

GENDER EQUALITY ACTION PLAN (GEAP) DEVELOPMENT 2026 - 2030

PRIORITIES

Our first GEAP has driven progress, but there is more to do.

These priorities build on what's worked, address gaps, and set the future direction.

GEI 1



GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

Understanding our workforce by building a clear picture of who we are through data.

- data dashboard refined and published
- continue to offer a range of leadership development opportunities

GEI 2



GENDER COMPOSITION OF GOVERNING BODIES

Understanding our Board composition and building governance capability in our workforce.

- governance training modules offered to staff
- monitor Board composition

GEI 3



GENDER PAY GAP

Enhancing our shared understanding of the gender pay gap.

- Include gender pay gap information into data dashboards
- Monitor gender pay issues and action as required

GEI 4



SEXUAL HARASSMENT IN THE WORKPLACE

Foster a safe, respectful workplace culture and accountability for preventing, reporting and responding to complaints.

- Version 2 Behavioural Standards Training rollout
- Build ability of members to speak up when they witness or experience inappropriate behaviour
- Promote safe disclosure, complaints handling and issues-resolution systems and supports.

GEI 5 RECRUITMENT AND PROMOTION PRACTICES



Transparency in recruitment practices and results and available supports.

- Publish recruitment pipeline data (in dashboard, online and in subcommittee reporting)
- Raise awareness about promotion and recruitment practices and available supports

GEI 6



LEAVE AND FLEXIBLE WORKING ARRANGEMENTS

Increasing awareness of employment conditions and application processes.

- Continue education around leave and flexible work arrangements in line with the PTA agreements
- Building capability of managers to understand leave options and have informed conversations

GEI 7 GENDERED SEGREGATION WITHIN THE WORKPLACE



- Promote PDP conversations about active employee career pathway planning
- Add resources and training options into PDP system
- Reconsider our approach to recruitment practices to reduce gendered segregation

CFA GEAP PROGRESS REPORT JULY 23 - JUNE 25

Indicator One and Two - Gender balance and governance

Total employees



1195

FRV Seconded staff are not included in these statistics

Gender Workforce composition



W 61%
M 39%

Change



W Down 0.7%
M Up 0.2%

828
69.3%
Permanent Full time

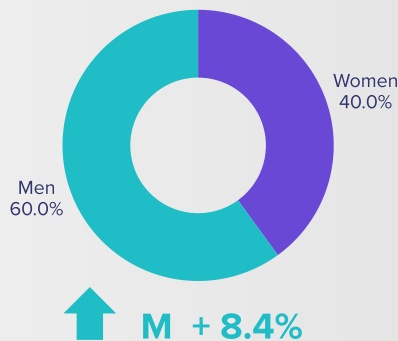
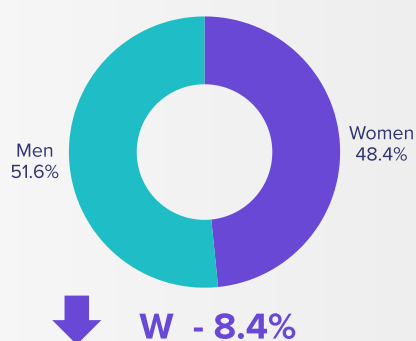
82
6.9%
Temporary Full time

107
9%
Permanent Part time

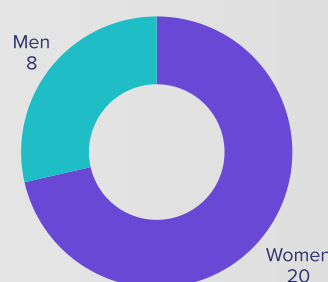
11
0.9%
Temporary Part time

167
14%
Casuals

2023 SENIOR LEADERS 2025



IMT L3 PTA 2025



BOARD

M 4 Members
W 5 Members
W Chair
W Deputy Chair

Snapshot

- Gender composition is stable.
- 69% of PTA 1-5 roles are held by women but Executives are 3:1 (male).
- Workforce continues to shift towards permanent full time roles and we've seen a slight reduction in part time and casual employment, indicating a more stable and sustainable workforce.
- 16.7% women are part time compared to 3.1% men - both down slightly.
- Positive movement towards balanced representation in CFA Board with a woman Board & Deputy Chair.

