review that was conducted in VCET's FY25 gender audit. This is largely due to the lack of data available at the

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time of completion. However, our GEAP 2026-2030 includes a commitment to review our internal data practices, with a view to improve the quality of intersectional data available.

Even without this data, VCET has committed to actions that advance the visibility, inclusion and support of intersectional identifies that may contribute to disadvantage, in addition to gender. This is achieved through complimentary action plans: VCET's Reflect Reconciliation Action Plan (RAP) (to be launched FY27) and our Accessibility Action Plan.

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Indicator 1: Gender composition of all levels of the workforce

Issues identified via the gender audit

Across the organisation, gender composition has moved in a positive direction. Between 2023 and 2025, women's overall representation increased from 45.2% to 46.4%, while men's representation decreased from 53.8% to 52.4%. This has narrowed the gender gap from 8.6% to 6.0%. Additionally, a small rise in employees identifying as self-described (from 1.0% to 1.2%) reflects continued progress in creating an inclusive environment where people feel safe to identify authentically.

Our focus for this GEAP will be to further improve data collection processes and ensuring that there are at least 40% women across all levels of the organisation.

FY30 Targets:

- At least 40% representation of women in the Leadership team
- At least 40% representation of women across all VCET non-EBA pay-bands.
- Increased number of employees providing self-identified intersectional data by FY30.

Benchmark measures as of 30 June 2025	Men	Women	Self-described
Gender composition of VCET	52.4%	46.4%	1.2%
Gender composition of part time workers at VCET	1.5%	4.1%	0.0%
Gender composition of senior leaders at VCET	42.9%	57.1%	0.0%

Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
1.1 Improve data collection, reporting and analysis so that it can be used to inform decision-making by June 2027. This data should provide information on:	People & Culture; Information, Communications	June 2027	Indicators 1-7

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- Gender and intersectional composition of workforce and Trust & Technology; Leadership Team
 - Gender Pay Gap by enterprise, division and job group
 - Experience, respondent relationship to complainant and complainant satisfaction relating to reports of sexual harassment in the workplace
- Demographic composition of workforce
- Utilisation of benefits by gender and other demographic factors
- Career development training.

This may require a data-improvement plan to be developed and actioned over a period of time.

1.2 Conduct intersectional gender-based audits in July annually, based on previous financial year. Review these at a Leadership and divisional level and against the commitments within the GEAP 2026-2030.	People & Culture; Leadership Team	August 2027, annually thereafter	Indicator 3, Indicator 7
1.3. Showcase positive intersectional and inclusive practices for advancing gender equality through our work via VCET social media channels.	Marketing; Strategy & Governance	June 2026, annually thereafter	NA
1.4 Strengthen awareness of Gender Impact Assessments (GIAs) and deliver GIA training to employees involved in policy, program, and service development.	Strategy & Governance	June 2026, annually thereafter	Indicators 1-7
1.5 Embed the GEAP within the leadership team's performance plans.	CEO	July 2026, annually thereafter	Indicators 1-7

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Indicator 2: Gender composition of the governing body

Issues identified via the gender audit

Whilst our governing body remains within the 40:40:20 gender balance range, representation of women declined by 1.5% between 2023 and 2025. This indicates a small but notable regression in overall gender representation. With a small Trust, even minor changes in composition can influence percentage outcomes.

Although we recognise the value of a well-balanced Trust, our ability to directly shape the composition of this group is limited. This remains an area we will continue to monitor, noting that decision making authority largely sits outside the organisation.

FY30 Targets:

- At least 40% representation of women in the Trust.

Benchmark measures as of 30 June 2025	Men	Women	Self-described
Gender composition of the duty holder organisation's governing body	57.1%	42.9%	0%
Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
2.1. Support the Department of Jobs, Skills, Industry and Regions (DJSIR) with evaluation of Trust composition and performance, by conducting self-evaluations annually and external independent evaluation every three years	Strategy & Governance	December 2026, annually thereafter	NA

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Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Issues identified via the gender audit

The mean base salary and total remuneration gender pay gap for women improved in 2025 to 3.2% and 3.3% respectively, bringing the results within the $\pm 5\%$ target band. In comparison, the mean base salary and total remuneration pay gap for self-described employees widened significantly, though this shift is heavily influenced by the small cohort size.

