

PUFFING BILLY RAILWAY

GENDER EQUALITY ACTION PLAN 2022-2025



Image: Dean Gifford



23 MARCH 2022

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INTRODUCTION



Image:
Dean Gifford

STRATEGIC ENVIRONMENT

‘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.’ This is the first principle outlined within the ‘Gender Equality Act 2020’ (the Act), which seeks to drive change and create gender equality.

Gender equality is when people of all genders have equal rights, responsibilities, and opportunities. While there has been positive work to close the gender gap in our society, inequalities remain. To address continuing gender inequality the Victoria State Government created the state’s first ‘Gender Equality Act 2020’ (the Act) overseen by the Commission for Gender Equality in the Public Sector.

As a Victorian public sector entity, the Act requires the Emerald Tourist Railway Board (ETRB) operators of Puffing Billy Railway (PBR) to create a Gender Equality Action Plan (GEAP).

The GEAP is a document that outlines our strategies and measures to promote gender equality in the workplace. Our strategies are based on the results and analysis of baseline organisational data on gender equality and broad consultation with key stakeholders.

This GEAP is Puffing Billy Railway’s first GEAP and will be updated every four years.

In addition to this new legislative requirement, Puffing Billy Railway continues to meet all State and Commonwealth legal obligations regarding workplace equality including those stipulated in the Fair Work Act 2009 (Cth), the Equal Opportunity Act 201 (Vic), the Charter of Human Rights and Responsibilities Act 2006 (Vic) and the Sex Discrimination Act 1984 (Cth).

EXECUTIVE SUMMARY OF THE GEAP

The Gender Equality Act 2020 is Victoria's first piece of legislation specifically designed to address gender inequalities within the workplace. This Act requires that defined entities develop a Gender Equality Action to help address this issue.

The Emerald Tourist Railway Board (ETRB) operators of Puffing Billy Railway have embraced this opportunity to publicly articulate our commitment to and outline how we will contribute to the improvement in the status of women in the workplace and provide a fair and just workplace free of discrimination. We acknowledge that closing the workplace gender gap, will contribute to a reduction in gender imbalance at a societal and community level.

This is the first time Puffing Billy Railway has critically reviewed workforce data through a gender lens. Through this work we recognise that we have much to learn with opportunities to expand on the data we collect to provide greater insight into the demographic diversity of the Puffing Billy Railway workforce.

Opportunities were provided for stakeholders to review and reflect on the data and contribute ideas for change. Through the engagement process clear themes within responses were identified - that gender equity is about being valued and there is a strong desire to learn and understand more about gender equality in the organisation, through further data analysis and to participate in the review process to make positive change.

The GEAP outlines a 4-year action plan including strategies and measures designed to create a firm foundation for gender equality changes with the possibility for more aspirational strategies in the future. While Puffing Billy Railway aspires to the gender equality principles outlined in the Act, this GEAP is reflective of the organisation today; and is the first step of our gender equality journey.

Key strategies and measures include:

- Expand on the collation of intersectionality data
- Creation of a Diversity and Inclusion Advisory Group with Board representative to drive and monitor outcomes
- Salary benchmarking and the preparation of a classification and remuneration framework
- Broad education and training in diversity and inclusion
- Development and implementation of a Contact Officer program

While the focus of the GEAP is on employees, volunteers account for 75% of our workforce and as such volunteer involvement is included within our strategies for change.

This is Puffing Billy Railway's opportunity to play a far more active and leading role in driving a workplace that embraces diversity and inclusion.

THE CASE FOR CHANGE

VISION STATEMENT

Puffing Billy Railway's overall purpose is to *'preserve and share Puffing Billy Railway, its stories, community and environment'*.

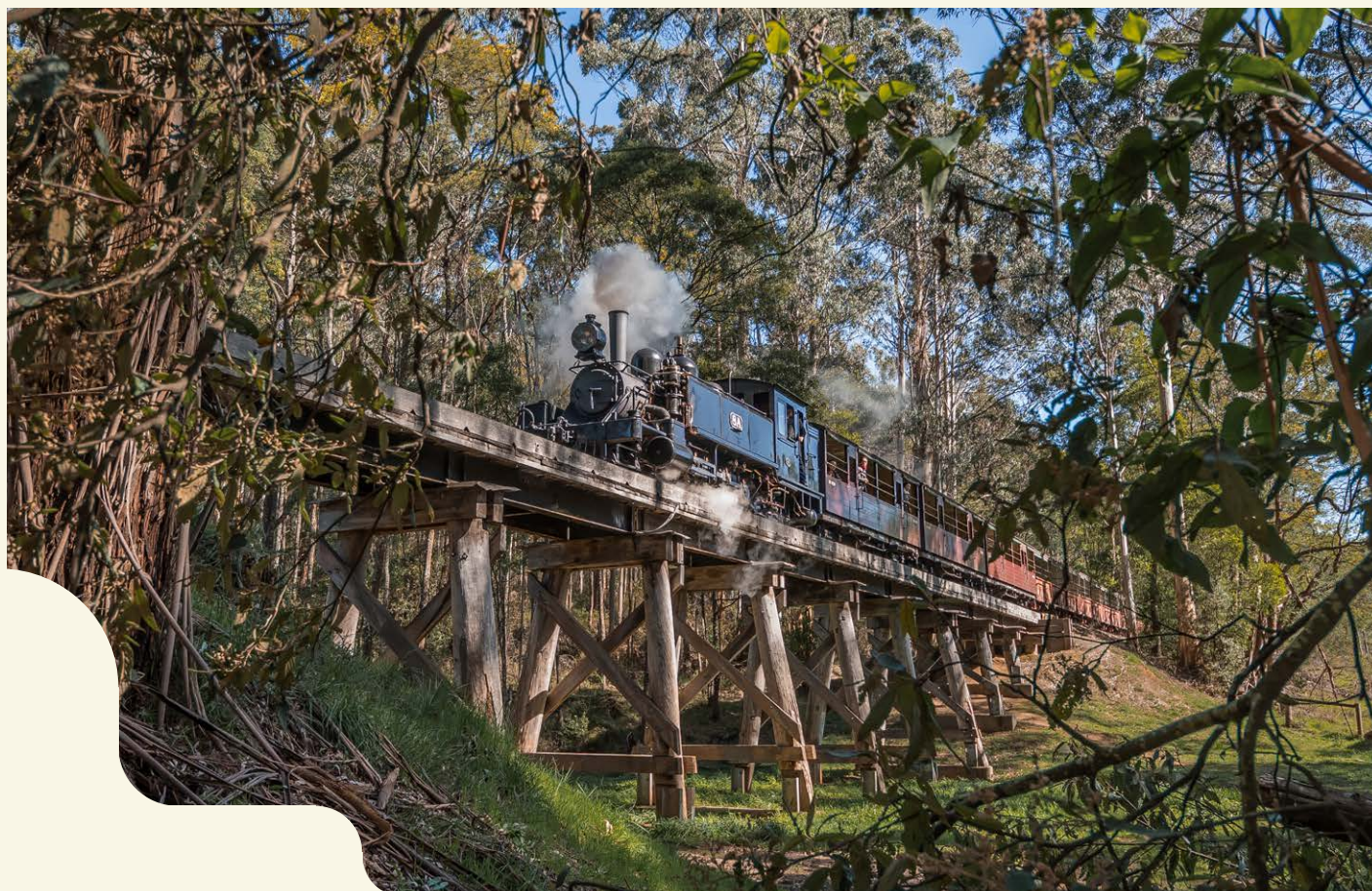
Puffing Billy Railway's vision is *'to preserve and share a world-renowned, community-based heritage rail experience, which captures both natural beauty and rich social history of Victoria's Dandenong Ranges.'*

Puffing Billy Railway seeks to foster and harness the passion our volunteers and employees have for heritage rail and community interaction to achieve this vision.

We acknowledge that to lead an inspired team of volunteers and employees we need to address any actual or perceived inequalities, to provide the most abundant and safe environment for our team to reach their full potential.

The vision of our first GEAP is to build the foundations of a workplace environment that values diversity and inclusion where people feel welcomed, safe and all feel valued. The primary goals outlined in the **Puffing Billy Railway Strategic Plan 2019 – 2023** support this vision, particularly in our aspiration to lead an inspired people and a responsive, resourceful organisation.

Over the next four years initiatives within the GEAP will support and enhance our broader organisational goals. The GEAP vision complements existing and planned organisational strategies and measures as part of a suite of broader measures that support a safe and inclusive environment for Aboriginal and Torres Strait Islander people, those with disabilities, people from different cultural and religious backgrounds, age groups and those who identify within the LGBTQI+ community.



OUR HISTORY AND COMMITMENT TO ACT – STATEMENT FROM THE CEO

Built in 1900 to serve the local communities that lived in the Dandenong Ranges in the outer eastern suburbs of Melbourne, Puffing Billy Railway carried anything from passengers to timber, livestock, potatoes, and plants.

Closed for commercial trade in the 1950's, the railway returned to life in the early 1960s due to the passion and hard work of a team of volunteers who were driven to retain this unique piece of rail history. Today Puffing Billy Railway is a major tourist attraction that invites visitors to come and experience a century old rail tradition.

What began as solely a volunteer workforce today Puffing Billy Railway comprises almost 100 employees and over 300 volunteers. While Puffing Billy Railway has a focus to preserve an important part of Victoria's transport history, consideration for and actively working towards addressing gender equality issues has not occurred until now.

Preserving a unique piece of Australian transport history of the early 1900s does not necessarily mean that we should engage in the same employment practices of the era. However, we accept for Puffing Billy Railway to retain relevance in the 21st Century and beyond we must embrace greater diversity within our workforce.

On 31 July 2019, Puffing Billy Railway ran its excursion service crewed exclusively by women. Although a moment to celebrate and to recognise the efforts of these pioneering women it was also a time to reflect that we, as an organisation had a long way to go before we would see true gender equity amongst our workforce (volunteer and paid).

The introduction of the Act has importantly provided the catalyst to critically review and challenge past held views about gender roles in the heritage rail tourism sector, encouraging us to be part of the solution to improvements in gender equality.

This 4-year plan is the beginning of our change journey focusing on building the foundations to support and create a safe workplace culture that embraces and sees the benefits of diversity.

We will endeavor to elevate awareness and engagement with the topic matter highlighting the importance of creating an environment welcoming and supportive of all – irrespective of gender. We will critically review our policies and deliver thought-provoking education and training. The next 4 years will be about moving from the concept of gender equality as something new to being part of our business-as-usual thinking.

We acknowledge we have much to learn and do yet are excited by the opportunities for improvement identified in this plan.

Importantly, we endorse that Puffing Billy Railway has a community responsibility to address inequality in our society, particularly for women.



PETER ABBOTT

Chief Executive Officer
Emerald Tourist Railway Board (operators of Puffing Billy Railway)

THE DEVELOPMENT OF OUR PLAN

HOW WE LEARNT ABOUT OUR ORGANISATION

WORKPLACE DATA

Base line data of the employee workforce was collated on 30 June 2021, comprising a cohort of 97 employees. Due to the relatively small size of the employee cohort, and for the purposes of data deidentification and maintaining privacy, we are limited to the extent that data can be dissected and shared for the purposes of this review.

This data was collected from internal payroll and human resources records.

INTERSECTIONALITY DATA

Puffing Billy Railway has not traditionally or formally collated broad base demographic data of the workforce, keeping minimum information on gender and age. For employees that did not commence in recent years, there was no specific questionnaire or opportunity for an individual to disclose their gender, this being assumed. Therefore, in this reporting period any intersectional analysis is extremely limited. Collating intersectionality data will inform an action plan strategy to address this data gap.

EMPLOYEE EXPERIENCE - PEOPLE MATTER SURVEY

Workplace gender equality indicators were also obtained via the Victoria State Government People Matter Survey 2021 where 48% (n=44) participated in the survey, conducted in July 2021. The sample size is relatively small and for purposes of deidentification of personal data most of the demographic data was grouped for anonymity.

50% of responses were from men; women and prefer not to say comprised the other 50%.

Puffing Billy Railway has not actively engaged in the People Matter Survey in past years (not involved 2020), therefore comparisons for the purposes of this report have been with the Public Sector overall (where available) and a comparator group of organisations.

The comparator group includes Australian Grand Prix Corporation, Harness Racing Victoria, Kardinia Park Stadium Trust, Melbourne and Olympic Parks Trust, Phillip Island Nature Park Board of Management, Royal Botanic Gardens Board, State Sport Centres Trust, Victorian Institute of Sport, Visit Victoria, and the Zoological Parks and Gardens Board.

The majority of measures were rated lower than the comparator group of organisations. Gendered work segregation had the most positive response of 73% where work within teams is considered to be allocated/shared fairly. As is noted below (indicator 7 review), workgroups are grouped tightly along gender lines. There is scope for improvement in all measured areas.

ENGAGEMENT SURVEY – EMPLOYEES 2021

Puffing Billy Railway conducted a first baseline organisation specific engagement survey administrated by Voice Project. There was a very strong response of 91% (n=81), of which 43% were women, 42% men with 15% preferring not to say or not selected.

Specific questions aligned to the gender equality indicators were not asked in this survey, however, some questions do inform the discussion and reinforce outcomes to the People Matter Survey. Areas identified as opportunities for improvement include Recruitment and Selection, Learning and Development, and Recognition.

VOLUNTEERS 2021

Although not part of the data analysis requirements under the Act, Puffing Billy Railway would be amiss not to review the composition of the volunteer team, which constitutes 75% of the organisation's active workforce.

Of the 295 active volunteer cohort as at 30 June 2021, 88% are men with 12% women/prefer not to say.

Table 1 – Volunteer Cohort by gender and primary role – June 2021

PRIMARY VOLUNTEER ROLE	MEN	WOMEN/ PREFER NOT TO SAY (3)*	TOTAL
Fireman	47	4	51
Guard/Signalman	45	2	47
Conductor / Passenger Guide	32	8	40
Driver / Hostler / Shunter	21	1	22
Buildings Team / Maintenance Team	17	3	20
Fire Patrol Driver / Assistant	18	2	20
Booking Clerks	8	9	17
Track Patrol Driver / Assistant	14	1	15
Station Master	12	0	12
Lineside Attractions	9	1	10
Volunteer Services / Roster Clerks / Rail Safety Auditors	8	2	10
Signals and Telegraph Team S&T	9	0	9
Engine Cleaner	6	1	7
Events Team	6	1	7
Modellers Group	4	1	5
Workshops Team	3	0	3
TOTAL	259	36	295

* Combined as sample size small

MEANINGFUL CONSULTATION AND ENGAGEMENT JOURNEY

- The Puffing Billy Railway workforce were introduced to the Act and the requirement to create a GEAP through regular communication updates from early 2021. Introduction to the work began with correspondence from the CEO to the entire workforce and continued with monthly updates in the organisation's regular newsletter. The workforce was encouraged to learn more about the requirements of the Act by completing an internally created e-learning educational tool.
- A cross-functional working group was formed with Board member representation, led by the People & Culture Manager to provide oversight, advocate for and drive the work required to create the GEAP. Gender Equity Victoria (GENVIC) were engaged to provide external expertise and support the consultation process.
- Progress on the GEAP was reported by the GEAP working group to the organisation's Board via the Governance subcommittee.
- Three online (due to COVID-19 restrictions) consultation sessions were offered to our workforce facilitated by skilled gender policy specialists from Women's Health in the Southeast (WHISE). The participants were asked to share their feedback in response to reviewing the data via deidentified comment boards.
- The Puffing Billy Railway Leadership team, Board representation and GEAP working group members were invited to the first consultation session.
- The second session was open to all employees. The third session was specifically targeted for volunteers to attend and provide their feedback. This session was also recorded and made available to the entire workforce (volunteers and employees) to review and to provide anonymous feedback via a Survey Monkey collation method. It was important to provide the opportunity and make it accessible for any member of the workforce to contribute and share their views in the development of the GEAP.
- At each session and within the preamble to the Survey Monkey, acknowledgement was made that some of the subject matter may trigger concerns or sit uncomfortably with some participants, and as such contact numbers for the organisation's Employee Assistance Service (EAP) were shared.
- Feedback was also sought after the consultation sessions from attendees to ascertain what worked well in the session and what improvements could be made.
- A second consultation opportunity was provided where a draft of the GEAP was made available to the key stakeholders, including the workforce (employees and volunteers) for comment and feedback.
- The Board endorse and approve this final version of the GEAP.

WHAT WAS HELPFUL AND WHAT WAS NOT

Due to the timing of the data collection, the data is not necessarily representative of a typical operational period due to the impact of the COVID-19 pandemic on business operations.

Within the 12-month reporting period Puffing Billy Railway was closed for operations for approximately 6 months due to government mandatory lockdown directives to restrict the spread of COVID-19. Due to operational and financial uncertainty during this period, recruitment and learning and development initiatives were restricted to essential requirements only.

With three quarters of the workforce volunteers, the relevance of the data analysis (drawing solely on the paid workforce as required under the Act) was considered by many as not a true and honest representation of the workforce make-up of the organisation. Initiatives within the strategies and measures extend to address gender inequalities amongst our volunteer cohort and employees.

For those who engaged through the consultation process the sample sizes were small relative to the number of stakeholders invited to participate (13% of all invited stakeholders). Anecdotally, time constraints and lack of interest or perceived relevance in the topic matter were key deterrents to greater involvement in the consultation process.

What was encouraging, and ascertained through the consultation stage were two broad recurring themes:

- Gender equity is about being valued - It was clear for those who participated in the consultation process that creating an equitable workplace equates to fair conditions and of feeling valued.
- Clarify and Strengthen the Evidence Base - Throughout the consultation there was a strong desire amongst participants to learn and understand more about the organisation in which they work with a view to making improvements.

Note Appendix B for full report on Employee Consultations – Thematic analysis



WHERE WE ARE NOW

Seven workplace gender equality indicators were evaluated as part of the baseline audit analysis.

INDICATOR 1 - COMPOSITION OF OUR WORKFORCE

Although there is an almost even split of men (49%) and women (51%) employees at the time of the audit, this is not indicative across all areas position types/classifications or employment status.

- The small casual cohort (7%) are almost entirely women
- Of the 56 full-time employees, 42% are women
- Of the 19 part time employees, 55% are women
- A small 8% of employees are on temporary contracts

For the purposes of reporting, and acknowledging the relatively small employee cohort, employees were classified in 3 ways Managers (senior leaders and senior specialists), Supervisors (providing employee or volunteer direction or specialist work) or Staff (report into Supervisors).

- Of the 16 Managers, 43% were women
- Of the 14 Supervisors, 57% were women
- Of the 67 Staff, 50% were women

Responses from the People Matter Survey in regards to gender composition compare poorly to those of the comparator and public sector responses. Perceptions of diversity along various demographic lines are not viewed positively at this time, with scope for improvement. Poorest results were in response to the measure of positive culture for employees who are LGBTIQ+.

Through the consultation process and the responses received, the data was able to be group by category or theme. As this was the first-time this type of data has been gathered and presented for comment, respondents were appreciative of the clarity provided by the evidence base. Some asked for more information and others registered their concern due to the absence of volunteer data.

INDICATOR 2 - GENDER COMPOSITION OF GOVERNING BODIES

The organisation's governing body, referred to as the Emerald Tourist Railway Board (the Board), is a Victorian State government appointed body of skilled and experienced professionals. The Board, comprised 4 people at survey date, including 1 woman and 3 men.