Progress

- CFA continues to strengthen reporting pathways, behavioural standards capability and support services to encourage safe reporting and effective resolution of concerns.
- Visible leadership by women at Governance levels.
- Improved recruitment information packs and gender balanced panels.
- Workforce dashboards established to monitor trends (available to Executive/Board).
- Leadership Capability Framework finalised (to be rollout 2026).
- Diversity and Inclusion Training is available.
- The Inclusive Language Guide was released along with 'HR essentials' manager sessions.

Indicator Three - Gender pay gap

This is intended to be a measure around equal or comparable work.

CFA's Mean Base Pay Gap

(the average percentage difference between men's earnings and women's or self-described gender earnings).

13.8%

W Slight pay advantage in 2023

M Slight pay advantage in 2025

CFA's mean gap is slightly above the national average (11.5%).



Level	2023	2025	Change
PTA1	-4.90%	1.50%	6.40%
PTA2	-0.70%	2.90%	3.60%
PTA3	-1.30%	2.90%	4.20%
PTA4	0.90%	0.30%	-0.60%
PTA5	-1.00%	-0.70%	0.30%
PTA6	-0.40%	0.80%	1.20%
PTA7	-1.80%	-1.70%	0.10%
Head	6.50%	6.30%	-0.20%
DCO,	-4.70%	-6.90%	-2.20%
DMO/T	NA	NA	NA
Average	-0.83%	0.60%	1.40%

Negative value = Gender Pay Gap for Women and Gender Diverse Employees. Data sets of <10 can impact averages.

Snapshot

- CFA has a higher proportion of female employees overall, and slightly more men in senior roles which results in an average pay gap. However, this doesn't accurately represent equal pay for equal work as CFA use pay bands to calculate our own measures that more accurately reflects pay equity for comparable roles.
- Role classifications are based on position descriptions (same work / same pay).
- Each classification contains five pay points, with progression occurring annually based on performance. The classification structure is transparent.

Progress

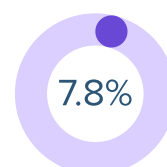
- Women comprised 67% of promotions.
- More women were hired PTA 5 roles (65.5%)

INDICATOR FOUR - SEXUAL HARASSMENT IN THE WORKPLACE

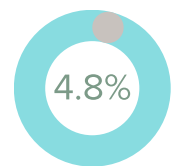
- Anonymous reporting - stable for women and increased by 1.9% in men.
- 50% of male respondents who experienced sexual harassment said it was
 - intrusive comments on private life or
 - comments about personal appearance
- 65% female respondents said it was
 - sexually suggestive comments or jokes that caused offence
- 40% women and 70% men didn't report as they didn't think it would make a difference.
- Some respondents indicated concerns about possible negative career consequences if they reported.



Reports of sexual harassment 2025
(no data available in 2023)



Women 2025
stable



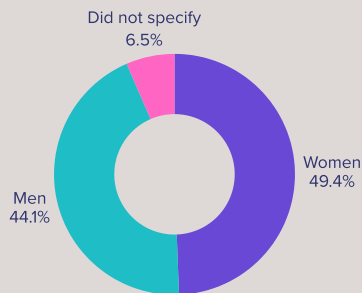
Men 2025
increased by 1.9%

Progress

- 80% people matter respondents felt culturally safe.
- Issues resolution team in place.
- Wide range of wellbeing support services available.

INDICATOR FIVE - RECRUITMENT AND PROMOTION

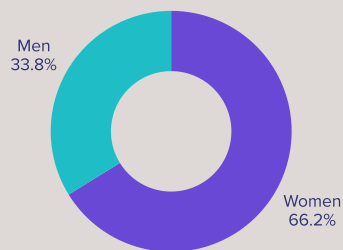
Recruitment applications 2025



Snapshot

- An update of recruitment processes and resources has been completed with improved diversity and inclusion resources, and gender diverse panels with HR support.

Gender composition promoted employees



Progress

- The proportion of women recruited increased by 6.6 percentage points, while women represented 66.2% of employees promoted, an increase of 13.8 percentage points.
- PTA 1-4 attracted / recruited 69% women.
- More women being promoted.
- Perceptions of recruitment and promotion fairness have improved overall, although women remain slightly less likely than men to consider the processes fair with 38% compared with 41% of men.

Perception of recruitment fairness by gender

38% women

41% men

INDICATOR SIX - LEAVE AND FLEXIBLE WORK ARRANGEMENTS

Snapshot and progress

- The number of men taking parental leave increased significantly, while the number of women remained stable.
- **Carers leave** increased for women & men
*2025 figures were calculated using a refined method to improve accuracy.
- More women have formal **flexible work agreements** in place.
- 91% of women in People Matters survey respondents agreed their direct manager supported flexible work compared to 86% men.
- 83% of women and 77% of men perceive CFA's workplace culture as flexible.
- EBA leave includes family violence / purchased leave.