In 2025, one of the key internal actions that supported this change was the integration of a gender pay gap analysis into the FY25 remuneration review and introducing annual equalisation measures to address discrepancies for men, women and self-described employees in like-for-like roles. An action that we will maintain through this GEAP.

When analysing the median base salary and total remuneration data, the gender pay gap worsened for both women (from 12.1% to 16.0%) and self-described employees (from 2.0% to 12.8%) between 2023 and 2025. This is largely due to the EBA workforce where women are typically clustered in job groups that are at lower pay levels. We know we still have work to do when understanding and addressing the gap seen in these median results.

FY30 Targets:

- Achieve a mean gender pay gap within the target range $\pm 5\%$.

Benchmark measures as of 30 June 2025	Men	Women	Self-described
Mean total remuneration pay gap – organisation	0%	+3.3%	+10.8%
Mean base salary pay gap – organisation	0%	+3.2%	+11.2%
Mean total remuneration pay gap – senior leader	0%	-21.8%	Data unavailable
Median total remuneration pay gap – organisation	0%	+16%	+12.8%

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Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
3.1. Improve pay transparency by consistently including the base salary range in all advertised positions.	People & Culture	December 2029	NA
3.2. Continue to embed gender as an inclusive practice lever in VCET's annual pay reviews and adjustments, and Performance Related Pay process.	People & Culture; Finance	December 2026, annually thereafter	NA
3.3. Develop an internal remuneration framework that outlines VCET pay bands, which is made visible to employees.	People & Culture	December 2028	NA

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Indicator 4: Sexual harassment in the workplace

Issues identified via the gender audit

In 2023, 8.6% of women and 5.1% of men anonymously reported experiencing sexual harassment, while no data was available for self-described employees.

Whilst not published in our FY25 Gender Audit due to privacy concerns, VCET did receive responses to the People Matter Survey question “*During the last 12 months in your current organisation, have you personally experienced sexual harassment at work*”. The results were affirmative for 4% of women across the organisation, and 5% of men – a decline in reports from 2023. This suggests that some progress has been made.

In 2025, two formal reports were made by women, with no recorded data for men or self-described employees. Both 2025 cases were responded to and closed.

The focus for this GEAP will be to improve the reporting process for complainants, as well as streamlining how we capture and use this information to best serve those who have experienced sexual harassment in the workplace.

FY30 Targets:

- 80% completion across the organisation (salary & EBA employees) of Sexual Discrimination and Harassment e-learning module.

Benchmark measures as of 30 June 2025	Men	Women	Self-described
Anonymous experience rate of sexual harassment in 2025	Data unavailable	Data unavailable	Data unavailable
Number of formal reports of sexual harassment in 2025	Data unavailable	2	Data unavailable
Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
4.1 Improve awareness on how to report and manage sexual harassment complaints and incidents by:	People & Culture	June 2027, annually thereafter	NA

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- Making the Grievance procedure more easily accessible through the intranet.
- Placing visible posters on the Grievance procedure across our venues (back-of-house).
- Communicating the Grievance procedure on an annual basis via people leader Teams channel.
- Ensuring there is regular People leader education on how to manage and approach issues related to sexual harassment (existing resource, to be communicated).

4.2 Map the data collected across VCET systems, both formal and anonymous relating to sexual harassment, to better understand and improve how data is captured, reported and used.	People & Culture; Finance; Strategy & Governance	December 2027	NA
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Our venues

Indicator 5: Recruitment and promotion practices in the workplace

Issues identified via the gender audit

Across recruitment and promotion processes, VCET has made meaningful progress toward more gender balanced outcomes. Partly, this has been aided by significant restructuring of the organisation that has enable a gender lens to be applied to new recruitment and promotion. Whilst progress has been made, employee perceptions of fairness remain mixed.

Whilst still over 50%, women's perception of fair recruitment declined by 6.7% over the two-year period with men's perceptions rising by 16.8%. Regarding promotion, women's perception of fairness remained steady, albeit remaining under 50%, whilst men's perception rose by 13.6%.