INDICATOR 3 - PAY EQUITY

The gender pay gap is the difference between the average (or mean) total remuneration of men and women. Males have a 12.6% greater average total remuneration than females at Puffing Billy Railway. This is comparable to the gender pay gap in Victoria which is 12.2%.

When presented with the data as part of the consultation process three key themes arose:

- clarity of the evidence-base, where it was evident from the responses that information such as this had not been shared previously offering new knowledge and the stimulation of the stakeholders to make further enquiries.
- procedural fairness and process and transparency were highlighted within the comments and
- discussion, reflecting the current absence of an organisational remuneration framework.

INDICATOR 4 - SEXUAL HARASSMENT

There were no formal reports of sexual harassment received in the preceding 12 months of this reporting period.

However, it is important to note of those who responded to the People Matter survey, 11% stated they had experienced sexual harassment in the reporting period. A moderate 59% of respondents stated that steps had been taken to eliminate bullying, harassment and discrimination, compared to 75% of the comparator group and 66% of the public sector.

All employees were required to complete online reinduction training during the reporting period, which provided a brief overview of what constitutes sexual harassment in the workplace, reporting processes and reinforced the organisations commitment to zero tolerance.

When presented with the data, opportunities for improvements of workforce culture were raised with a focus on processes to change behaviour. This included calling out unacceptable behaviours today, that may have previously been accepted or ignored. As one respondent shared “Need to change the mindset of the way it has always been done to modernisation of the way things will be done going forward (keeping the heritage element of PBR).”

INDICATOR 5 - RECRUITMENT AND PROMOTION

COVID-19 impacted heavily on recruitment and selection in this period, with extended lockdowns resulting in long periods of no income generation, uncertainty about ongoing financial support and weariness of workforce requirements in the tourism industry. During the reporting period recruitment was reduced to filling essential positions only.

Learning and development opportunities were also curtailed during the period, with an emphasis on online opportunities. Online training was not suited for all skill development needs particularly those with a practical element (hospitality, trades).

Where possible and appropriate higher duty opportunities were provided and casual conversion offered, but the number remained small considering the size of the cohort and the circumstances of the period in review.

People Matter survey results identified opportunities to improve in regards to recruitment and promotion practices (56%), with results lower than the comparator group (70%). Gender was not viewed (80% respondents) to be a barrier to success in the organisation. Opportunities for skill development (25%) are a key area for improvement when compared to public sector (56%) and the comparator group (54%).

When presented with the data stakeholders’ feedback it could be categorised into themes. Procedural fairness was questioned with concerns raised about barriers to increasing accessibility for people with a disability. The presentation of the data both increased awareness and a desire to learn more about this indicator. The impact of COVID-19 was acknowledged however in looking forward there was interest to see greater transparency and clarity in how to participate in development and promotion.

INDICATOR 6 - LEAVE AND FLEXIBILITY

With a relatively small workforce specifics on the utilisation for flexible leave practices will not be quantified in this report, however during the reporting period flexible work (formalisation of working from home, alteration of work hours and days), parental leave (secondary and primary carer), family violence leave and carers leave were utilised.

In 2019 paid parental leave was offered to employees for the first time (6 weeks primary carer, 1-week secondary carer) in addition to federal funded parental leave schemes. The organisation improved on the Fair Work Act Family and Domestic Violence leave provisions of 5 unpaid days leave, permitting 5 paid days of leave per year.

With disruption to operations due to COVID-19 and triggered workplace shutdowns for many months, employees were directed to work from home where possible; provided deployment opportunities for State Government COVID-19 surge response work or were able to take accrued leave. State Government Special leave was also made available to those prevented from working due to COVID-19 providing additional paid leave for circumstances including having to isolate due to a COVID-19 exposure risk or supporting schooling and childcare from home. Work and leave patterns were flexible and tailored during this unique period.

When presented with the data stakeholder comments focused on the clarity of the evidence-based data, noting again that they had not been presented with such information in the past. The impact of COVID-19 and the flexibility of working from home were highlighted, however it was noted that a number of roles could not be performed from home. Workplace culture was a secondary theme in the discussion with opportunity to further explore what is a family friendly workplace.

INDICATOR 7 - GENDER AND WORK SEGREGATION

The positions people fill in the organisation are generally along traditional gender lines. At the time of data collection, most trade positions were occupied by men with administrative/retail positions predominantly filled by women.

Just over half of senior positions and professional roles are women (54%).

The People Matter survey measured gender segregation favourably at 73%, although lower when compared to the comparator group (86%) and the public sector (81%).

An observation could be made that where gender diversity is not present in a work team, it may not be observed or considered a barrier to involvement to those already within the work team.

When presented with the data stakeholder comments focused on the clarity of the evidence-base and interest to learn more (particularly regarding volunteer roles); gender equity in recruitment and promotion and procedural fairness and process for change.

Although there is an opportunity to encourage greater gender diversity amongst job groups, gender stereotypes present a challenge for Puffing Billy Railway with the comment made that we would need to “Change the stigma that rail operations have to be men.”

Note Appendix A report in full of the baseline data

STRATEGIES AND MEASURES – 2021 TO 2025

STRATEGIES AND MEASURES

INDICATOR 1	GENDER COMPOSITION OF ALL LEVELS OF THE WORKFORCE		
CHANGE WE WISH TO SEE	Focus on building greater diversity across the workforce		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Collation of intersectionality Data	<ul style="list-style-type: none"> • Set up a database for the collection of intersectional data and request the current workforce to update • Arrange for all new engagements to complete questionnaires about intersectionality as part of onboarding process 	People & Culture	January 2023
Diversify promotional images used	<ul style="list-style-type: none"> • Create new promotional images that reflect workforce diversity for use in advertising and recruitment campaigns – review and add new images on an annual basis 	Communications	December 2023
Reconciliation Action Plan (RAP)	<ul style="list-style-type: none"> • Establish a first organisational RAP – reflect stage • Cultural awareness training • Install Aboriginal and Torres Strait Islander Flags at Lakeside Visitors Centre and Belgrave Stations • Install plaque acknowledging traditional owners at Lakeside Visitors Centre and Belgrave Stations 	Visitor Experience People & Culture Communications	July 2023
Identify mentoring and development opportunities	<ul style="list-style-type: none"> • Investigate involvement in community job placement schemes targeted in engaging people of genders not traditionally performing in particular roles 	Visitor Experience People & Culture	December 2024
Gender Impact Assessment (GIA)	<ul style="list-style-type: none"> • External trainer engaged in delivering GIA training to key personnel • Development of GIA Tools • A minimum of 2 GIA's to be conducted each calendar year 	People & Culture Infrastructure Visitor Experience	August 2022
Diversity and Inclusion / Unconscious Bias Training	<ul style="list-style-type: none"> • E-learning module developed on unconscious bias for employees to complete • E-learning module developed on culture awareness for employees and volunteers to complete 	People & Culture	December 2023 October 2024

INDICATOR 2	GENDER COMPOSITION OF GOVERNING BODIES		
CHANGE WE WISH TO SEE	Maintain gender diversity and commitment for change		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Establishment of a Diversity and Inclusion Advisory Group – Board involvement	<ul style="list-style-type: none"> • Terms of Reference prepared and membership, purpose determined with Board representation 	CEO/Board	June 2022
Actively pursue gender diversity on the Board	<ul style="list-style-type: none"> • Achieve gender balance in board where at least 40% of board members are women 	Board	July 2025
Discrimination, Harassment and Bullying Policy revision	<ul style="list-style-type: none"> • Review the Discrimination, Harassment and Bullying Policy to ensure commitment to gender equality, support of a safe workplace culture and zero tolerance to harassment, bullying and discrimination is articulated • Widely promote policy and make available on website the Board endorsed policy 	Board People & Culture Communications	July 2024
Diversity and Inclusion Policy revision	<ul style="list-style-type: none"> • Review the Diversity and Inclusion Policy to ensure commitment to GEAP is articulated • Widely promote policy and make available on website the Board endorsed policy 	Board People & Culture Communications	July 2024
Gender Training	<ul style="list-style-type: none"> • Board members to undertake training on principles of gender equality and unconscious bias including its impact on a volunteer workforce 	Board	September 2025
Publicly acknowledge commitment to improvement in gender equality	<ul style="list-style-type: none"> • Outline progress in annual board reports • Make commitment statement on website 	Board Communications	July 2024 July 2023

INDICATOR 3	EQUAL REMUNERATION FOR WORK OF EQUAL OR COMPARABLE VALUE ACROSS ALL LEVELS OF THE WORKFORCE, IRRESPECTIVE OF GENDER		
CHANGE WE WISH TO SEE	Establish remuneration framework based on work values to increase transparency		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Classification and Remuneration Framework	<ul style="list-style-type: none"> Engage an external specialist to undertake position benchmarking Review current positions to ensure equivalent pay for equivalent work (post benchmarking) Create an all of organisation salary framework 	People & Culture	July 2022 July 2023 September 2023
Reduce gender pay gap	<ul style="list-style-type: none"> Reduce gender pay gap by at least 5% in the next 4 years 	Leadership Team	September 2025

INDICATOR 4	SEXUAL HARASSMENT IN THE WORKPLACE		
CHANGE WE WISH TO SEE	Creation of a culture that workforce members feel safe		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Sexual Harassment Training	<ul style="list-style-type: none"> Sexual Harassment training for all employees delivered by specialist organisation i.e., VHREOC Bi-annual refresher training for all employees as part of training calendar Child Safety training/education focusing on gender awareness Work towards zero incidents of Sexual Harassment 	People & Culture Safety	December 2023 December 2025 July 2024
Contact Officers	<ul style="list-style-type: none"> Development of a Contact Officer Program – trained staff members who assist workforce members who experience discrimination and harassment in the workplace Have first Contact Officers identified and trained 	People & Culture Safety	July 2024 September 2025
Acknowledge National Days that raise awareness of diversity	<ul style="list-style-type: none"> Support and acknowledge at least two national days of reflection or awareness each calendar year i.e., White Ribbon Day, RUOK Day, NAIDOC Week, National Sorry Day 	Safety People & Culture Communications	December 2023
Support and Wellbeing	<ul style="list-style-type: none"> Employee Assistance Service (EAP) Program to be offered to employees and volunteers every year 	People & Culture	November 2025

INDICATOR 5	RECRUITMENT AND PROMOTION PRACTICES IN THE WORKPLACE (Consider Employment, Promotion, Career Development training opportunities, Higher duties)		
CHANGE WE WISH TO SEE	Fair and transparent recruitment and development programs		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Diversify commercial promotional products removing gender-based assumptions	<ul style="list-style-type: none"> • Seek retail items that do not perpetuate gender roles – introduce at least 2 new gender-neutral products (that would previously be gender specific) in the next 4 years • Expand Day Out with Thomas to embrace diversity amongst characters – 2 examples of gender diversity over next 4 years 	Communications Events Commercial	March 2025
Recruitment Policy to engage young people	<ul style="list-style-type: none"> • Employment Policy to be developed and implemented to support the engagement of young people first entering the workforce 	People & Culture Safety	March 2023
Review Recruitment and Selection Policies	<ul style="list-style-type: none"> • Review the Recruitment and Selection Policies to ensure commitment to diversity and inclusion is articulated • Ensure job design language is inclusive 	People & Culture Communications	November 2022
Recruitment and Selection Education Sessions	<ul style="list-style-type: none"> • Engage Volunteer Victoria to conduct volunteer recruitment training with volunteer supervisors • Conduct education sessions for employees involved in recruitment focusing on diversity, inclusion, transparency and courtesy throughout the process 	People & Culture	November 2022 November 2023
Career development opportunities	<ul style="list-style-type: none"> • Policy developed for acting in higher coverage for roles vacant for 2+ weeks • Identification of casual conversion offers for high performing casual employees 	Board Visitor Experience	December 2023

INDICATOR 6	AVAILABILITY AND UTILISATION OF TERMS, CONDITIONS AND PRACTICES RELATING TO FAMILY VIOLENCE LEAVE, FLEXIBLE WORKING ARRANGEMENTS AND WORKING ARRANGEMENTS SUPPORTING WORKERS WITH FAMILY OR CARING RESPONSIBILITIES		
CHANGE WE WISH TO SEE	Increased awareness and accessibility to all in workforce flexibility arrangements and support		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Flexible Arrangement Awareness	<ul style="list-style-type: none"> • Review the Flexible Work Arrangements Policies to ensure the commitment to fair and tailored access is articulated and applied throughout the organisation • Promote opportunities for flexible conditions of employment in recruitment campaigns • Promote Flexible work opportunities with employees through a dedicated intranet page • Education session for managers/ supervisors on the benefits and how to manage flexible work arrangements 	Board People & Culture Leadership Team	December 2023
Distinguish leave types in the pay system	<ul style="list-style-type: none"> • Separate records for personnel leave to identify carers leave 	Finance	July 2023
Purchase additional leave policy	<ul style="list-style-type: none"> • Establish a Purchase Additional Leave Policy 	People & Culture, Finance	December 2022
Domestic Violence Leave provisions	<ul style="list-style-type: none"> • Evaluate the current Domestic and Family Violence Leave Policy • Expand paid days available to 10 paid days 	Board People & Culture	July 2025
Parental Leave	<ul style="list-style-type: none"> • Review parental leave policy and access against best practice process and recent evidence-based research 	People & Culture Finance	December 2025

INDICATOR 7	GENDERED SEGREGATION IN THE WORKPLACE		
CHANGE WE WISH TO SEE	Increase in diversity across workgroups		
STRATEGY	MEASURE	RESPONSIBILITY	TIME FRAME
Actively seek women and diversity in key positions	<ul style="list-style-type: none">• Volunteer information nights specifically tailored to cater for women – 2 in next 4 years• Seek Grant opportunities to develop Women Focussed Mentoring and Volunteer Pathways	People & Culture Train Operations Communications	Dec 2024
Assess and improve amenities – toilet block/change areas for workforce	<ul style="list-style-type: none">• Investigate and design of fit for purpose, clean and safe amenities/toilet facilities for workforce at Belgrave Workshop• Investigate and design of fit for purpose, clean and safe amenities/toilet facilities for workforce at Emerald Workshops	Infrastructure	August 2024 August 2025
Sharing knowledge – removing barriers around skill/position and gender	<ul style="list-style-type: none">• Provide opportunities to share lesser used skills through demonstration sessions – in person or recorded• Open tours for workforce members to explore parts of the business that are unfamiliar – minimum 2 tours arrange each year• Review of terminology of roles and positions to not present as gender specific	Train Operations People & Culture Communications	November 2024 November 2022 November 2023
Networking and awareness raising	<ul style="list-style-type: none">• Investigate initiatives by other operators in the Heritage Rail Sector in gender diversity programs and present to the Diversity and Inclusion Advisory Group	Train Operations	March 2024
Identify volunteering partnership opportunities	<ul style="list-style-type: none">• Explore engagement with like-minded not-for-profit volunteer organisations to seek ideas and input to increase gender diversity• Achieve a volunteer workforce of at least 25% women	Marketing People & Culture	December 2024

MEASURING AND MONITORING OUR PROGRESS

Monitoring and measuring the progress and achievement of each of the strategies and measures outlined in this GEAP are considered key in addressing gender gaps.

Progress will be assessed and measured through Payroll and Human Resources data collection which will be collated at the end of each financial year.

Employee experience data collected through the annual People Matters Survey and other internal engagement surveys will assist in the monitoring of progress.

Progress will be shared with the workforce through standard newsletters and periodic intranet updates.

The Diversity and Inclusion Advisory Group will be formed (an action item) as a cross-functional working group with representatives from across the organisation, including a Board representative who will drive and monitor plans progress. Where appropriate Puffing Billy Railway will engage external subject matter experts to provide insight and assistance to build internal capability and provide additional subject resourcing.

The Diversity and Inclusion Advisory Group will oversee progress on the GEAP and report this to the full Board via the Governance Subcommittee. Progress against these measures will be reported to the Governance Subcommittee in September each year.

Progress reports will be lodged with the Commission for Gender Equality in the Public Sector, the first on 31 October 2023 and the final progress report by 31 October 2025. The 31 October 2025 will also mark the completion date of our second GEAP.

LEADERSHIP AND STRATEGIC RESOURCE PLAN

The Board of Puffing Billy Railway are fully committed to the actions outlined in this plan and will ensure appropriate support and resourcing to progress these initiatives including their own active involvement in progressing change.

Oversight for the GEAP will be by the Board reporting through the Governance Subcommittee.

The Diversity and Inclusion Advisory Group will drive, monitor and report progress. This group will have Board representation and be chaired by the CEO.

Financial resourcing will be budgeted each financial year to support progress. Each financial year Puffing Billy Railway will allocate a budget of at least \$20,000 specifically work related to the implementation of GEAP initiatives.

APPENDIX A

GENDER EQUALITY ACT

Workplace Gender Audit – Review of data – prepared by WHISE



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INTRODUCTION

BACKGROUND TO THE REPORT – GENDER EQUALITY ACT

On the 31st of March 2021, the Victorian Gender Equality Act (the Act) came into effect. The Act requires all defined entities, which includes Puffing Billy Railway (PBR)¹, to take positive action towards achieving workplace gender equality and promote gender equality in their policies, programs, and services.

The Act seeks to drive change and create gender equality to reach its first principle that “All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness.”²

PUFFING BILLY RAILWAY AND THE ACT

Under the Act, PBR is a “defined entity”. As such, there is a set of obligations that the Corporation must deliver to meet the requirements of the Act. These are:

- Undertaking and submission of a Workplace Gender Audit by the 1st of December.
- Submission of a Gender Equality Action Plan (Strategies and Measures) by the 31st of March 2022.
- Undertaking a Gender Impact Assessment of all new policies, programs and services that directly and significantly impact the public. This obligation commenced with the Act on the 31st of March 2021.

In addition to this, all defined entities are required to publicly publish their Gender Equality Action Plan (including the audit data – deidentified) and then report on progress against that action plan by 31 October 2023.

WHY THE ACT?

Decades of worldwide evidence tells us that gender inequality is a driver of family violence and all forms of discrimination and violence against women. Reducing gender inequality in business and across society improves productivity and the wellbeing of communities. Gender inequality is recognised as a global inhibitor to reaching the United Nations Sustainable Development Goals. The continued financial deficit of women compared to men across their lifetime limits women’s ability to meaningfully achieve security and participation in society. It leaves them vulnerable to abuse, unable to escape without the assets or income to establish an independent life and provide thriving environments for their children.

While Australia has legislated its responsibilities under Convention on the Elimination of All Forms of Discrimination against Women in 1984, the country continues to fall on the World Economic Forum’s global gender gap report, sliding from number 12 to number 70 in women’s economic participation in 2021.

The global COVID-19 pandemic has revealed significant structural inequalities in gender segregation regarding job security. Research has found there was (and at the time of writing this report, there continues to be) an unequal impact on women’s workforce participation, potentially undoing decades worth of improvements.

Female representation in leadership has been a stubborn cause for concern across Australian public and private sectors. Women are underrepresented at leadership and management levels. Progress towards gender equality has been too slow even though there are strong economic arguments underpinning the case for equality. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into secure work and senior roles.