Parental leave / flexible work arrangements



Women

Average number of weeks of parental leave taken.



Men

Average number of weeks of parental leave taken.

Progress

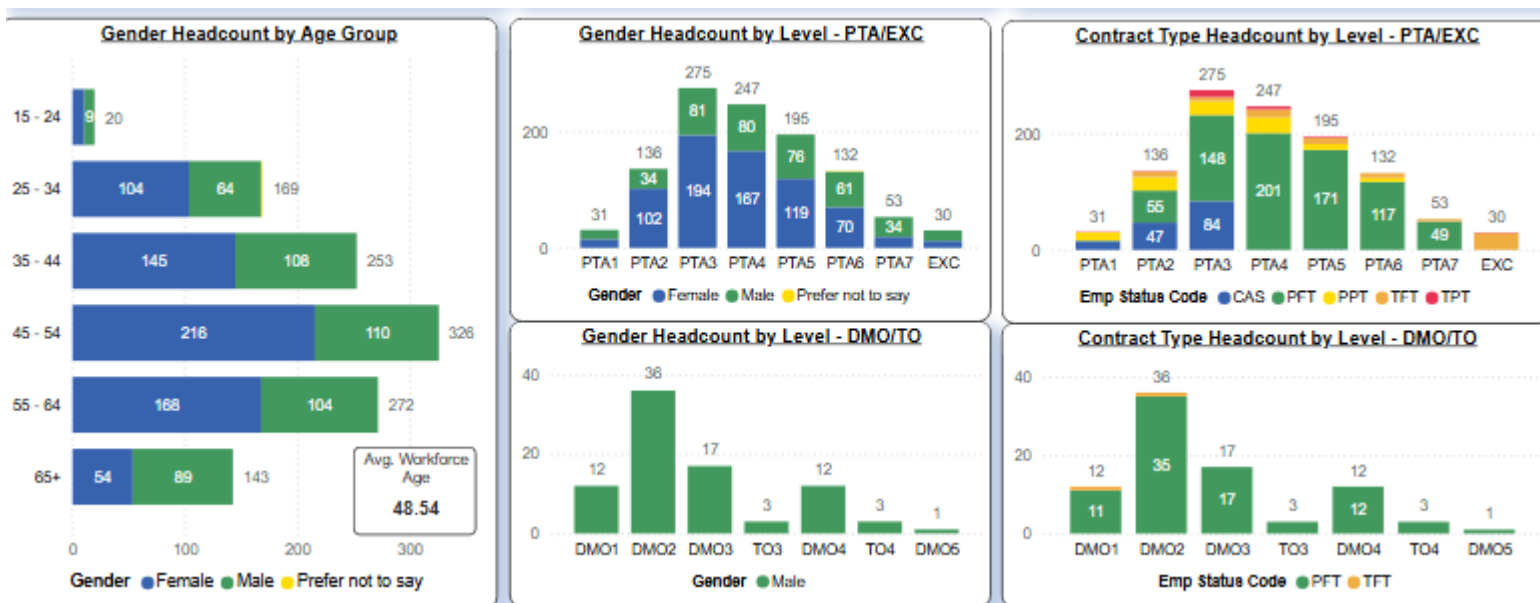
Uptake of flexible work - women have more formal arrangements in place.

10.5% W

3.7% M

88.5% People Matters Survey results indicated managers are supportive of flexible work arrangements.

INDICATOR SEVEN - GENDERED SEGREGATION WITHIN THE WORKPLACE



Data as at 30th June 2025

NOTE Averages can get ballooned with a smaller data set.

Snapshot

Gendered segregation exists in CFA.

Female-dominated areas include:

- Admin
- HR
- Finance
- Community engagement
- Project coordination

Male-dominated areas include:

- Technical
- Fleet
- ICT
- Mechanical
- Operational / seconded roles

Progress

- Established an organisational baseline for monitoring gendered segregation.
- Identified occupational areas with the greatest gender imbalance.
- The baseline will support trend analysis and inform targeted recruitment, career development and workforce-planning initiatives through the 2026–2030 GEAP.

CFA's Workforce data can be found here

<https://insights.genderequalitycommission.vic.gov.au/application-dashboard>