VCET is a relatively flat structure due to its size, which means in some areas of the non-EBA side of the business there are little opportunities for promotion. This combined with changes in organisational structure and an inflow of external recruits, are likely the main drivers to the shifts in perceptions recorded.

FY30 Targets

- Increase on FY25 baseline, the positive perception of fairness across recruitment and promotion.

Benchmark measures as of 30 June 2025	Men	Women	Self-described
Gender composition of recruited employees	49.4%	49.1%	1.6%
Gender composition of employees who were promoted	50.6%	48.3%	1.1%
Positive perceptions of recruitment, by gender	73.2%	67.4%	Data unavailable
Positive perceptions of promotion, by gender	59.8%	41.6%	Data unavailable

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Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
5.1. Develop targeted recruitment to enhance representation in gender-dominated work groups, including a defined focus on increasing opportunities for under-represented groups. This should be based on gender audit data and research done to identify which areas need a greater amount of attention.	People & Culture; Leadership Team	December 2027	Indicator 1, indicator 7
5.2. Review the VCET Recruitment and Selection Policy to further embed intersectional and gender-inclusive recruitment principles.	People & Culture;	December 2027	Indicator 1, indicator 7
5.3. Leadership Team, Senior Leaders, hiring Managers, and interview panels embed intersectional inclusive practice throughout the employee lifecycle, based on relevant policy updates.	Leadership Team; People & Culture	June 2028	Indicator 1, indicator 7

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Indicator 6: Leave and flexible work arrangements

Issues identified via the gender audit

Across parental leave, flexible work and carer's leave, VCET's progress has been mixed. Men's average parental leave length increased by 3.0 weeks between 2023 and 2025, while women's decreased by 3.7 weeks. This suggests that although men who take parental leave are now taking longer periods, overall uptake among men remains low. For women, shorter periods of parental leave may reflect economic pressures that make extended unpaid leave increasingly difficult, even over this two-year period.

Typically, the majority of parental leave participation is taken by women, reinforcing the need to encourage a more equal uptake. VCET offers 14 weeks of paid primary carers leave, which aligns with the national average being 13.9 weeks. However, secondary carers leave offered is lower than the national average, with VCET offering 1 week and the national average being 3.7 weeks¹.

Flexible work uptake also shifted downward with more work needed to better record these arrangements in line with the Commission's definition. Perceptions of support for flexible work declined across all genders. This drop likely reflects the timing of the People Matter Survey, which followed the announcement of the removal of the contracted fortnight arrangement at VCET - a benefit relied upon by some employees to manage caring responsibilities.

Parental leave participation also became less balanced, with women continuing to take the majority of leave, reinforcing the need to encourage more equal uptake.

FY30 Targets:

- Increased on the FY25 baseline, the length of utilisation rates by men across:
 - Secondary carer parental leave
 - carer's leave.
- Positive perception of flexible work culture of at least 70% (measured through People Matter Survey).

¹ National average figures taken from Workplace Gender Equality Agency 2026 dashboard (employer), [Employer Data Explorer](#) | [Pay Gap](#) | [Parental leave](#) | [Women in leadership](#)

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Benchmark measures as of 30 June 2025	Men	Women	Self-described
Average weeks of parental leave, by gender	6.1	23.5	Data unavailable
Uptake of flexible work, by gender	26.6%	30.8%	16.7%
Positive perception flexible work requests would be given	70.7%	62.9%	Data unavailable
Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
6.1 Assess options for improving reproductive health and wellbeing leave policies and other supports, including for menopause, fertility treatment and endometriosis. Providing support for employees experiencing reproductive issues to manage symptoms and stay in work.	People & Culture; Finance	June 2027	Indicator 1, Indicator 3
6.2 Assess options for improving secondary parental leave policies, including by reviewing the feasibility of lifting secondary care leave to be equal to primary care leave.	People & Culture; Finance	June 2027	Indicator 1, Indicator 3
6.3 Assess options to develop a gender affirmation leave policy and associated support. Providing a framework that aligns with VPS requirements and supports employees who may require access to this leave.	People & Culture; Finance	June 2027	Indicator 1, Indicator 3
6.4 Pending review of feasibility of VCET leave policies, update and communicate to employee group.	People & Culture	June 2029	Indicator 1, Indicator 3