¹ This report recognises that Puffing Billy Railway (PBR) is operated by the Emerald Tourist Railway Board (ETRB). For the purposes of this report we refer to all under the “PBR” acronym

² State Government of Victoria, 2021. *Safe and strong: A Victorian Gender Equality Strategy*. [Online] Available at: <https://www.vic.gov.au/safe-and-strong-victorian-gender-equality>

Appointing more women into key decision-making positions has been proven to deliver better company performance, greater productivity, and greater profitability. Research demonstrates that increasing the representation of women across each of the key leadership roles in an organisation adds market value of between \$52 million and \$70 million per year for an average sized organisation. These findings are statistically significant, meaning, the association between women in leadership and business performance is causal.³

THE GENDER EQUALITY ACT'S PURPOSE AND OBJECTIVES

The Act is clear about its goals. Its objectives are to:

- Promote, encourage and facilitate the achievement of gender equality and improvement in the status of women.
- Support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities.
- Recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change.
- Enhance economic and social participation by persons of different genders.
- Further promote the right to equality set out in the Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.

This Act achieves these objectives by:

- Requiring the Victorian public sector, local councils and universities to take positive action towards achieving workplace gender equality.
- Requiring these organisations to consider and promote gender equality in their policies, programs and services.
- Establishing the Commission for Gender Equality in the Public Sector (CGEPS) to provide education, support implementation and enforce compliance.

A key part of the Act is its incorporation of intersectionality into its objectives, purpose and obligations. It seeks to address how gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience due to other characteristics, such as:

- Race
- Aboriginality
- Religion
- Ethnicity
- Disability
- Age
- Sexual orientation
- Gender identity

The Act requires organisations to consider these when developing strategies and measures to promote gender equality.

³ Workplace Gender Equality Agency, 2021. *Women in leadership*. [Online] Available at: <https://www.wgea.gov.au/women-in-leadership>

THE PURPOSE OF THIS REPORT

This report represents a contribution to two parts of this obligation.

- The completion of the Workplace Gender Audit; and
- The commencement of consultation with the organisation to develop the Gender Equality Action Plan.

This report presents the outputs of your organisation's first gender equality audit and seeks to step through the data as per the guidance of the Commission for Gender Equality in the Public Sector (CGEPS). It does not seek to undertake any deep analysis and make meaning of the information to create strategies and measures for the Gender Equality Action Plan. This will be the purpose of the consultation that the PBR will undertake with its personnel.

WORKPLACE GENDER AUDIT

This report presents the first major organisation-wide intersectional gender audit of Puffing Billy Railway.

Not only does it mark a major contribution to the PBR meeting its obligations under the Act, it also provides the organisation with the opportunity to consider its systems and structures that can be reformed and improved to strengthen culture, improve performance, and deliver better outcomes for stakeholders, shareholders, customers and community.

AUDIT AND THE GENDER EQUALITY ACTION PLAN

The PBR's obligation is to undertake regular audits.

The PBR is required to do audits every four years in line with the Gender Equality Action Plans. This is the first one, but others will follow – the next will be undertaken in 2025. The audit data is a key input for the Gender Equality Action Plan – the other input into a Gender Equality Action Plan is consultation with employees and stakeholders.

STRUCTURE OF THE WORKPLACE GENDER AUDIT - SEVEN WORKPLACE GENDER EQUALITY INDICATORS

The seven workplace gender equality indicators are defined in the Act.

They represent the key areas where workplace gender inequality persists and where progress towards gender equality must be demonstrated. These indicators are consistent across all defined entities and the data that emerges from the first and subsequent audits is aligned/reported against these.

The workplace gender equality indicators are:

- Gender composition at all levels of the workforce
- Gender composition of governing bodies
- Gender pay equity (note that this indicator is presented last in this report)
- Workplace sexual harassment
- Recruitment and promotion
- Leave and flexibility
- Gendered work segregation

These indicators are further described throughout the report. It is important to note, however, that while they can be read separately, it is recommended that they are read together as they form a stronger picture of the opportunities for change available to PBR to create intersectional gender equality throughout your organisation.

SOURCES OF DATA FOR THE WORKPLACE GENDER AUDIT

The Audit is based on two sources of data. Key to the Act and its implementation is that both forms of data are presented in a way that allows for the Commission to compare and contrast public entities across the whole public sector and align the data across common indicators (more on these later).

The two sources of data are:

- Data from organisation's payroll systems aligned and reported against the seven indicators.
- Data from the People Matter Survey which is also reported against the seven indicators based upon a consistent set of employee experience questions set by the Commission for Gender Equality in the Public Sector.

BENEFITS AND LIMITATIONS

To reiterate, this is the first major gender audit that the PBR has undertaken. It provides the PBR with significant information about the organisation. Some of the data is challenging and some of the data is positive. There are some gaps in the data as well. These provide an opportunity to make improvements going forward, and these improvements will be captured in PBR's Gender Equality Action Plan.

It is also worth noting that this first audit occurred during the 2021 COVID-19 pandemic which saw significant impact upon the Victorian community and economy – particularly in this case, tourism operators. When reviewing some of the data in the indicators (e.g., Recruitment, Leave and Promotion) it is important to keep in mind that 2021 does not represent a “normal business year”.

Data provides organisations with the capacity to make informed decisions. It provides the foundation for discussion and gives permission to act and provides a baseline. This audit is vital input for the first Gender Equality Action Plan.

There are limitations and, in this instance, there is no comparable data for your organisation for previous years. When reading this data, consider the information as “year 0” or the baseline. In addition, when reviewing the data, readers should note that the information reflects employees as at 30 June 2021. It also reflects the existing capacity and limitations, or blind spots, of the PBR HR/Payroll systems.

INDICATOR 1: GENDER COMPOSITION: ALL LEVELS OF WORKFORCE

This indicator helps organisations decipher where it can benefit from greater diversity by highlighting whether there is equality of representation across all levels. In a gender-equitable workplace, all employees will have equitable access to opportunities, responsibilities and outcomes. This includes equitable access to different modes of employment and career progression through various levels of management.

Composition impacts performance, decision making and culture. That is, a lack of diversity in thinking and workplace leadership impedes innovation.

Outcomes from this indicator are linked to and inform other indicators.

Gender composition at all levels of Puffing Billy Railway’s workforce

Figure 1 displays the proportions of men and women who make up the PBR’s 97-person workforce. As can be seen, women represent 49% of PBR’s workforce; men represent 51%. Figure 2 shows that:

- The Executive Team (CEO and Level -1) includes 6 women and 6 men.
- The Senior Leadership Team (CEO and Levels -1 and -2) includes 11 women and 10 men.
- No staff are listed in the workforce data as preferring to self-describe/identify (i.e., gender diverse which includes non-binary, gender fluid, agender). However, this may reflect an area for improvement in data collection methods.

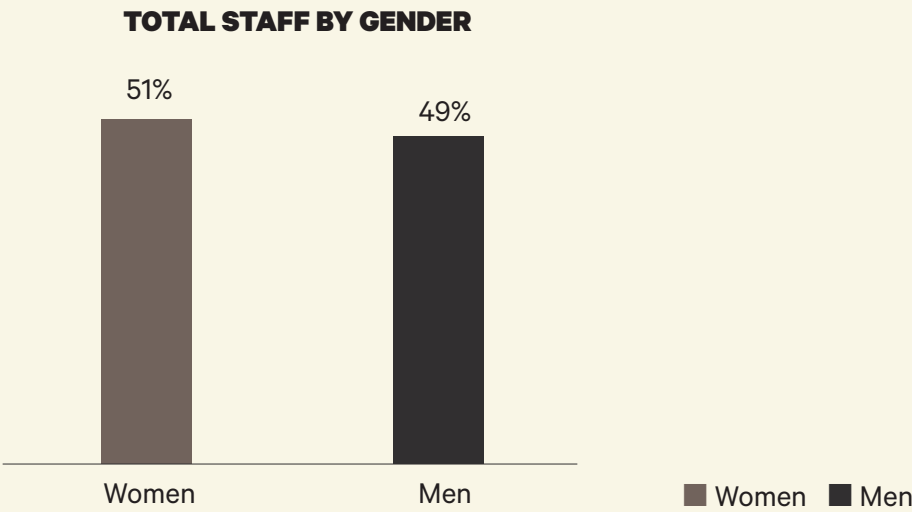


Figure 1. Total proportion of PBR employees by gender. Note: Headcount includes full-time, part-time, casual and contract employees.

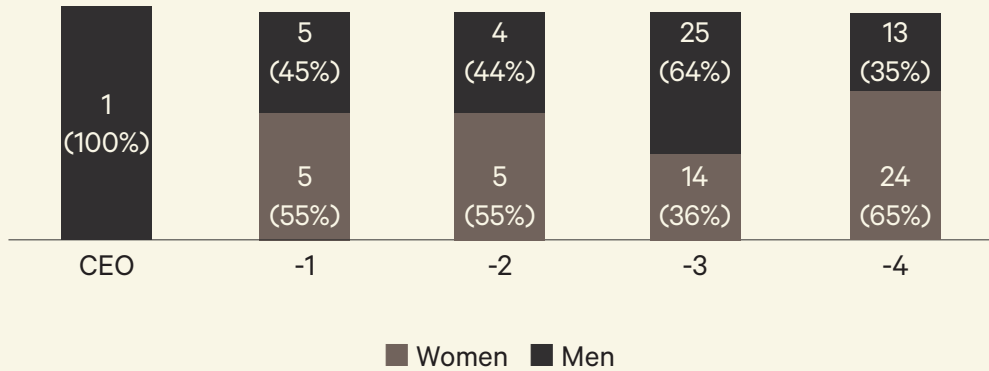


Figure 2. Breakdown of PBR employees by level, disaggregated by gender. Note: Headcount includes full-time, part-time, casual and contract employees. Key: 0 = CEO, -1 = directors who report to CEO, -2 to -4 = direct reports of the level above.

BREAKDOWN BY AGE

Figure 3 shows that PBR have a higher proportion of women than men in the age groups of 15-24 years (80%), 25-34 years (59%), 45-54 years (69%), and 55-64 years (53%). Meanwhile, there are more men in the 35-44 years (69%) and 65+ years (57%) age brackets.

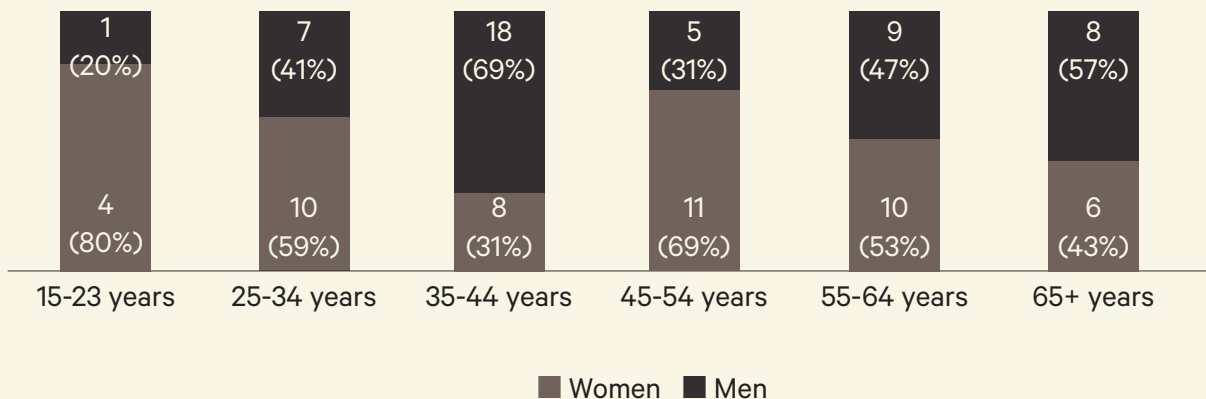


Figure 3. Breakdown of employees by age.

It is important to note the power imbalance between the male and female employees. The employees who retain little to no power are typically younger and female, whereas the employees who hold positions of power are older men. It is recommended that the PBR internally review their recruitment and promotion processes which result in this power imbalance.

PEOPLE MATTER SURVEY

A total of 44 employees completed the People Matter Survey which represents 45% of PBR's workforce. Responses to questions from this survey will be presented throughout this report.

DEMOGRAPHIC INFORMATION

This section provides demographic information about the employees who responded to the *People Matter Survey*.

Respondents' gender identities included 50% male and 50% female and preferred not to say (these were grouped for anonymity).

The respondents' sexual orientations were grouped for anonymity but there were heterosexual and gay or lesbian respondents, and some preferred not to say.

In terms of disability, responses were again grouped for anonymity, however, there were some respondents that have a disability and some who preferred not to say.

The cultural identities of respondents were grouped for anonymity but included Australian, CALD, Aboriginal and/or Torres Strait Islander respondents, and some preferred not to say.

No respondents identified as Aboriginal and/or Torres Strait Islander and some preferred not to say. It is worth noting that while no employees answered this question as being Aboriginal and/or Torres Strait Islander, at least one person entered Aboriginal and/or Torres Strait Islander as their cultural identity.

DIVERSITY AND INCLUSION

In the People Matter Survey, employees were asked whether there is a positive culture within their organisation in relation to varied cultural backgrounds, different age groups, different sexes/genders, being Aboriginal and/or Torres Strait Islander, **LGBTIQ+**, and having a disability. As can be seen in Figure 4, low proportions of men (41%) and women (36%) perceive PBR to have a positive culture towards employees who are **LGBTIQ+**. These proportions are much lower than the male comparator (78%) and female comparator (73%) groups.

More men (77%) than women (55%) agree PBR has a positive culture towards employees of **different age groups** (see Figure 4). PBR's male employees have a similar level of agreement as their comparator group (83%), however, the female comparator group are more likely to agree with this question (78%).

Low proportions of men (68%) and women (59%) perceive PBR to have a positive culture towards employees of **different sexes/genders**. These proportions are much lower than the male comparator (89%) and female comparator (85%) groups (see Figure 4). Yet, there were some employees who preferred not to say their gender (see above) which suggests some employees may not feel there is a positive culture.

Figure 4 shows that low proportions of men (55%) and women (36%) perceive PBR to have a positive culture towards employees who are **Aboriginal and/or Torres Strait Islander**. The male (77%) and female (74%) comparator groups show greater proportions of agreement than the PBR employees with a notably large gap between the female groups.

Similar but low proportions of men (59%) and women (50%) felt PBR is inclusive of employees from **varied cultural backgrounds** (see Figure 4). Again, there is a large difference between the male (86%) and female (85%) comparator groups and the male and female PBR employees.

Low proportions of men (55%) and women (32%) agreed that PBR is inclusive of employees with a **disability** (see Figure 4). Note that this is the lowest level of agreement from female employees when compared to the other factors in Figure 4. Again, PBR employees are less likely to agree with this statement than their male (72%) and female (63%) comparator groups. Note that the female comparator group also reports a low level of endorsement for this question.

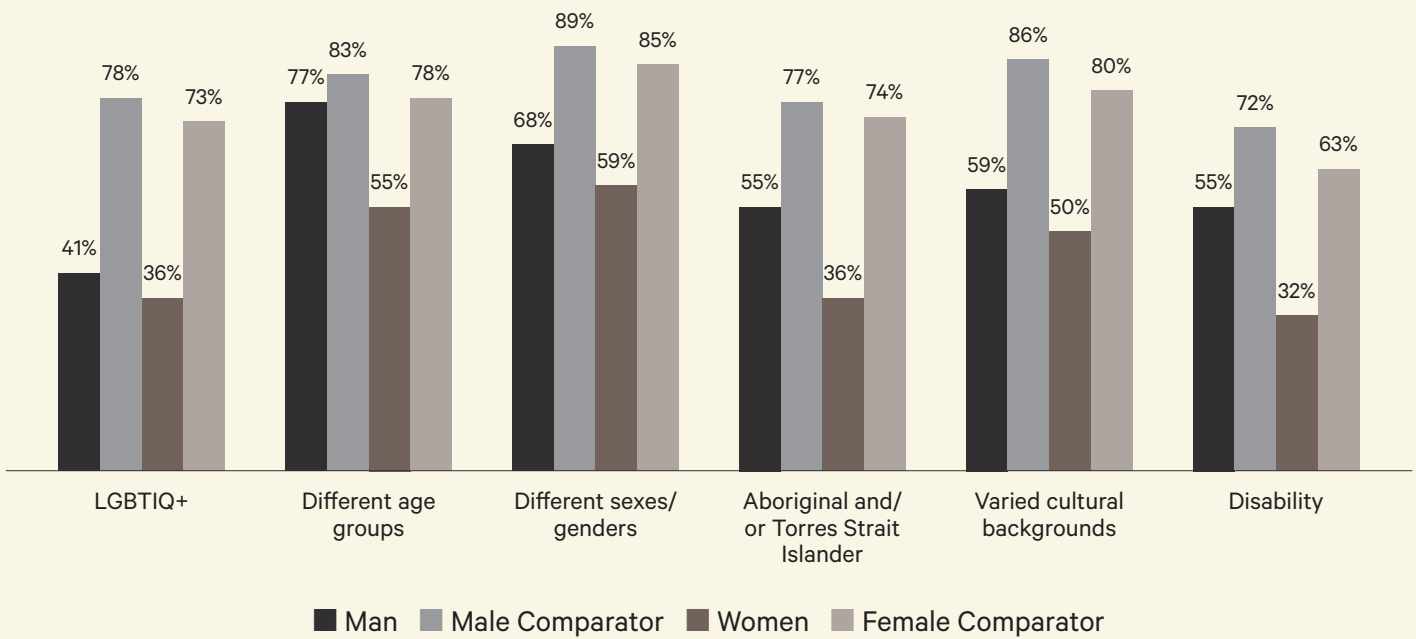


Figure 4. Perceived positive culture in the workplace (agreed/strongly agree %).

The survey asked employees whether they feel culturally safe at work. As can be seen in Figure 5, fewer women (59%) than men (68%) agreed with this question. It is worth noting that 14% of men and 18% of women do not feel culturally safe at work.

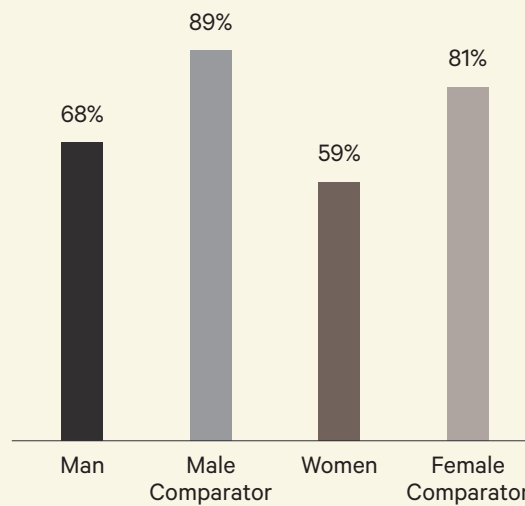


Figure 5. Employees who feel culturally safe at work.

Employees were asked whether people in their workgroup often reject others for being different (see Figure 6). For both male and female employees, 77% agreed with this question. Only 9% of both male and female employees disagreed with this statement. It is worth noting that there is also a high level of agreement with this question from the male (86%) and female (85%) comparator groups.

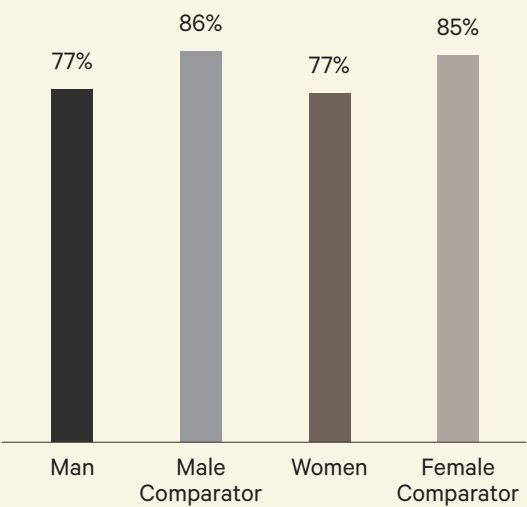


Figure 6. Employees who believe that people in their workgroup often reject others for being different.

The survey asked whether PBR uses inclusive and respectful images and language. Looking at Figure 7, more women (73%) than men (68%) agreed with this question. However, again, the PBR employees were less likely to agree with this question than the male (89%) and female (87%) comparator groups.

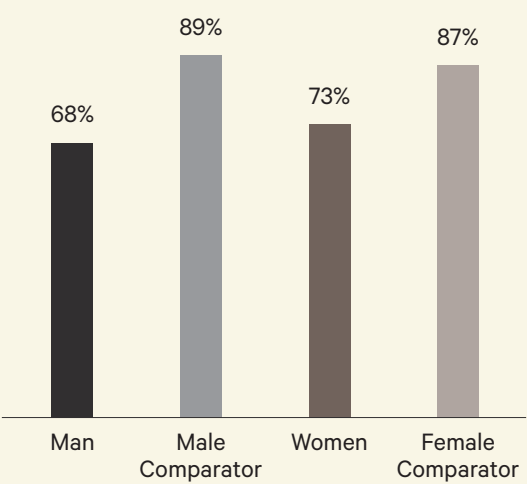


Figure 7. PBR uses inclusive and respectful images and language.

INDICATOR 2: GENDER COMPOSITION OF GOVERNING BODIES

This indicator reports on female representation in the governing bodies and in the case of Puffing Billy Railway, this is the Emerald Tourist Railway Board (ETRB).

Key benefits of gender diversity and inclusion in governing bodies include: improved business performance; greater productivity where gender diversity is present; reductions in pay gaps for managers, with evidence showing gender equitable representation on boards leading to a 6.3% reduction in pay gaps; and greater likelihood of identifying and meeting community needs.⁴

PBR's governing body positions comprise of a Chair and other members of the governing body. The current Chair is a man. One of three (33%) other members of the governing body are women (see Figure 8).

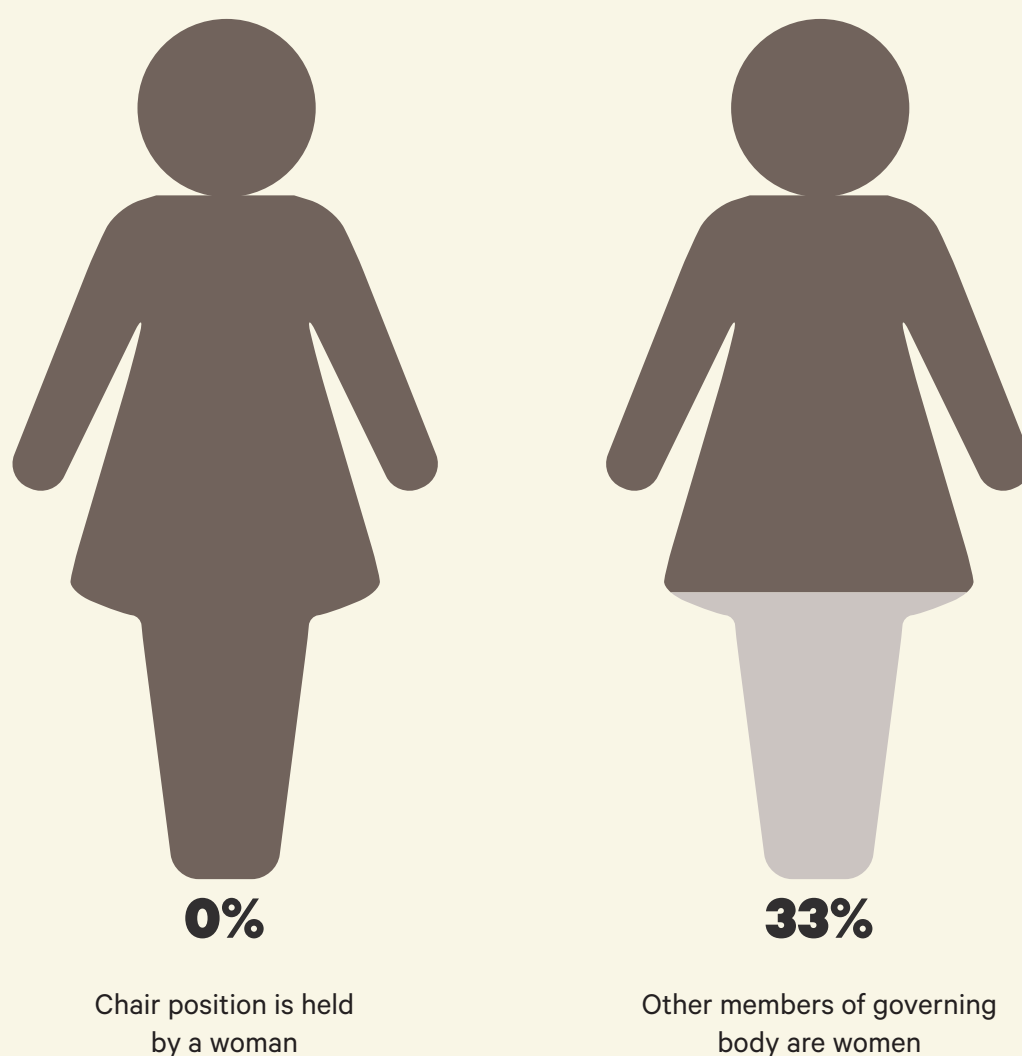


Figure 8. Gender composition of the governing body positions.

⁴ Workplace Gender Equality Agency, Gender Equity Insights 2016: Inside Australia's Gender Pay Gap

INDICATOR 3: PAY EQUITY

Recent national analyses have identified a persistent gender pay gap, favouring men, for full-time workers in all industries and occupational categories.⁵ Across the Victorian public sector, there is currently a 10.7% gender pay gap. While women make up 68% of the public sector workforce, they are significantly over-represented in lower paid roles. In public sector leadership positions, a gender pay gap favouring men also persists.⁶

Beyond the need to meet legal and moral obligations, additional organisational benefits of achieving gender pay equity include improved attraction of talent through building a reputation as an employer of choice, and increased efficiency and productivity through retention of employees and reduced turnover costs.⁷

HOW IS THE PAY GAP MEASURED?

The gender pay gap is commonly influenced by a number of factors, including:

- Conscious and unconscious discrimination and bias in hiring and pay decisions.
- Women and men working in different industries and different jobs, with female-dominated industries and jobs attracting lower wages.
- Lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles.
- High rates of part-time work for women.
- Women's greater time out of the workforce for caring responsibilities impacting career progression and opportunities.
- Women's disproportionate share of unpaid caring and domestic work.

EQUAL REMUNERATION FOR WORK OF EQUAL OR COMPARABLE VALUE

The gender pay gap equals the average (or mean) total remuneration.

Table 1 displays the mean total remuneration gap for all employees. Note that POSITIVE percentages indicate that the total remuneration of a male is greater than that of a female. A NEGATIVE percentage shows that total remuneration of a female is greater than that of a male.

As can be seen in Table 1, Males have a 12.6% greater average total remuneration than females at PBR. This is comparable to the gender pay gap in Victoria which is 12.2%.

Table 1. Gender Pay Gap at Puffing Billy Railway

MEAN (AVERAGE) TOTAL REMUNERATION	
PAY GAP AS %	
ALL	12.6%
CLASSIFICATION BY REPORTING LEVEL TO CEO	
CEO	-
-1	17.3%
-2	9.0%
-3	1.5%
-4	5.3%
EMPLOYMENT BASIS	
Full-time permanent/ongoing	2.5%
Full-time contract (fixed term)	42.3%
Part-time permanent/ongoing	4.0%
Part-time contract (fixed term)	0.0%
Casual	-0.1%

⁵ Workplace Gender Equality Agency, 2021, Gender Pay Gap Fact Sheet

⁶ Victorian Public Sector Commission, 2020, Employee and Gender Pay Gap

⁷ Fair Work Commission, Gender Pay Equity Best Practice Guide; Workplace Gender Equality Agency, 2016, Guide to Gender Pay Equity

BREAKDOWN BY AGE

Figure 9 shows that female employees have a greater mean total remuneration at 65+ years (13.4%). However, male employees have a greater mean total remuneration at all ages from 15-64 years. The greatest gap is at 45-54 years (41.3%).

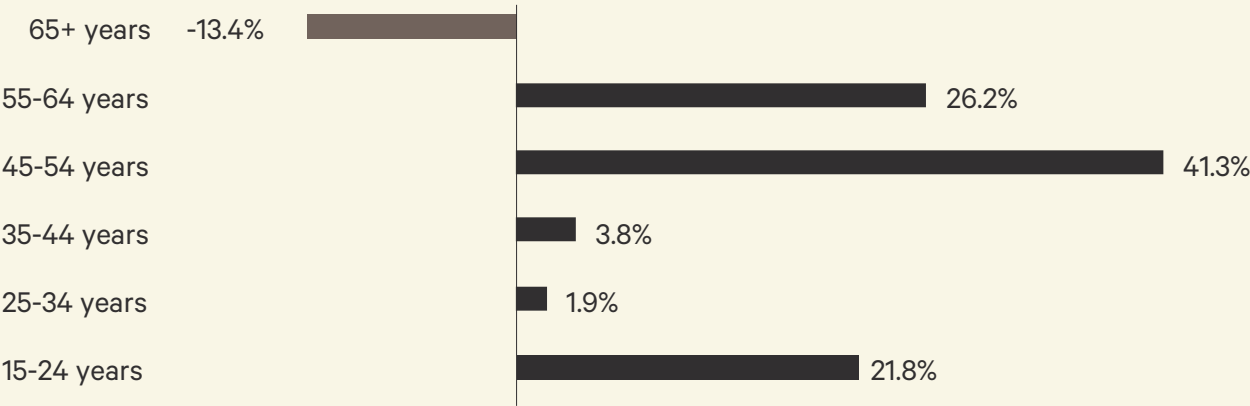


Figure 9. Mean total remuneration pay gap (%) by age.



INDICATOR 4: WORKPLACE SEXUAL HARASSMENT

How your workplace responds to incidents and reports of sex-based discrimination and harassment **has a significant impact on employee safety and perceptions of workplace support for women**. Reporting experiences of sexual harassment builds confidence among employees.

This indicator tracks the workplace environment and enables equality more broadly. Consistent collection and reporting on data leads to transparency and accountability.

Under the Equal Opportunity Act 2010 (Vic), employers of all sizes have a positive duty to prevent and eliminate sexual harassment in the workplace.⁸ This means, “positive action should be taken to prevent these behaviours – regardless of whether someone has made a complaint.”⁹ The Victorian Equal Opportunity & Human Rights Commission¹⁰ have provided the following actions that employers can take to prevent sexual harassment:

- “Making sure they have a sexual harassment policy for staff and a complaints procedure in place.
- Ensuring staff have adequate training on sexual harassment and understand the policies and procedures in place. Workers need to have faith that they are taken seriously, and that action will be taken.
- Regularly identifying and assessing risk factors for sexual harassment, including by seeking feedback from workers.
- Taking action to address risk regularly, including indicators of workplace gender inequality.
- Reviewing policies to make sure they are up to date and accessible
- Actively encouraging reporting in the workplace, for example by giving managers credit for taking action to encourage reporting and modelling appropriate behaviour.
- Promoting respectful behaviour through discussion, leadership and modelling.
- Having equal opportunity contact officers among staff who can provide confidential information about rights and the organisation’s complaints procedures.
- Regularly collecting and assessing reporting and complaints (and other relevant) data for trends, patterns and lessons to drive continuous improvement.”

Under the Occupational Health and Safety Act 2004 (Vic), employers must also provide and maintain a work environment that is safe and without risk to the health of their employees, so far as is reasonably practicable.

This is inclusive of workplace gendered violence and workplace sexual harassment.¹¹ Yet, recent research suggests that workplace sexual harassment occurs in all industries, in all locations and at all levels.¹² Recent reports by the Victorian Auditor General’s Office found that the Victorian Public Service and Local Government sector workplaces were not free from sexual harassment and that reporting levels were consistently low compared to the level of experiences of sexual harassment identified through self-reporting surveys.¹³ Some employees were also found to be at higher risk of sexual harassment than others, including women aged 15 to 24, those with a self-described gender identity, LGBTIQ+ identifying employees, Aboriginal and Torres Strait Islanders, and those who earned less than \$75,000 per annum.¹⁴

⁸ Equal opportunity Act, Part 3

⁹ Victorian Equal Opportunity & Human Rights Commission, 2021. Sexual harassment. [Online] Available at: <https://www.humanrights.vic.gov.au/for-individuals/sexual-harassment/>

¹⁰ Victorian Equal Opportunity & Human Rights Commission, 2021. Sexual harassment. [Online] Available at: <https://www.humanrights.vic.gov.au/for-individuals/sexual-harassment/>

¹¹ Worksafe Victoria, 2020, Work-related gendered violence including sexual harassment

¹² Australian Human Rights Commission, 2020, Respect@Work: Sexual Harassment National Inquiry Report (2020)

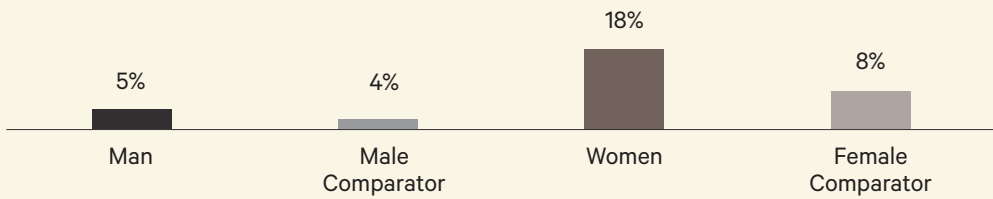
¹³ Victorian Auditor-General’s Office (VAGO), 2019, Sexual Harassment in the Victorian Public Service; VAGO, 2020, Sexual Harassment in Local Government

¹⁴ VAGO, 2019

PEOPLE MATTER SURVEY

The survey asked employees whether they had experience sexual harassment during the last 12 months. As can be seen in Figure 10, more women (18%) than men (5%) stated that they had experienced sexual harassment in the workplace. While the proportions of male employees and the male comparator group are similar, 10% more PBR female employees than the female comparator group responded that they had experienced sexual harassment in the workplace.

Figure 10. Employees who have experienced sexual harassment in the workplace.



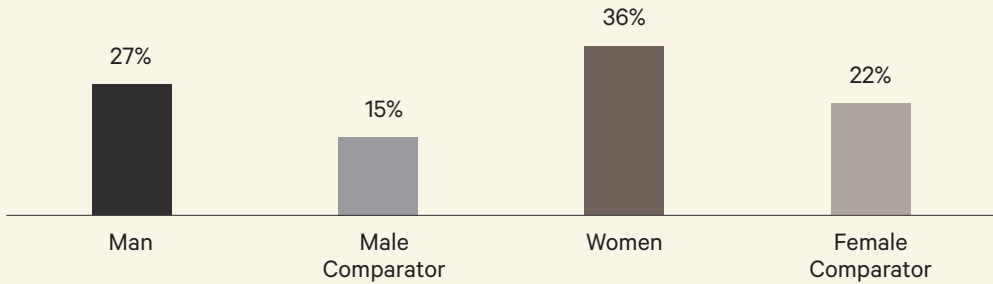
The survey asked whether employees had witnessed negative behaviours in the workplace (see Figure 11). As can be seen, 36% of women witnessed negative behaviours which is a higher proportion than the female comparator group (22%). These included:

- Bullying of a colleague
- Violence or discrimination against a colleague

Meanwhile, 27% of men had witnessed negative behaviours which is also higher than the male comparator group (15%). These included:

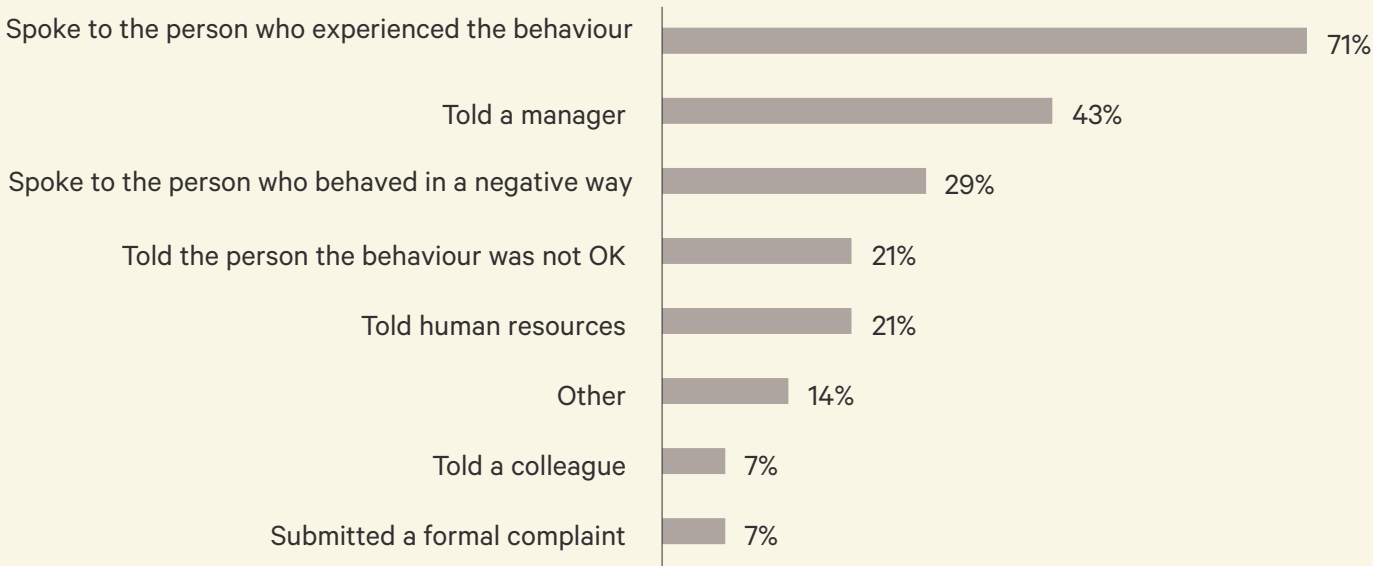
- Bullying of a colleague
- Discrimination against a colleague
- Violence or discrimination against a colleague

Figure 11. Employees who had witnessed negative behaviours in the workplace.



When respondents were asked what action/s they had taken after witnessing negative behaviour/s, most people chose to speak to the person who had experienced the behaviour (see Figure 12). While a minority of people (7%) submitted a formal complaint, 21% told human resources and 43% reported it to a manager.

Figure 12. Actions taken after witnessing negative behaviour.