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6.5 Collect, record and report all formal Flexible Work Arrangements. To be done annually.	People & Culture; Leadership Team	December 2026, annually thereafter	NA
6.6 Improve awareness, access, and utilisation of leave entitlements and Flexible Work Arrangements through annual focus from the Leadership team, led by P&C.	People & Culture; Leadership Team	December 2026, annually thereafter	NA

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Indicator 7: Gendered segregation within the workplace

Issues identified via the gender audit

Note on data:

Given differences in VCET occupational classifications and those used by the commission, the below explanation uses different data to meaningfully explain the gender segregation context at VCET. Therefore, the below text splits our workforce into its two groupings - EBA and non-EBA. This differs from the performance measures required by the commission as it groups data all together. Work will be done in this GEAP to better align to the Commission's groupings.

Within VCET's EBA roles, women are represented at greater percentages in the lower pay-banded roles, whilst men are represented at greater percentages in higher pay-banded roles. This is largely to do with the lower pay-banded roles being hospitality roles, whilst the higher being AV service roles. Typically, in these industries, we see the same clustering of gender as in the VCET data.

Of importance to note, our casual EBA workforce fluctuates with event demand, meaning VCET hires people available with the necessary skills at the time. Gender imbalances reflect broader industry trends in areas such as AV services and hospitality. While VCET will continue to examine any internal barriers to women's participation, the organisation does not control the gender composition of the external talent pipeline.

FY30 Targets:

- By 2030, establish and run one intake of an AV-internship program specifically for women.

Benchmark measures as of 30 June 2025	Men	Women	Self-described
Managers	50.4%	49.6%	Data unavailable
Professionals	42.1%	57.0%	0.9%
Technicians and Trades Workers	74.7%	22.6%	2.8%
Community and Personal Service Workers	48.0%	51.1%	0.9%
Clerical and Administrative Workers	61.1%	38.9%	Data unavailable

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Sales Workers	Data unavailable	Data unavailable	Data unavailable
Machinery Operators and Drivers	Data unavailable	Data unavailable	Data unavailable
Labourers	42.4%	56.8%	0.9%
All occupations	52.4%	46.4%	1.2%

Strategies to address issues identified	Responsible division	Timeline	Related to other indicators
7.1 Map current job groups to the VPS mandated job code – OSCA (Occupation Standard Classification for Australia)	People & Culture	June 2027	Indicator 1
7.2 Consult with employees to better understand and address hotspot areas for gender imbalances across different types of work for EBA and non-EBA cohorts.	People & Culture; Operations; Sales and Customer Experience	December 2027	Indicator 3
7.3 Establish an annual internship program that has a specific intake for women looking at entering the AV sector. This includes developing the resources or any training required for managers to ensure the experience is free from bias and addresses any barriers women may typically face in the industry.	Operations (AV services); People & culture	June 2030	Indicator 3

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Resourcing our GEAP

The GEAP is centrally managed by the Sustainability & Impact team, as part of the Strategy & Governance division. The purpose of this is to ensure the right oversight, governance and reporting rigor is provided. This is one of the enterprise-wide action plans that sit within the Sustainability & Impact program of work, the others include: Accessibility Action Plan, Reflect RAP and the Environmental Action Plan.

Similar to other enterprise-wide action plans, whilst the GEAP sits centrally, it is delivered by various divisions across the organisation. In particular, the People & Culture division take high responsibility for many of the strategies included in this plan.

To further support resourcing requirements, the strategies within this action plan have been developed with existing business milestones or projects in mind. This allows for gender considerations to be incorporated into existing work so that duplication is minimised and resourcing can be streamlined.

Progress of the GEAP will be monitored throughout each year with the Leadership Team, People and Culture Committee and Trust all receiving regular updates. The Chief Strategy & Governance Officer and Chief People Officer will champion the GEAP and drive these reporting milestones. This allows any concerns on delivery and resourcing to be raised and mitigated.

Our venues