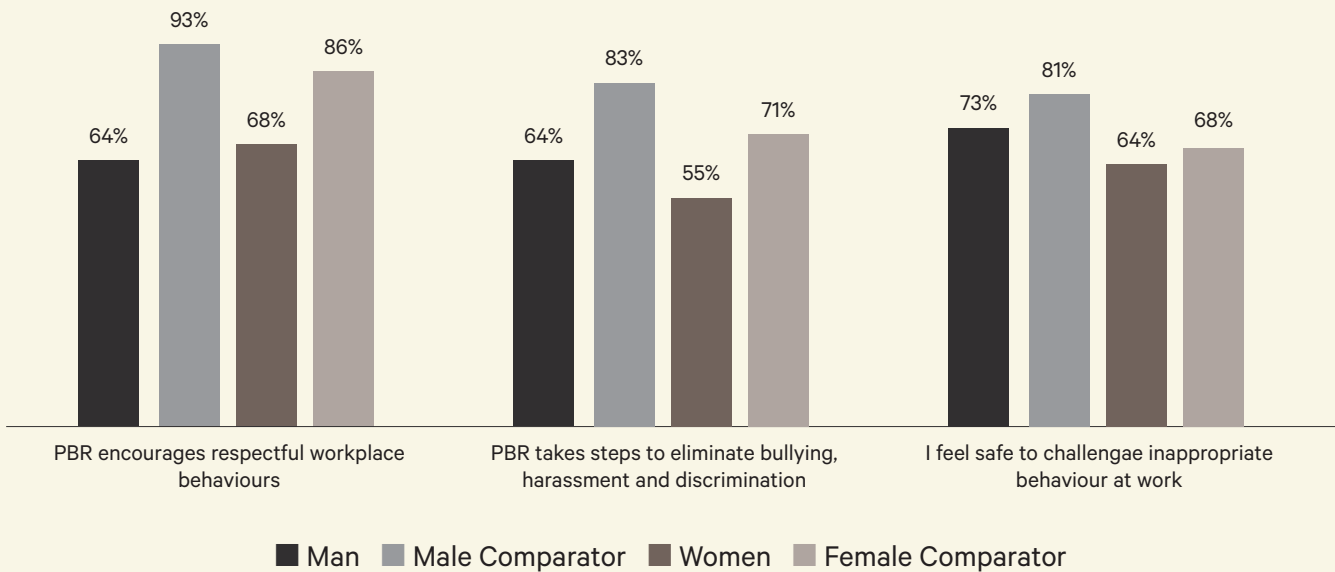


ORGANISATION CLIMATE

Employees were asked about their perceptions of the workplace climate regarding sexual harassment and negative behaviours. As can be seen in Figure 13, low proportions of men (64%) and women (68%) agree that PBR encourages respectful workplace behaviours. The PBR employees reported lower agreement compared with the male (93%) and female (86%) comparator groups with a notable gap between the two male groups. When asked whether PBR takes steps to eliminate bullying, harassment and discrimination in the workplace, only 55% and 64% of women and men agreed. The male (84%) and female (71%) comparator groups show higher levels of agreement; however, it is worth noting that the female comparator group also report a low level of agreement with this question.

Figure 13 shows that few female PBR employees (64%) and women in the sector (68%) feel safe to challenge inappropriate behaviour at work. Male employees also report a low level of agreement with this question (73%) which is lower than their comparator group (81%).

Figure 13. Perceptions of organisation climate regarding sexual harassment.



INDICATOR 5: RECRUITMENT AND PROMOTION

The objective of this indicator is to uncover possible conscious or unconscious bias in recruitment, promotion and professional development processes. It may also reveal structural or cultural barriers to attracting parents (especially heterosexual mothers) to roles if they require full-time hours or inflexible working arrangements, particularly at more senior levels.

While gender bias in recruitment and promotion decisions can sometimes be overt and intentional, it is often neither deliberate nor recognised. In some cases, bias can be masked by a strong reliance on the socially-constructed notion of 'merit', which can in turn work to entrench gender and intersectional inequalities in the workplace. Under the cover of 'hiring the best person for the job', a focus on ill-defined notions of 'merit' may actually work to justify recruiting and promoting 'those who think, look and act like us.'¹⁵

Women may not have access to the same career opportunities as men. Furthermore, other forms of disadvantage and discrimination can also have an impact on career progression with limiting career opportunities for women from different backgrounds, such as women with a disability or older women.

Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities. For example, there is evidence that the majority of women returning to work after a period of parental leave are unlikely to be promoted within the next five years.¹⁶ This is a form of indirect discrimination that is prohibited under the Sex Discrimination Act 1984 (Cth).

Recruitment practices in the workplace

The following sections present the HR/payroll data for recruitment and promotions that occurred at PBR. It is important to note that for the majority of the reporting period, PBR was closed and had a freeze on recruitment. This impacted the number of new employees recruited and meant fewer promotions occurred during the reporting period.

As can be seen in Figure 14, there were 11 appointments during the reporting period: 8 men (73%) and 3 (27%) women.

Recruitment at the Senior Leadership level was predominantly men:

- 1 man appointed to CEO
- 2 men and 1 woman appointed to Level -2

Recruitment at Levels -3 and -4 were also predominantly men.

¹⁵ McKinsey & Company & Business Council of Australia, 2018, *Women in Leadership: Lessons from Australian companies leading the way*

¹⁶ Australian Human Rights Commission, 2014, *Supporting working parents: Pregnancy and return to work national review - report (2014)*

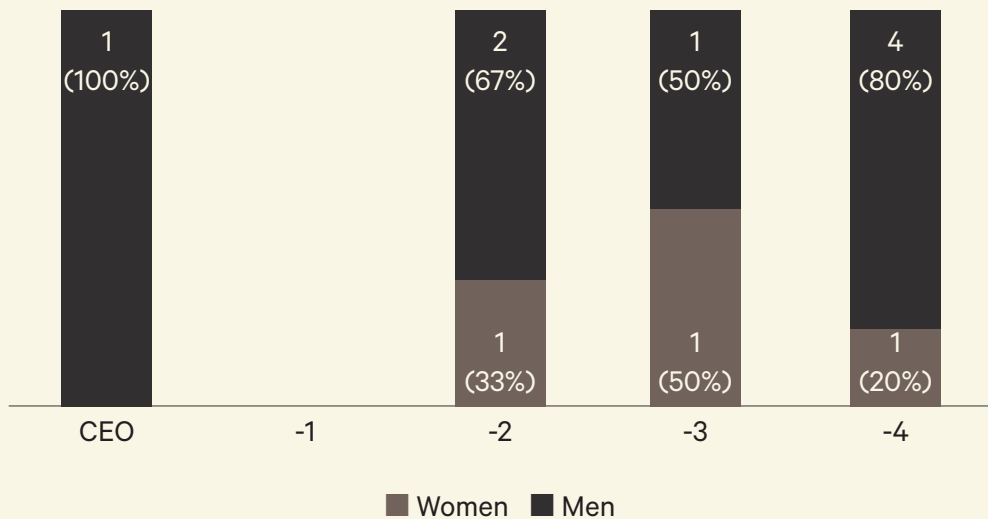


Figure 14. Breakdown of men and women recruitment by level.

BREAKDOWN BY EMPLOYMENT BASIS

During the reporting period, a larger proportion of women were appointed into contract/fixed-term positions while men were predominantly appointed into permanent/ongoing roles (see Figure 15). Note that more women are in insecure (i.e., fixed-term) work arrangements and on contracts than men. This can contribute to women's financial insecurity and dependency on a partner.

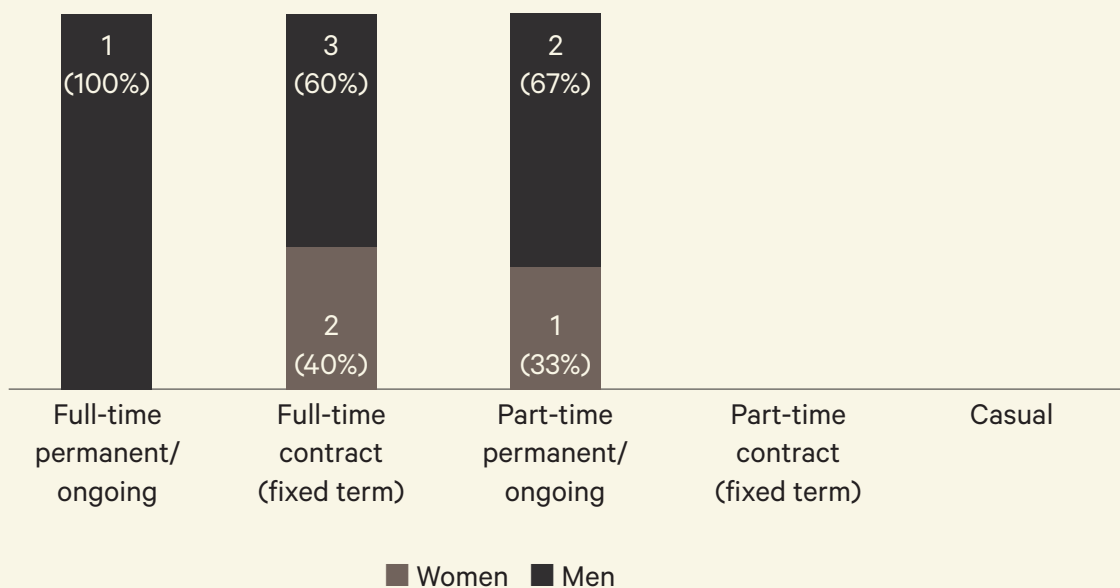


Figure 15. Breakdown of recruitment by employment basis.

INTERNAL APPOINTMENTS

One permanent internal promotion was made during the reporting period. One man was appointed to a role at a higher classification (see Figure 16).

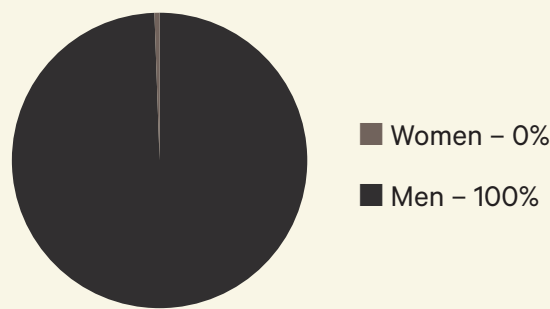


Figure 16. Promotions by gender.

Higher duties refer to temporary internal arrangement where an employee has moved into a higher classification for a period of more than two weeks. The gender composition of higher duties is one man (see Figure 17).

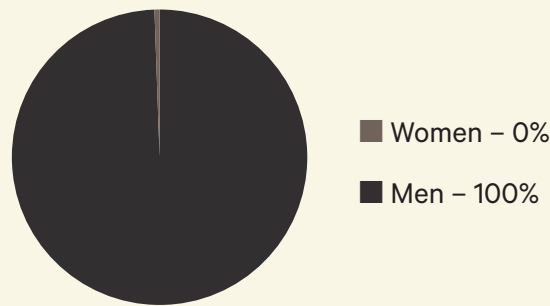


Figure 17. Higher duties by gender.

There were 16 employee exits during the reporting period (see Figure 18). This includes, full-time permanent/ ongoing and contract (fixed-term), part-time permanent/ongoing and contract (fixed-term), and casual employees. The gender composition of exits was 21 (58%) men and 15 (42%) women.

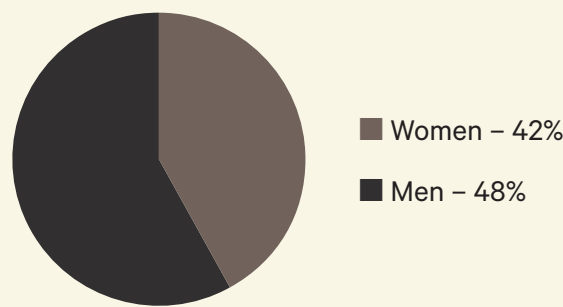


Figure 18. Employee exits by gender.

During the reporting period, there were no internal secondments and no employees completed formal training for promotion. However, please note that a learning and development program is being developed and started to get introduced to employees during COVID-19.

PEOPLE MATTER SURVEY

EQUAL OPPORTUNITY

Respondents were asked whether intersectional demographic factors were not a barrier to success in their organisation.

Figure 19 displays the proportion of people who agreed or strongly agreed that each intersectional factor was not a barrier. As can be seen, equal proportions (68%) of men and women agree age is not a barrier to success. The female comparator group (70%) is similar to PBR's female employees; however, the male comparator group (78%) is higher than the male employees.

Low proportions of men (68%) and women (59%) agree that being Aboriginal and/or Torres Strait Islander is not a barrier to success. These proportions are lower than both male (76%) and female (71%) comparator groups (see Figure 19).

As can be seen in Figure 19, 77% of both men and women agree cultural background is not a barrier to success. These are equal with the female comparator group but lower than the male comparator group (83%).

A very low proportion of women (36%) agree disability is not a barrier to success. While more men agree with this question, the proportion is still low at 59%. The comparator group proportions are also low; however, both are higher than PBR's employees (see Figure 19).

Figure 19 shows that more women (82%) than men (77%) agree gender is not a barrier to success. Of note, is that PBR's female employees reported a slightly higher level of agreement than their comparator group (81%).

More women (73%) than men (64%) agree sexual orientation is not a barrier to success. Both male (86%) and female (84%) comparator groups are higher than the PBR employees, however, the gap is larger between the male groups (see Figure 19).

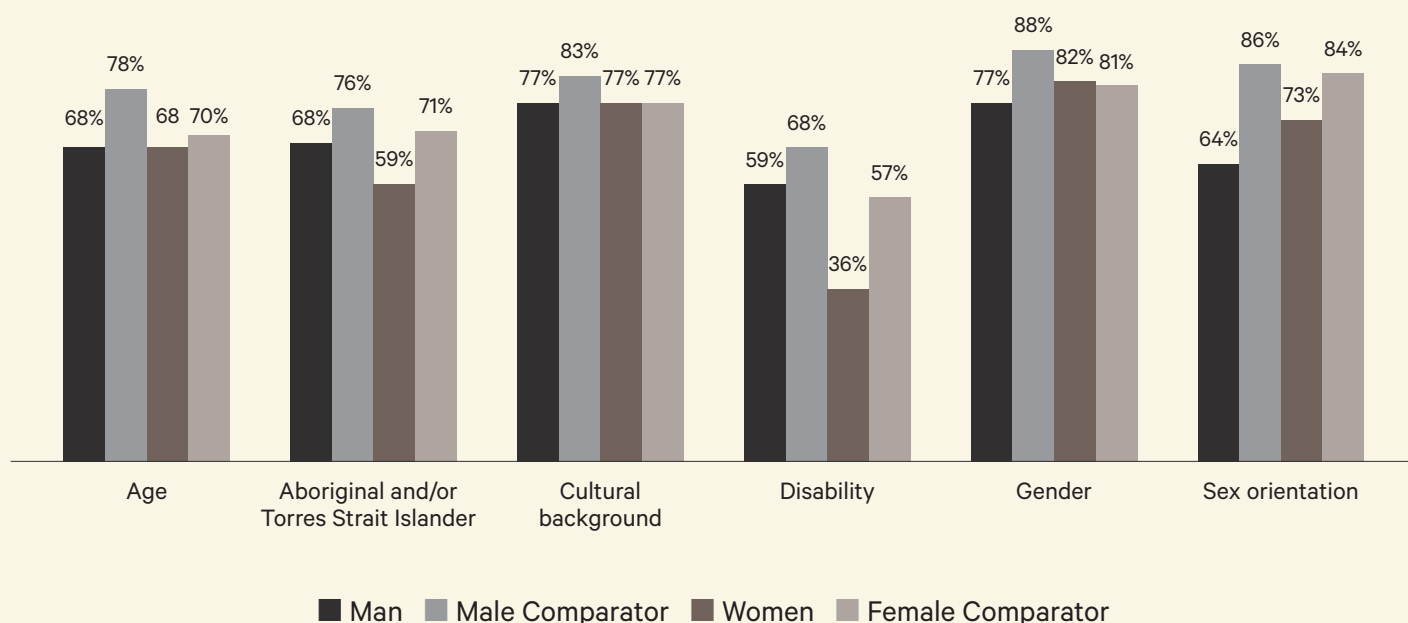


Figure 19. Barriers to success in the organisation (agree/strongly agree %).

ORGANISATIONAL CLIMATE

Respondents were asked about their perception of fairness and integrity in their workplace.

As can be seen in Figure 20, 77% of men and women agree that the **people in their workgroup actively support diversity and inclusion in the workplace**. The male (88%) and female (84%) comparator groups reported a higher level of agreement for this question. Very low proportions of men (50%) and women (41%) agree that senior **leaders at PBR actively support diversity and inclusion in the workplace**. There is a large difference between the PBR employees and the comparator groups (83% and 77%, respectively). When asked if their **manager works effectively with people from diverse backgrounds**, 82% of men and women agreed. Although lower than the comparator groups (93% and 87%, respectively), the gap is not large.

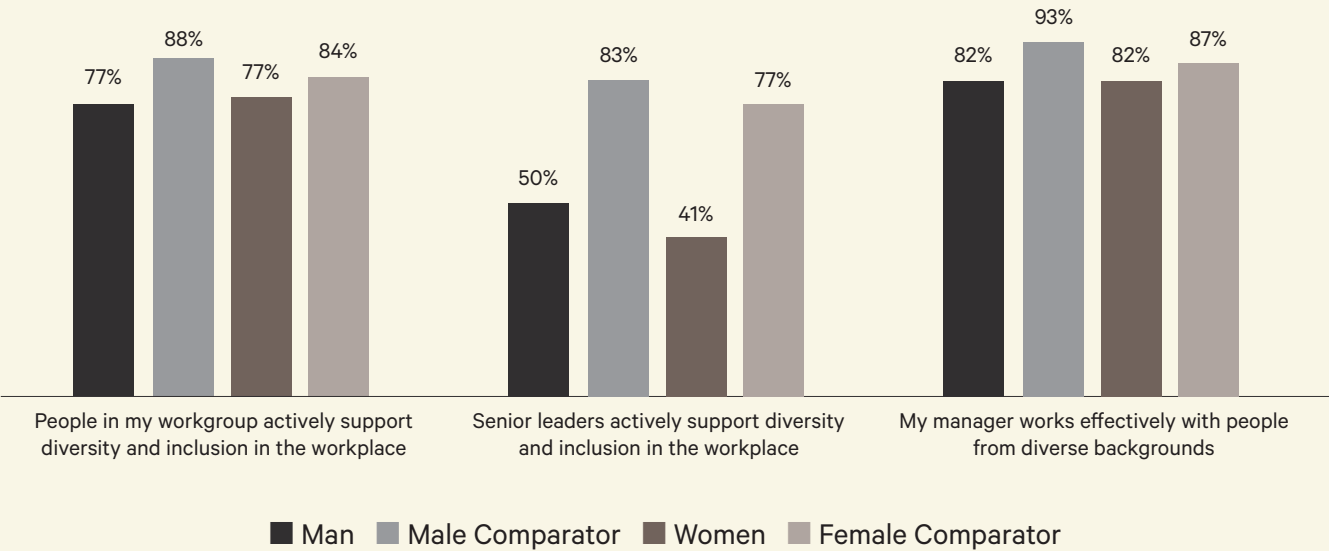


Figure 20. Perceptions of fairness and integrity in the workplace (agree/strongly agree %).

LEARNING AND DEVELOPMENT

Respondents were asked about learning and development opportunities relating to recruitment and promotion practices in their workplace.

As can be seen in Figure 21, responses to all three questions demonstrate very low levels of:

- Employee satisfaction with the way their learning and development needs have been addressed.
- Employees who believe they have an equal chance at promotion.
- Agreement that there are adequate opportunities to develop skills and experience.

While PBR employees report lower endorsements than the comparator groups, it is notable that both comparator groups also report low satisfaction across all three questions.

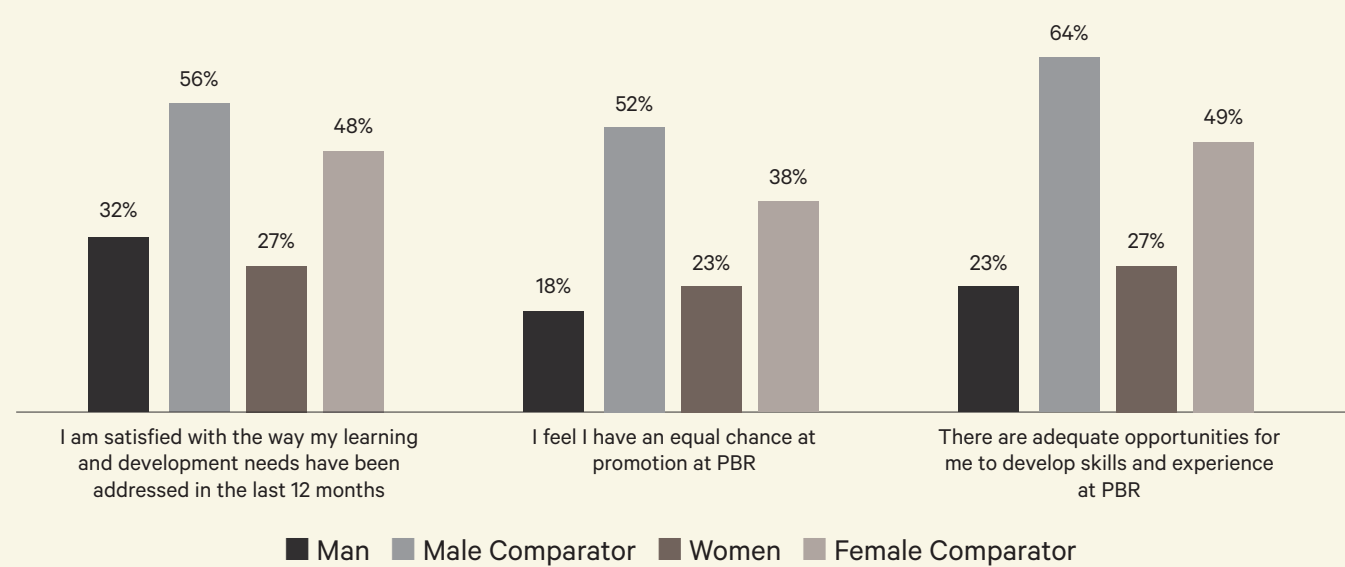


Figure 21. Learning and development in the workplace (agree/strongly agree %)

INDICATOR 6: LEAVE AND FLEXIBILITY

LEAVE AND FLEXIBLE WORK

Structural and cultural factors mean women are far more likely than men to work flexibly.

Leave and flexible work arrangements help workers of all genders balance paid work with other responsibilities. On average, women do nearly twice as much unpaid work as men even when both partners in a heterosexual relationship are in paid employment.

Structural and cultural support for flexible work and encouraging fathers to use parental leave is key to supporting more equitable sharing of care responsibilities, normalising career breaks to care for young children without detrimental impact on career advancement, and increasing women's representation in leadership roles.

Collecting clear data on who is accessing flexible work will help the PBR see what extra support might be needed.

As per research collated by the Workplace Gender Equality Agency, the benefits of flexible work are wide reaching for individuals, organisations and society. Key benefits in the workplace include improved productivity resulting from increased employee engagement and performance; improved wellbeing resulting from autonomy to balance professional and personal commitments; retention of employees and corporate knowledge, less expenditure on recruitment and onboarding training, and increased gender diversity because of flexible work arrangements, enabling improved career progression opportunities for women with caring responsibilities.¹⁷

AVAILABILITY AND USE OF LEAVE AND FLEXIBLE WORK ARRANGEMENTS

The following sections present the data on employees who undertook leave and formal flexible work arrangements at PBR. It is important to note that for the majority of the reporting period, PBR was closed or working from home due to COVID-19 restrictions. This impacted the number of employees who needed to utilise formal flexible working arrangements during the reporting period as they were already working from home.

Formal flexible work arrangements

Three percent of employees are on formal flexible work arrangements which includes 4% of men and 2% of women (see Figure 22).

Figure 23 shows that the one female employee on formal flexible work arrangements is in a Level -3 part-time permanent/ongoing position. The two male employees on formal flexible work arrangements are in Levels -2 and -3 full-time permanent/ongoing positions.

No employees in Level -1 and above were on a flexible work arrangements.

All employees on formal flexible work arrangements were in permanent/ongoing positions.

¹⁷ Workplace Gender Equality Agency, 2019, *Flexible Working is good for business: The Business Case*

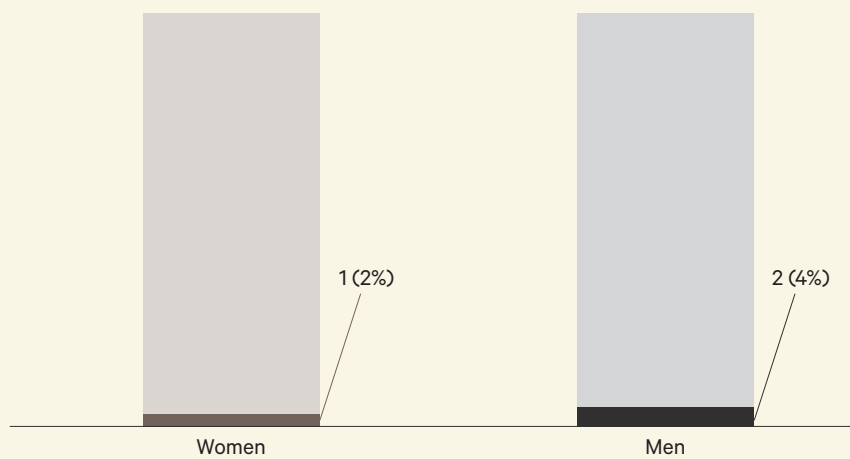


Figure 22. Total number of employees on formal flexible work arrangements.

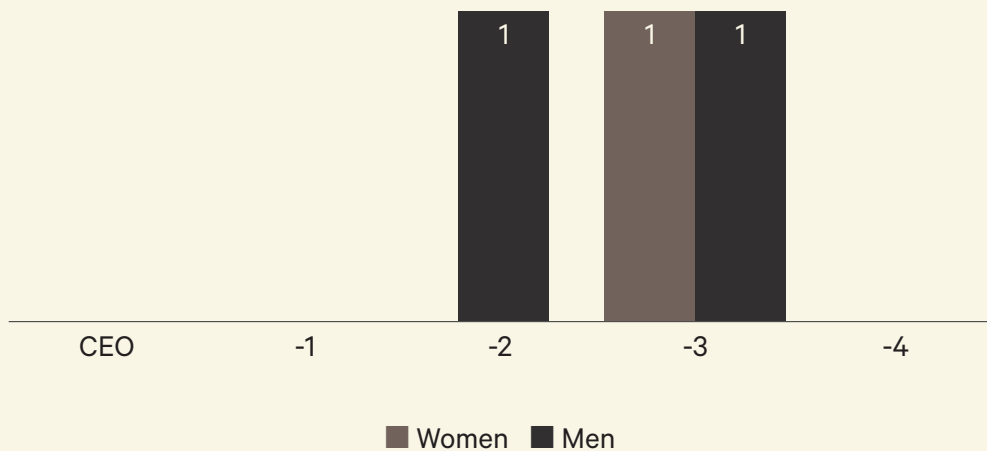


Figure 23. Breakdown of employees by level, disaggregated.

PARENTAL LEAVE

During the reporting period, one woman and two men took parental leave; all held full-time permanent/ongoing positions.

Figure 24s shows that while the male employees took an average of one week of paid parental leave, the female employee took 11.2 weeks paid parental leave with no weeks of unpaid parental leave. Please note that the female employee was still on parental leave at the end of the reporting period (June 30th) and returned from leave late November 2021.



Figure 24. Average number of paid and unpaid hours of parental leave taken by employees.

It is important to note that during parental leave, while women are caring for and raising children, they are not receiving contributions to their superannuation. Furthermore, women are taking longer periods of parental leave which places their career progression on hold while their male counterparts continue to progress their careers. As women return to work following parental leave, few senior management roles are available at part-time which limits women’s capacity to take up or remain in senior leadership roles.¹⁸

On aggregate, this contributes to mothers’ economic disadvantage as compared to fathers over their lifetime. This may create financial dependency that is exploited by men who choose to abuse their female intimate partners and children to keep women trapped in unhealthy relationships. In Australia, 1 in 6 women experience violence at the hands of a male ex/current partner.¹⁹ Financial abuse or inadequate income/assets to establish an independent life is a significant factor in why women do not leave and return to abusive men.^{20,21}

Women whose relationships breakdown in their middle age or close to retirement are often left homeless and without enough superannuation to live off due to the cumulative effect of missing superannuation contributions while on parental leave and significant periods of part-time work as they remain primary carers of children.²²

FAMILY VIOLENCE LEAVE

During the reporting period, one female employee at PBR accessed family violence leave (see Figure 25). No male employees accessed family violence leave.



Figure 25. Employees who accessed family violence leave.

CARERS LEAVE

During the reporting period, 14% (7) of female employees and 19% (9) of male employees accessed carers leave (see Figure 26).



Figure 26. Employees who accessed carers leave.

18 Women in Super, 2021. Why is it so important to receive super while on parental leave. [Online] Available at: <https://www.womeninsuper.com.au/content/why-is-it-so-important-to-receive-super-while-on-parental-leave/gjktnp>

19 Australian Institute of Health and Welfare 2018, Family, domestic and sexual violence in Australia, 2018, AIHW, Canberra.

20 ANROWS, 2019. Domestic and family violence, housing insecurity and homelessness: Research synthesis. ANROWS Insights, Issue 07.

21 Daoud, N. et al., 2016. Pathways and trajectories linking housing instability and poor health among low-income women experiencing intimate partner violence (IPV): Toward a conceptual framework. Women Health, 56(2), pp. 208-225

22 NOWHHWG, 2018. Retiring into poverty. Canberra: YMCA.

PEOPLE MATTER SURVEY

WORKPLACE FLEXIBILITY

Respondents were asked six questions about flexible working arrangements in their workplace relating to caring and parenting responsibilities. Looking at Figure 27, more women (68%) than men (59%) agree that **having caring responsibilities is not a barrier to success**. Female PBR employees are more likely to agree with this than the female comparator group (59%).

Similar proportions of PBR female employees (64%) and their comparator group (63%) agree that **having family responsibilities is not a barrier to success** (see Figure 27). Fewer men (50%) agreed with this question with a large gap between them and their comparator group (78%).

More women (73%) than men (68%) said they were **confident that if they requested a flexible work arrangement, it would be given due consideration** (see Figure 27). The female PBR employees and their comparators (69%) reported similar proportions of agreement.

Figure 27 shows that 68% of both women and men agree they **have the flexibility they need to manage work and non-work activities and responsibilities**. Note that the male (84%) and female (76%) comparator groups were more likely to endorse this statement.

There is a large gap between the male (82%) and female (55%) employees who agreed that **PBR supports employees with family or other caring responsibilities, regardless of gender** (see Figure 27). There is also a large gap between the PBR female employees and their comparator group (80%).

As can be seen in Figure 27, low proportions of male (59%) and female (55%) PBR employees feel there is a **positive culture within PBR in relation to employees who have caring responsibilities**. The comparator groups (80% and 65%, respectively) were more likely to agree with this statement with the larger gap between the male groups.

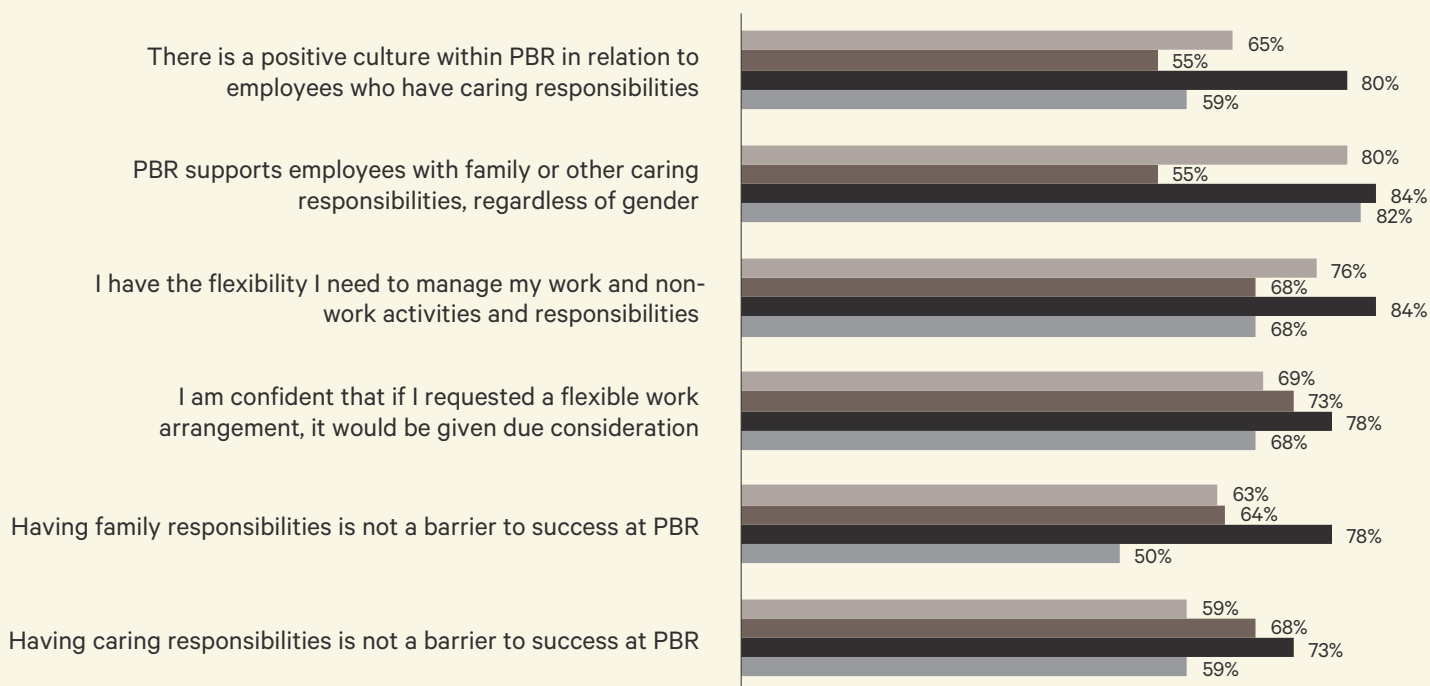


Figure 27. Workplace flexibility (agree/strongly agree %).

INDICATOR 7: GENDERED WORKFORCE SEGREGATION

Many workforces across Australia remain dominated by a particular gender, with little change over the past 20 years. Segregation tends to follow traditional gender lines, with women disproportionately represented in caring and administrative roles, and men disproportionately represented in building and construction trades, engineering and technical occupations as well as in leadership roles across all industries. Research has shown clear differences in workplaces with high gender segregation, relating to opportunities to enter leadership, access to career progression, flexible work and pay equity.

For example, research findings show that:

- a) Male-dominated workplaces have smaller proportions of part-time employees and more full-time employees and tend to work longer hours. Such attributes may deter people with family and caring responsibilities.
- b) The proportion of women in traditionally female-dominated industries (e.g., Health Care and Social Assistance and Education and Training) has increased.²³

Gendered work segregation is driven by gender norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements.

Gendered segregation in the workplace

Figure 28 shows the gender composition of PBR's employees by occupation group based on the ANZSCO codes (Australian and New Zealand Standard Classification of Occupations).

As can be seen in Figure 27, female PBR employees dominated the following occupation groups:

- Professionals
- Community and Personal Service Workers
- Clerical and Administrative Workers
- Sales Workers

Male PBR employees dominated the following occupation groups:

- Managers
- Technicians and Trade Workers
- Machinery Operators and Drivers
- Labourers

²³ Workplace Gender Equality Agency, 2019, *Gender segregation in Australia's workforce based on data source from the Workplace Gender Equality Agency's (WGEA) dataset (2017-18 reporting period), the Australian Bureau of Statistics' (ABS) and the Labour Force Quarterly Survey (May 1998 and May 2018 periods)*

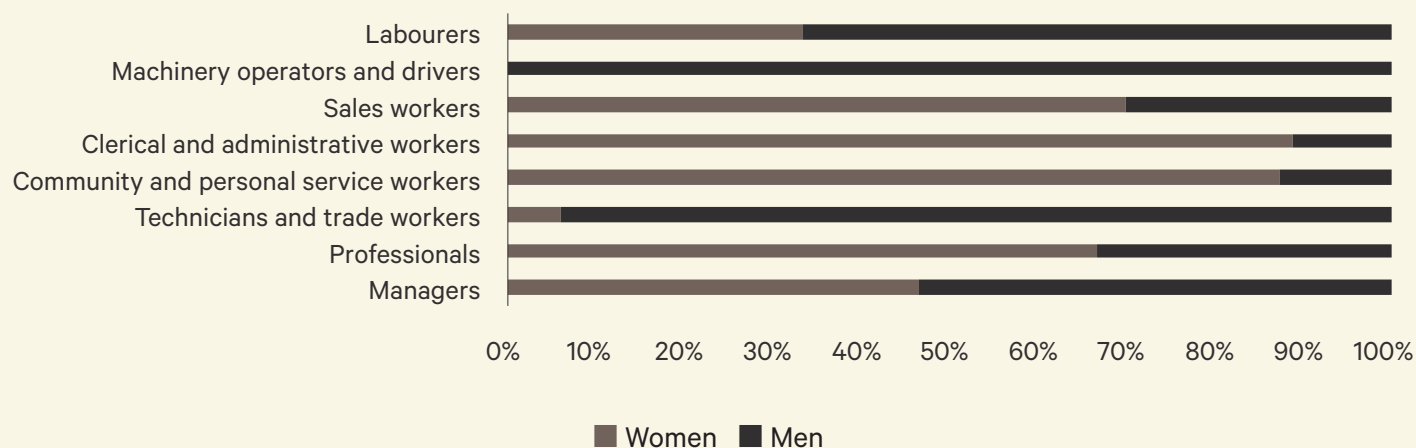


Figure 28. Proportions of employees within each occupation group by gender.

PEOPLE MATTER SURVEY

Employees were asked whether work is allocated fairly in their workgroup, regardless of gender. Figure 29 shows that a similar proportion of PBR employees and their comparator groups agreed that in their workgroup, work is allocated fairly, regardless of gender.

It is worth noting that when interpreting these responses, one occupational group is entirely occupied by men and other occupational groups are almost entirely dominated by one gender.

If answers could be disaggregated by occupational group, it would be interesting to see the proportions of men and women who agree that work is allocated fairly, regardless of gender.

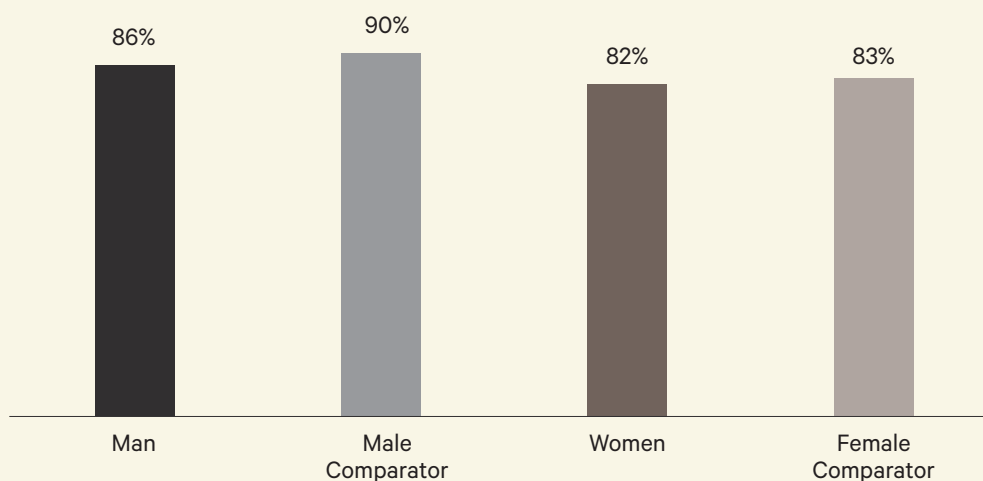


Figure 29. In my workgroup, work is allocated fairly, regardless of gender (agree/strongly agree %).

NEXT STEPS

As mentioned in the introduction, this report represents the end of the Workplace Gender Audit and the start of the next phase to consult and develop your first PBR Gender Equality Action Plan (GEAP).

While the PBR will be submitting the Workplace Gender Audit to the Commission on the 1st of December (as per the required report methodology), work will also be commencing on the GEAP which includes consultation on:

- The results of the Workplace Gender Audit to assess the current state of gender equality in your workplace; and
- Strategies and measures to improve gender equality in the workplace, based on the results of the audit.

The development of the GEAP requires that the PBR consult with its employees, employee representatives, and governing body (i.e., the board) on the data and the development of the GEAP. The CGEPS asks for at least two rounds of consultation - one to share the results of the Workplace Gender Audit and the second to facilitate feedback about the proposed strategies and measures to be included in the GEAP.



APPENDIX B

EMPLOYEE CONSULTATIONS – THEMATIC ANALYSIS AS PREPARED BY WHISE

INTRODUCTION

This paper reports on the thematic analysis of the employee consultation discussions responding to the data collected from the Puffing Billy Railway (PBR) Workplace Gender Audit. The qualitative arm of the Workplace Gender Audit provided an opportunity for an open exploration of the gender equality audit data. This was important as online surveys (i.e., the People Matter Survey) are limited in the depth of information they can collect and in developing the GEAP, PBR was required to consult with its employees to hear their feedback and learn from their experiences.

PROCEDURE

Employees were invited via email to attend one of two focus groups. The focus groups were conducted over Zoom due to COVID-19 restrictions and feedback was collected anonymously via Jamboard. PBR volunteers were also invited to attend a separate focus group. While the volunteers are not included in the Workplace Gender Audit and are not required to attend the consultations, we decided to nonetheless include them in this process given that they work for PBR in public-facing roles. Indeed, in relation to gender impact assessments, the Commission states that the Act requires defined entities to do gender impact assessments of all new policies, programs and services that directly and significantly impact the public, as well as those up for review. Therefore, including PBR's volunteers in the process of developing the GEAP aligns with the Commission's requirements.

WHISE's CEO, Kit McMahon, Manager of Gender Equity, Lula Dembele, and Research Officer, Dr Rachel Bush, presented the data for the seven Workplace Gender Audit indicators. Following the presentation of each indicator, PBR employees were invited to share their reflections on Jamboard with prompting open questions, such as, "What does this data tell you about PBR?", "What do you notice?", "What doesn't this tell us?", and "What is missing?" Four additional questions were also asked: 1) What does gender equality mean to you? 2) Where do we want to be? 3) What are the barriers to change? 4) How can we get there? All responses were copied into a Word document to be qualitatively analysed.

ANALYSIS

The comments captured via Jamboard were analysed using a ground-up thematic analysis approach to identify the main themes. This was performed using Braun and Clarke's²⁴ guidelines which stress the importance of employing a replicable methodology when conducting qualitative research. The six phases of analysis outlined by Braun and Clarke were completed and are outlined in Table 1. First, the Research Officer (Bush) became familiar with the data by reading and re-reading the comments. The Research Officer then produced a list of initial codes from the data before generating broader themes. A second member of the team (Dembele) independently assessed the codes and themes to increase the rigor of the data analysis. Once agreement had been reached, the themes were refined before producing the report which is presented below.

²⁴ Braun, V. and Clarke, V., 2006. Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), pp.77-101.

²⁵ Serry, T. and Liamputtong, P., 2013. The in-depth interviewing method in health. *Research methods in health: Foundations for evidence-based practice*, pp.39-53.

Table 1. Phases of thematic analysis

PHASE	DESCRIPTION OF THE PROCESS
1. Familiarisation with the data	The Research Officer transferred the comments from Jamboard to a Word document and read and then re-read them.
2. Generate codes	The comments were organised in tables in a Word document under the headings of the seven Workplace Gender Audit indicators and the four additional questions that were asked. The comments were in one column, the codes were in a second column, and themes were in a third column. Initial codes were included next to each comment. These were created based on key features, such as, fairness, equal opportunities, and zero tolerance workplace.
3. Search for themes	Initial themes were identified and labelled by the Research Officer. These consisted of the types of, for example, equal fair conditions and access for all genders and improving workplace culture.
4. Review themes	The codes and themes were independently reviewed by a second member of the team (Dembele) to ensure they accurately reflected the data.
5. Define and name themes	The themes were refined based on discussions between Bush and Dembele. The themes were then defined and labelled before the Research Officer conducted the thematic analysis using the refined framework.
6. Produce the report	Representative and illustrative quotes were chosen from the data and the findings were written up.

CONSULTATION FINDINGS

WHAT DOES GENDER EQUALITY MEAN TO YOU?

This icebreaker question was presented to get a sense of what gender equality meant to PBR employees. Their responses can be organised under three main themes which will be discussed below: 1) Procedural fairness; 2) Valued; and 3) Process of change.

PROCEDURAL FAIRNESS

The majority of comments discussed the desire for equal and fair conditions and access for all genders at PBR. Many of the comments within this theme related to equal opportunities for. For example,

Same opportunities.

An even playing field.

Women having as much power and respect as men.

Within this theme, several employees also wrote comments relating to fairness and respect. While some just wrote “fairness”, others stated,

Everyone is given a fair go no matter what gender they identify with

Fairness and respect of all

Fairness and respect - not making assumptions of what people do/behave based on their gender.

The absence of discrimination was also discussed by a few employees who stated,

More tolerance for women going into male dominated roles.

Inclusivity.

No gender-based discrimination.

There were some comments which related to meritocracy.

Meritocracy.

Equality of rewards and recognition.

Performance-based reward and recognition.

VALUED

Several employees discussed the idea of respect which at its core, translates to a desire to feel valued.

Respect for all.

Recognition and respect.

Respect for everyone.

PROCESS OF CHANGE

A small number of people spoke about the process of change in relation to increasing awareness and being committed to change.

Awareness and education.

Understanding.

Genuine care and commitment to change - not just ticking boxes.

FEEDBACK FROM THE VOLUNTEERS

The volunteers were also asked what gender equality means to them. Procedural fairness was a theme also discussed by a couple of people in terms of equal opportunities.

Opportunities for all.

That there are equal opportunities available to everyone.

One person discussed access to education and training saying, “Additional help and training to bridge gender issues that might mean you don’t have the technical knowledge - i.e. like how motor might work - where young men may have learnt this from their fathers but young girls haven’t had that opportunity.”

INDICATORS 1 AND 2: GENDER COMPOSITION

After presenting the audit data for the first two indicators which relate to gender composition, employees were invited to leave their comment/s. Three main themes emerged from the comments: 1) Clarity of the evidence-base; 2) Data and monitoring; and 3) Process of change.

CLARITY OF THE EVIDENCE-BASE

Within this theme, several people made comments about having a greater clarity of the evidence-base following the presentation and made observations about the data. For example,

Gender balance by age is interesting.

The data overlay reflects “family” years.

Also that more men have favourable views in terms of how PBR conducts itself in the diversity space. I just wonder if because the space feels more comfortable for straight, older and traditionally heterosexual men, this may impact their experiences to be more positive and therefore their reflection of how they feel we perform in this space.

Not feeling culturally safe is concerning.

Others desired more clarity and requested further explanation. For example,

Do we know how the lower positive culture toward the various groups manifests itself? Is this opinion or more visible in practice given that the gender diversity in each of the age groups varies and is not wildly skewed in most cases.

I thought that the data looking at current staff age/gender breakdown showing that those 25-34 years drops off compared to females going into the 35-44yrs category - child rearing age effecting this? I wonder if they are traditionally not supported to continue working in the same capacity / are they valued differently when their demographics change.

There was confusion about the absence of volunteers from the data with someone commenting, “Need to note that for every staff member we have 3 volunteers.”

DATA AND MONITORING

Some employee comments revealed a need for more data and continuous monitoring. For example, several people wanted to highlight that the data captured in the audit represents a moment in time and that ongoing monitoring is required.

Agree it is snapshot in time and areas of recruitment do vary at different stages of change.

The data is interesting but it is a snapshot in time. I believe PBR is in transition and changing for the better. Once we have more data points I believe we will get greater insight and understanding of the information.

The population supply available to contribute at anyone point of time would be interesting, and the population split will not always dictate the available supply of those genders.

A couple of employees requested greater equality in recruitment practices in response to the gender composition data.

Interesting that gender data suggests PBR has a lot more young males than young females in the workforce. A space we can hopefully work on in the future.

Messaging and marketing to welcome all.

PROCESS OF CHANGE

A few comments related to processes of change. For example, some people highlighted the need to break stereotypes saying,

Should be opportunities for women in positions where they have been traditionally held by men.

Why are women doing most of the child rearing then? Why aren't men stepping up to be stay at home dads?

Meanwhile, another person discussed the need for change following the reporting requirements of the audit: “Reporting is one thing, seeing a change or consequence is quite another.”

INDICATOR 3: PAY EQUITY

The audit data for pay equity was presented last as the data from the other six indicators provide context and meaning to this indicator. One person responded that the low salary at PBR reflects the low value placed on employees: “It’s also about how much leadership values the role and the specific person in it. That is substantial in determining pay. You work so hard for no financial recognition.” However, three main themes arose from the remaining reactions and comments: 1) Clarity of the evidence-base; 2) Procedural fairness; and 3) Process and transparency.

CLARITY OF THE EVIDENCE-BASE

Many employees made comments relating to this theme. Some people demonstrated that they had gained knowledge or the data had stimulated further thought as they made observations about the data.

Historically PBR mainly run by volunteers with limited pay staff which has changed particularly over the past 5 years or so. Previously no real structure for pay equity.

Greater pay gap in mid-career as women are not progressing into leadership roles or staying with the business? (time out of the workforce for caring etc).

Some people wanted to gain a better understanding of the pay gap figure. That is, what the number means, what factors influence the calculation, and a desire for like-for-like job comparisons.

Is the pay comparison based on employment roles in the same classification?

Agree, comparison based on roles would be interesting to see.

Is age the appropriate basis for comparison re this? What about task type?

A couple of employees were interested to know whether the small workforce at PBR impacted on the pay gap figure.

Potentially the type of jobs need to be considered and our small database may effect figures.

Is the data variability due to the workforce being so small?

PROCEDURAL FAIRNESS

Some people's comments highlighted elements of procedural fairness with a particular focus on low wages at PBR that are below the industry's standard.

PBR pays below average industry wage in my industry.

PBR pays lower than average in my industries average wage.

Women are underpaid already, why should they come here and be paid even less.

No penalty rates on Saturdays when women who work flexibly would be working. Not fair.

Relatedly, one person acknowledged that while fairer wages are offered to new employees, they requested that existing staff should also received a wage increase saying, "I believe more equal pay is occurring on new hires however existing staff perhaps maybe need to be looked at." Another person suggested that PBR consider offering a greater variety of flexible work solutions beyond part-time and casual contracts: "Part-time or casual work has been the flexibility solution in the past, however these jobs are traditionally lower paid. Alternative flexibility solutions are required."

PROCESS AND TRANSPARENCY

A few people made comments relating to this theme with a couple of requests relating to PBR making enterprise bargaining agreements (EBA).

EBA would make pay rates for certain roles public which is positive.

EBA would help to get pay equality.

Other comments included:

Remuneration framework will assist e.g. EA and PEER.

Trend of not including wage on recruitment ads (not just PBR) is difficult for applicants to make informed career decisions.

INDICATOR 4: WORKPLACE SEXUAL HARASSMENT

In responding to the data on workplace sexual harassment, a couple of employees were concerned about the low reporting rates and one person said, “I am shocked the incident rate is so high.” The majority of feedback revealed four main themes: 1) Clarity of the evidence-base; 2) Improving workplace culture; 3) Process of change; and 4) Process and transparency.

CLARITY OF THE EVIDENCE-BASE

A large number of employees provided comments which related to this theme. Several people desired more information to better understand this indicator. For example, “Why are females less comfortable to report?” These comments also included requests to see data relating to the volunteers.

Volunteer behaviour also required given the significant numbers compared to paid staff.

Agree it would be good to see the Volunteer data.

I know the data doesn't reflect the volunteers but some of my most uncomfortable moments have been engaging with and witnessing some volunteers comments/reactions and behaviours.

A few employees made comments relating to harassment and bullying between people of the same gender to further clarify the evidence.

Bullying also occurs within the same gender. Often more so.

Harassment/bullying isn't always between different genders. I have witnessed female to female.

IMPROVING WORKPLACE CULTURE

Many people also discussed improving PBR's workplace culture. There were several suggestions to provide education and training, for example, on respectful behaviour and diversity.

Education needed in this area.

Perhaps more regular communication across PBR re behaviour respect and diversity etc from the Board, CEO and Senior Management.

Need for more education and training.

A couple of people commented on the behaviour of their colleagues in relation to their own experiences. These comments demonstrate the need to educate PBR employees about what constitutes sexual harassment.

Sexual harassment including 'casual' jokes feeds into the bigger picture of how women are perceived at PBR. I can't tell you how many times I've not laughed at a 'joke' and been made to feel aggressive or uptight.

Even something as small as referring to someone as 'Young (insert first name here)' makes me uncomfortable. I never hear this staff member use this greeting on anyone else.

One person was surprised at how high the numbers were, saying that “I am surprised at how high the numbers are. It would be awesome if they were zero.” It was thought that reporting could be increased by communicating to employees that “‘it's OK' to raise any matters/concerns with reporting lines and or other managers if direct report is the issue.”

PROCESS OF CHANGE

Several employees discussed issues relating to the processes involved in changing behaviour and culture. Some comments related to PBR's response to reports of harassment and the way this can impact on progress.

People taking action by reporting but is actual change occurring addressing the underlying causes.

I think sadly sexual harassment will always happen but it's what do we do to prevent it and also after it occurs that counts. How is it handled? What are the consequences? How do we empower people to nip it in the bud?

There was a call to change the culture around workplace sexual harassment so that people do not accept behaviour just because it was once ignored or deemed acceptable: "Need to change mindset of 'the way it has always been done' to modernisation of the way things will be done going forward (keeping the heritage element of PBR)."

One person acknowledged that change takes time but suggested that PBR aim for some "quick wins...to show intentions of change."

PROCESS AND TRANSPARENCY

A few people discussed ideas relating to improving the processes for reporting sexual harassment and making the reporting pathways more transparent. There was also a suggestion for removing the power imbalance which fosters an environment in which sexual harassment is more likely to occur.

New central complaints and comment system will support data capture.

Sexual harassment is a concern - new incident management and feedback policy and IT system will assist those that have responded to this survey question based on a negative experience.

Power by some is retention of knowledge - so ensuring we have succession plan and training to replace key skills is a key strategy to remove perceived power.

INDICATOR 5: RECRUITMENT AND PROMOTION

Following the presentation of data relating to recruitment and promotion, PBR employees were invited to make comments. A couple of employees made comments relating to processes that are required to enact change. For example, one person suggested that "PBR marketing and promotional changes [are] required." Another comment called for an increase in diversity saying, "Not enough forward thinking. We don't advertise as culturally safe or LGBTQI friendly. Rainbow Tick certification etc." The majority of feedback from PBR employees revealed four main themes: 1) Procedural fairness; 2) Clarity of the evidence-base; 3) Data and monitoring; and 4) Process and transparency.

PROCEDURAL FAIRNESS

A large number of comments related to procedures at PBR which would increase equality among the employees. Several people specifically spoke about the barriers to increasing accessibility for people with a disability.

Facilities at PBR are quite old and while this is improving, it is a barrier to disabilities.

The disability shortcomings may be because of the requirement to meet National Rail Safety Medical requirements.

Competing government compliance unintentionally limit people with disability.

Physical environment around the railway corridor does limit some disability movement - need to consider relevant changes to minimise this.

Some employees discussed procedures around employing new and more skilled people to fill positions rather than training and upskilling the existing employees.

Promotional issues reflect the recent preference to buy in skill vs develop it internal. Compliance requirements limits the time to up skill staff in a reasonable time, which disadvantages internal candidates.

There needs to be a comment or stat around the available pool (supply) of skill vs the requirements for the job to adequately measure fairness of promotion vs recruitment vs gender selection.

Relatedly, one person suggested that “that opportunities need to be looked at across PBR as a whole not just within the current department staff work in.”

The unfair expectations placed on employees was also raised. That is, one person stated that “Oftentimes official promotions don’t occur however more work is absorbed by some workers.”

CLARITY OF THE EVIDENCE-BASE

Several people made comments which suggested both an increased understanding of this indicator and a desire for more information. For example,

Higher duties - not sure this is a concept previously used by PBR.

We have been able to retain people rather than stand people down without pay which isn’t accounted for in the survey.

Leadership team - diversity and inclusion perceptions across the various level is interesting - need to understand this more.

It would be interesting to see the breakdown of men vs. women applicants for positions, rather than just appointments.

However, one person felt the data was not consistent with their own experience at PBR saying, “I’d be curious to compare the data response against the demographics of the respondents. Personally, my feelings of career growth/ opportunities etc are not what the data has captured.”

While it was discussed that PBR volunteers are not included in the audit, there was a request for increased clarity relating to this group: “Again, we would like to see how many volunteers are coming into the organisation and their demographics.”

DATA AND MONITORING

Several people requested further data and highlighted areas that require ongoing monitoring. For example, some people discussed the impact of COVID-19 on recruitment and promotion.

Recruitment has been limited past 12 months as we have been shutdown for 50% of the past 2 years.

COVID impacts mean that fixed-term rather than perm is the norm.

Minimal training during June 20-Jun21 period due to lockdown.

There were other suggestions that PBR needed to continue monitoring the data and gain a better understanding of the barriers to success at PBR.

What is missing - the perceived obstacles to success.

There isn’t enough career progression, and let’s be honest we aren’t being paid very highly. It can be very stunting and disheartening.

We need to talk about this.

PROCESS AND TRANSPARENCY

A few employees commented on processes that should be introduced at PBR to increase clarity on how to access opportunities for promotion and development. For example, two people discussed learning and developing and the lack of clarity surrounding development/promotion pathways.

Small highly-skilled teams mean line of development / promotion is unclear.

L&D [learning and development]/Promotion/Skills and Experience should be an area of focus. To form part of the Performance Management framework.

Meanwhile, one person discussed the role of performance and development plans saying, “PDPs should assist with outlining opportunities for staff within PBR.”

INDICATOR 6: LEAVE AND FLEXIBILITY

Following the presentation of the data relating to leave and flexibility, a couple of comments were made relating to the transparency of pathways for accessing flexible work arrangements. There was a request for more transparent pathways for accessing flexible work arrangements and processes that ensure they meet the needs of all employees. Procedural fairness was also discussed with one person highlighting the difficulty of taking leave saying, “Sometimes it feels like you need to find workers to cover your role to be able to get leave approved.”

Overall, the feedback on this indicator revealed two main themes: 1) Clarity of the evidence-base; and 2) Workplace culture.

CLARITY OF THE EVIDENCE-BASE

The majority of comments related to this theme with many people commenting on the data. Many of the comments within this theme related to the unsuitability of flexible work arrangements for some employees at PBR.

Access to flexible work linked to task and ability to remotely work during reporting period.

Only certain roles are suited to working from home.

I think it will be considered but sometimes isn't possible if the staff member is part of a crew.

When operating we revolve around a timetable which limits hours flexibility.

Hard to be flexible when work on a train is in person.

Other people discussed the impact of COVID-19 on flexible work arrangements as working from home was enforced for non-essential workers.

COVID working from home brought the idea of flexible working options to the notice of people that would not have thought to do it before.

Flexibility/Working from home has proven successful with Covid for some employees so I think this may be more accessible to some with agreement with managers.

COVID has changed the way organisations operate remotely.

Other general comments and observations about flexible work arrangements discussed the desire for ongoing or other types of flexible work arrangements.

Ongoing access to hybrid working has been supported and works well in some areas. It can be difficult for those returning to work after absence.

Flexibility can also about start and end times - such as being able to do school drop offs.

WORKPLACE CULTURE

Several comments related to improving the workplace culture at PBR to encourage uptake of flexible work arrangements. Discussion included making PBR's workplace culture more family friendly, so employees feel more supported. For example,

I think considering we advertise ourselves as a family-centric experience and organisation - more considerations need to be given to the process of becoming someone who has a family to care for. Feeling supported starts before you're back at work.

While one person said, "I find my workplace and department is very flexible," another felt that their management team is unapproachable: "Management do not seem approachable when it comes to leave, TIL, overtime. This is how it is and this is how it has always been done. And pay is atrocious. It all adds up."

INDICATOR 7: WORKPLACE SEGREGATION

Four themes emerged from the comments relating to workplace segregation: 1) Clarity of the evidence-base; 2) Gender equal recruitment and promotion; 3) Procedural fairness; and 4) Process of change.

CLARITY OF THE EVIDENCE-BASE

Several comments requested further clarity or demonstrated an increased understanding of this indicator. For example, one person wanted to "see the breakdown by department, rather than classification" while a couple of people wanted to know what the data looks like among volunteers.

I'm not surprised regarding employees, but I know that this would be a very different outcome if volunteers were included.

Also whether gender segregation increases based on level of responsibility amongst volunteers (men more likely to volunteer for longer and take on more diverse opportunities).

A couple of comments provided general observations which suggests an increase in understanding and a feeling that the data is true to what has been observed.

Some units are all male but good to see general allocation is equal.

It is no surprise that there is one role that male only.

GENDER EQUAL RECRUITMENT AND PROMOTION

The comments within this theme typically called for an increase in diversity across the departments with one person suggesting that imagery needs to be more diverse.

Biggest challenge for PBR - need to look at ways to create greater diversity across job areas.

We maybe need to look at how we can encourage more genders to work within specific roles as part of the recruitment process or training to increase within.

Importance of imaging in our promotions - greater diversity - people aspire to role they can see themselves in.

Recruitment process and advertising to encourage all genders for all roles.

PROCEDURAL FAIRNESS

Several people provided comments that related to fairer and more gender equal procedures at PBR. People predominantly discussed equal opportunity both in terms between genders and between PBR's branches.

Need to consider change in mix - promotion, training and providing opportunities.

There will always be male/female preferred occupations. The key is the level of fairness within these groups for all genders in that cohort.

The expected career progressions are tired - maybe more opportunity to experience other branches in the organisation.

Branches do not ever think outside of their own branches.

One person raised the issue of gender stereotypes at PBR saying, "Change stigma that rail operations have to be men."

PROCESS OF CHANGE

A few people discussed issues relating to change within this indicator. For example, one person highlighted that old practices need to change as they are no longer relevant: "As a historical railway, should we be replicating positions along gender lines as they were in the early 1900's?" Another person spoke about the change that needs to also occur socially in order to facilitate change within PBR saying that toxic masculinity impacts on some of the male perceptions reported in the People Matter Survey.

WHERE DO WE WANT TO BE?

When asked, "Where do we want to be?" a couple of comments called for increased gender diversity "in the various branches" and among the volunteers. There were also a couple of comments which spoke to the process of change with reference to undertaking performance and development plans to discuss change and changing the PBR marketing to "demonstrate employer of choice." Overall, however, the comments revealed four overarching themes: 1) Process and transparency; 2) Valued; 3) Workplace culture; and 4) Procedural fairness.

PROCESS AND TRANSPARENCY

Within this theme, there were several comments relating to recruitment with a call for more targeted and unbiased processes to recruit new employees.

Our recruitment policy currently doesn't allow under 18 recruitment which restricts ability to bring in younger people to learn and develop within PBR.

Blind recruitment practises.

Targeted recruitment programs for employees and volunteers.

Some people requested quotas with one person cautioning, "Quotas are valuable as an aspiration but can be debilitating without underlying merit-based opportunity."

There were also requests for training and development opportunities with the hopes that this would increase staff retention.

Retention focus to engage women to stay and development into roles instead of buying in the solution.

Target development and retention.

A volunteer also commented that they would like to see education and training opportunities for women: "Specific information nights targeted for new women volunteers."

Equal pay was also a concern. There were suggestions to have wages reflect performance rather than qualifications.

Equal pay based on performance and remuneration framework.

Pay based on performance instead of qualification.

There was also a request for clearer pathways for reporting issues and submitting requests: “In order to move forward to a more equitable system for work-life, we must address so many assumptions including that everyone knows how to ask for/report/discuss something/issues etc.”

VALUED

Several employees commented that they would like to feel appreciated and recognised.

Genuine thanks not tokens.

Actual staff recognition.

Recognition and thanks.

Paid fairly, treated well, recognised for our REALLY hard work. It can be gruelling and it's time that we started to actually matter.

Too feel appreciated and part of a team.

Feeling respected was also raised by some employees.

More respect and understanding of others across the organisation.

Actually respect other departments regardless of age.

One volunteer commented that they would like to see “More integration and respect between different groups at Puff. It's not a competition thereby promoting more friendly.”

WORKPLACE CULTURE

Within this theme, people primarily discussed increasing PBR's diversity and improving the cohesion of the workforce. People asked that PBR increase the diversity of its imagery and the diversity of its workplace culture.

More diverse and female imagery.

Featuring more women, age diversity and cultural diversity in public imagery.

Create environments that are welcoming of all genders - celebrate diversity.

While the gender diversity of departments and specific roles should certainly be increased, one person commented that, “In male dominated roles, females should not feel a need or pressure to overcompensate and vice versa.”

Three volunteers also spoke about increased diversity in the workplace and in the promotional material.

Diversity across the railway's workforce is the norm.

Would like to see more females and younger females involved in the railway. Not a lot of younger girls - often go into refreshment. Learn more roles to take up.

More imaging of women in roles in our promotional material.

There was a sense that the workforce lacked cohesion with a feeling that departments work in silos rather than together. For example, “Fewer silos. We are so distanced!!” Indeed, one person commented that they would like PBR to act as a team and for employees to show kindness and respect to one another: “People asking others what it is they actually do rather than just assuming and speaking negatively - we are a team we should act like it.” There was a request to “create more social opportunities” which may be a suggestion for creating more cohesion between departments.

PROCEDURAL FAIRNESS

There were some comments about increasing procedural fairness. Equal access to opportunities was discussed by a couple of people who asked to “improve access” and provide “equal opportunities for all.” One volunteer similarly commented that they would like “equal training and role opportunities for everyone.”

One person spoke about increasing the flexibility of the workplace for men and women saying, “Be open to workforce flexibility for both men and women.”

One volunteer commented, “not being stereotyped into roles.”

WHAT ARE THE BARRIERS TO CHANGE?

When asked what might be a barrier to change, a couple of people spoke about processes and transparency of processes. For example, one person felt that the “policy restricting no under 18 to come into the organisation” might be a barrier while another person commented that “Some barriers are dress up as compliance. These policies need to be tested before their release.” When the volunteers were asked about barriers to change, one person raised concerns about the lack of official processes for recruiting volunteers as “volunteers are self-selected to a large degree.” There were also concerns among employees relating to the workplace culture, for example, that the “cost of addressing gender gap” and “working in silos” were barriers to change. Meanwhile, a volunteer was similarly concerned about workplace culture, it related to the “cultural assumptions by tourists aesthetically.”

Overall, two themes emerged from the majority of comments: 1) Process of change; and 2) Procedural fairness.

PROCESS OF CHANGE

The majority of comments responding to this question related to this theme. Many people were concerned about old fashioned mindsets and language being barriers and that changing these mindsets and breaking down the “boys club mentality” will be imperative to creating change.

Older mindset that will not change.

“Old mates club” makes it hard not drive change.

Boys club mindset.

Public perception of the Railway as being populated by older men.

Outdated systems make it hard to make/adopt change.

History - old terms that have gender bias i.e. Signaller, Foreman, certain roles were only occupied by men in the past.

Language - signaller, fireman etc.

People working for PBR for the wrong reasons/too long and having cemented opinions/ideas.

Two volunteers also discussed old fashioned mindsets and language as being barriers to change.

History – terminology.

Encoded language “talk to the man about the engine” assumptions about who does what job assumptions by the public.

Relatedly, there was discussion from employees about some people being reluctant to change or lacking interest to change.

Stagnant workforce at some levels reluctant to change.

PBR workers not open to changes.

Change in mind sets of some.

Disinterested Leadership.

The lack of a clear plan to guide decisions was also raised as a potential barrier to change. A clear plan is needed to ensure the changes are sustainable and focused.

Not a strong / no existent succession plan.

Operating in crisis and recovery – we need the business to be sustainable.

Focusing on the wrong problems.

PROCEDURAL FAIRNESS

Several people discussed issues relating to this theme with a particular focus on wages. There were concerns that the low wages at PBR may influence employees to leave; and concerns that wages are not in line with other industries.

Low wages across the board do not attract/retain talent.

Loss of good staff due to pay gaps.

Low wages in sector relative to other industries.

Funding and pay levels compared to other organisations.

Other comments were related to “staff having unrealistic workloads”; lack of flexibility in the workplace; and a desire for “fair opportunity to training etc.”

One volunteer discussed “stereotyping and Pidgeon holing” as being a potential barrier to change at PBR.

HOW CAN WE GET THERE?

While one employee felt that there should be more gender equal conditions where “men vacuum too!” the discussions around how to get there revealed five main themes: 1) Workplace culture; 2) Process of change; 3) Process and transparency; 4) Procedural fairness; and 5) Valued.

WORKPLACE CULTURE

Within this theme, many of the comments related to achieving more cohesion in the workplace with fewer “silos” and arguments between departments, and more positive interactions.

We still operate in silos, it feels like separate companies in some areas.

More cross functional team interactions (breaking down silos).

Making sure that all employees know all the employees so we feel that we are all one team.

Stop in-house department fighting – silos.

Reducing the segregation of departments, paid staff vs volunteers, new vs old.

Whole organisation getting to know each other! We are so far apart.

Attending different work groups toolbox talks.

Relatedly, a few people discussed the importance of a positive work environment with less intraoffice competition.

Work needs to be treated as a social environment for the common good. Not a competition among ourselves, we are here to help each other achieve goals. Our competition is out there, not in here.

Focus on creating a happy environment. To bring back the PBR family.

Have fun.

Some people believed there need to be “key staff changes” as PBR “need more new blood.” Another person commented, “behaviours of leaders addressed and improved.”

PROCESS OF CHANGE

Several comments discussed the process of change. Some people felt that dynamic discussions as well as action are needed to enact change.

Stop talking about policies so blandly - lets have active, practical and innovative discussions about these and how we can apply them in our professional lives.

Gender equality can be spoken about more dynamically not just a A4 printout on the pinboard.

Less talking more walking. I want to see The Leaders walking the walk.

Start by the leadership Team taking all feedback and actually implement change not just talk it.

The importance of listening to staff was discussed and letting their feedback guide the appropriate actions.

Listen and take appropriate actions – quick wins, and longer-term strategies.

Focus on the feedback from today. Some themes have really stood out. Take that and run with it.

It was also suggested that everyone needs to commit to change – leaders and their teams.

Leadership providing confidence and trust about change.

Foster idea that everyone must be on board with innovation and change as we are in a changing world.

Understanding the data from the audit and Performance and Development Plan discussions with employees should inform the planning process to ensure it is thorough and reflective of needs.

PDPs communication with staff.

Proper planning.

Understand the data in more depth and have a project plan to address the significant requirements.

PROCESS AND TRANSPARENCY

Within this theme, a few people cited a desire for education and training.

Education and training, make PBR an employer of choice.

Education and training.

Structured training plan when Train Coordinator appointed.

Other comments relating to this theme discussed linking organisation health to the WGA indicators; communication and marketing; increasing certainty in the way business is conducted; and introducing the Project Management Professional framework.

Link organisation health to these indicators.

Communication and marketing.

Get the business operating with more certainty.

Reinforce the PMP framework and the importance of this to the individual, team and PBR.

PROCEDURAL FAIRNESS

Several comments within this theme called for equal access to opportunities.

Cross dept exposure of roles and work groups.

Improve access to items that support all demographics.

Stop focusing on male vs female. All genders should be seen as having equal opportunity.

A related suggestion was to offer a “mentoring program to raise profile and increase experience.” This would enable people to apply for promotions.

One person commented that it is important to “understand our staff and requirements.” Another person felt that “rules and policies [should] apply to everyone.”

VALUED

In order to achieve intersectional gender equality at PBR, a few people commented that there should be more employee appreciation.

Recognition for those working hard.

Reward and recognition = retention.

Promote good behaviours and celebrate success more.

Additionally, PBR should “start listening at all levels” so that everyone is heard, there should be more “respect between managers.”

WHAT THIS MEANS FOR PBR'S GEAP

This report is designed to support the next stages of PBR's process to develop the organisation's first Gender Equality Action Plan. With this in mind, the following observations and recommendations are put forward for the next stages of the employee consultation which will consider the strategies and measures employed by PBR to improve intersectional gender equity.

BROAD RECURRING THEMES

GENDER EQUALITY IS ABOUT "BEING VALUED"

It is clear that for the employees at PBR, creating an equitable workplace equates to fair conditions and employees feeling and being valued. The concept of value is intertwined with how organisations establish strong positive cultures. Indeed, there is strong evidence that "unhealthy culture leads to unethical behaviour." From the perspective of creating a culture that creates intersectional gender equality, this is vital.

Recommendations:

- The vision for PBR's first GEAP make reference and align to culture where all are valued.
- A potential strategy is considered that integrates PBR's values and intersectional gender equality.

CLARIFY AND STRENGTHEN THE EVIDENCE BASE

Across all indicators, there is clearly a desire to further understand the organisation that they work in with a view to improving it.

Through the process to develop the GEAP, the employees valued the opportunity to get to know their own organisation and engage in the data from the audit. It demonstrated transparency (which appears to be a key value for the employees who engaged in the consultation) and also generated a drive to know more. Coming from strength, our analysis of the consultation indicates an opportunity for PBR to engage more with the employees using evidence about the organisation to generate collaborative solutions for the organisation's future.

Recommendation:

- That processes on improving organisational capacity, capability and equality involve employees and a way of work that is transparent and evidence-based.

IMPORTANT THEMES WITHIN THE INDICATORS

While each indicator will need to have its own strategies and measures, the authors of this report note the following:

PAY EQUITY – TRANSPARENCY, VISIBILITY AND PROCEDURAL FAIRNESS

A key opportunity for PBR is to apply an intersectional gender lens to the policies and procedures that underpin all activities and work. Regarding pay equity, it is important to employees that that procedural fairness is applied to reward and remuneration.

Recommendation:

- An intersectional gender lens is applied to key HR policies and procedures that impact on reward and recognition.
- All staff are informed/trained on updated policies and how the reformed policies positively impact on gender equity at PBR.

WORKPLACE SEXUAL HARASSMENT – IMPROVING THE WORKPLACE CULTURE

It is clear to the authors that PBR employees want to improve workplace culture to create a gender equitable workforce. Key to this is creating a “zero tolerance” policy for sexual harassment and negative behaviours, and continuously building and strengthening the capacity of the organisation to enact these standards. Training should be delivered that encompasses what constitutes sexual harassment and how to report it, and how supervisors and managers can effectively monitor and support positive behaviours.

Recommendation:

- Strengthen existing policy on workplace behaviours and sexual harassment that is based on a “zero tolerance” policy. When implementing, build the capacity and understanding across the whole organisation on what this means in practice; and emphasising the role of the active bystander to demonstrate the value of each person in establishing a zero tolerance culture.

RECRUITMENT AND PROMOTION – ONGOING MONITORING; PROCESS AND TRANSPARENCY NEEDED

Many of the themes previously mentioned are also reflected in feedback from employees on this indicator. Strategies employed to improve transparency of recruiting and promotion process, as well as monitoring the impact of improvements to achieve equality, will be welcomed. Finally, any work to improve the culture regarding valuing employees and providing ample opportunity for professional development to enable promotions rather than employing new skilled employees would also positively impact this area.

Recommendation:

- Can be addressed through strategies/recommendations as outlined to address “pay equity”.

LEAVE AND FLEXIBILITY – TRANSPARENT PROCESSES AND WORKPLACE CULTURE

Employees reflected a desire to improve the way that flexible work arrangements and leave is accessed while acknowledging that for many PBR employees, flexible work arrangements are not possible due to the nature of their job. There is an opportunity to engage men and improve the rate of men taking up leave and flexible work arrangements as part of PBR’s gender equality journey.

Recommendation:

- Engage all employees, particularly men, in reviewing the policies and practices with regard to leave and flexible work. Ensure that when implementing any renewed policy, that all employees are trained on the new settings with case studies/exemplars developed to show how this change positively impacts all genders and experiences in the workplace.

WORKPLACE SEGREGATION – PROCEDURAL FAIRNESS; GENDER EQUAL RECRUITMENT AND PROMOTION; ORGANISATION-WIDE CAPACITY BUILDING TO RECOGNISE STEREOTYPES

Employee feedback revealed a call for gender equal recruitment and promotion, re-evaluating older policies and procedures that reflect dated stereotypes, and ensuring procedural fairness to the allocation of work.

Recommendation:

- In accordance with other recommendations, review HR policies to ensure procedural fairness.
- PBR address the role of unconscious bias and stereotypes in the organisation and furthermore, build the organisation's capacity to understand the drivers of workplace segregation.
- That education and training that is delivered to managers should include support to build skills in managing negative stereotypes in the workplace and mitigate risks to unconscious bias.

VISION OF STAFF – WHERE DO WE WANT TO BE IN THE FUTURE?

It is very encouraging that the major themes to having a gender equitable future at PBR align well to the possible strategies and measures that the organisation's first GEAP may employ. For PBR, an intersectional gender equitable organisation will mean that there is:

- Procedural fairness in policy and in practice.
- Transparency about how the organisation improves itself and creates changes for the future, including clear pathways for reporting, flexible workplace arrangements and leave.
- Organisation-wide understanding of what intersectional gender equity means and how to practice it; including a workplace environment that means zero tolerance for negative behaviours and equitable access to HR policies and practices.
- A culture that values all people regardless of gender and background.



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