



Commission for Gender Equality in the Public Sector Impact Report 2024-25

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Except where otherwise indicated, the images in this document show models and illustrative settings only, and do not necessarily depict actual services, facilities or recipients of services. This document may contain images of deceased Aboriginal and Torres Strait Islander peoples.

In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people. 'Indigenous' or 'Koori/Koorie' is retained when part of the title of a report, program or quotation.

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Contents

Acknowledgement of Country	4
Our Reflect Reconciliation Action Plan	5
Commissioner's Foreward	7
5 years of impact	8
Achievements at a glance	10
Our strategic approach	11
Our strategic priorities	11
Our regulatory approach	11
Our impact 2024-25	12
Inspiring change	13
Supporting compliance	15
Building the evidence base	17
Our team	19
About the Commissioner	19
About our staff	19

Acknowledgement of Country

The Commission for Gender Equality in the Public Sector acknowledges and pays respect to the Traditional Owners and Custodians of Country throughout Victoria. We recognise their enduring connection to land, waters and community and pay our respects to Elders past and present.

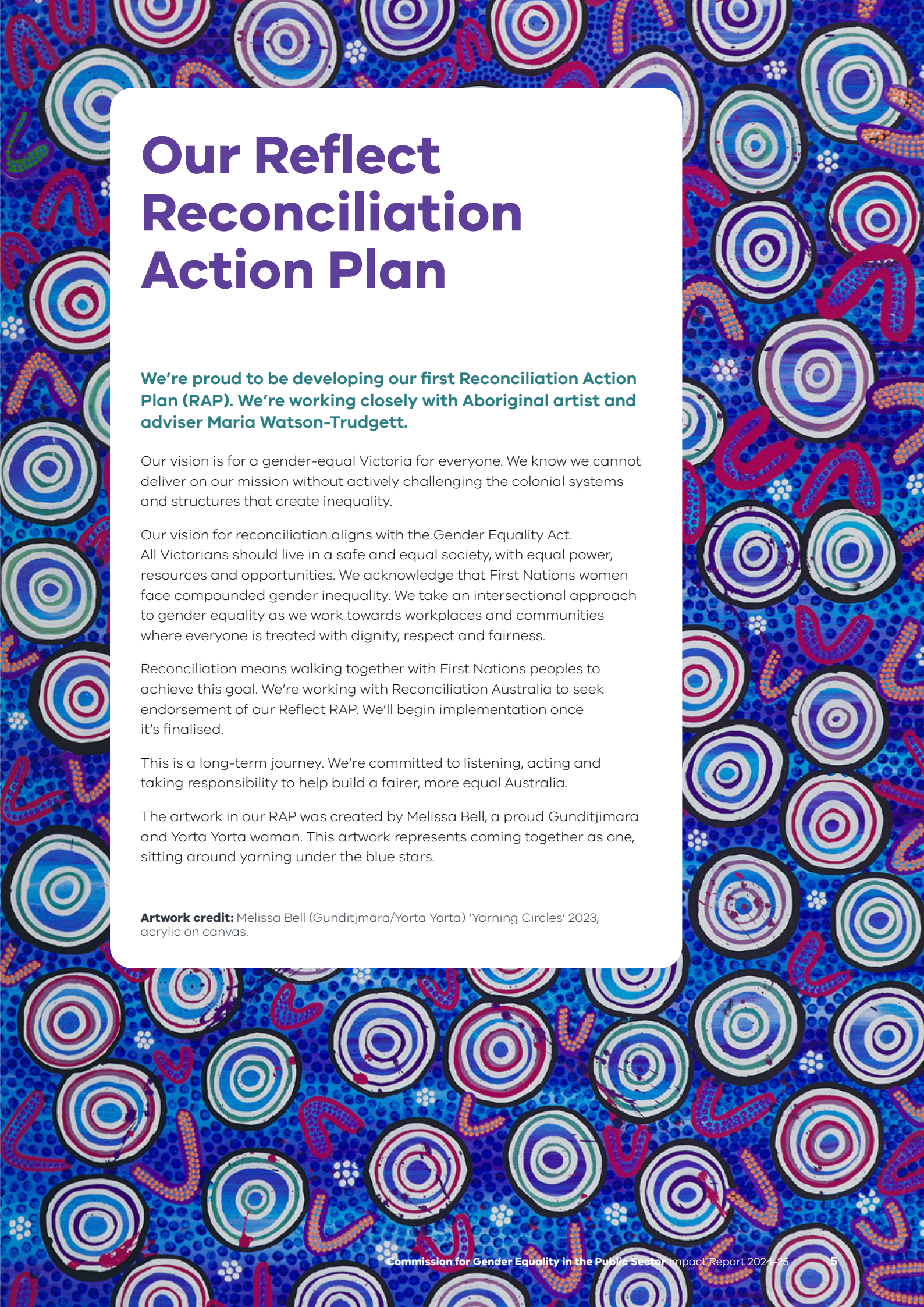
Our office is based on the lands of the Wurundjeri People of the Kulin Nation. Our staff work remotely, and travel for work, on the lands of many Traditional Owner groups across Victoria.

We honour the leadership of First Nations peoples, including women, sistergirls, brotherboys and queer, trans and gender-diverse community members, who are driving progress towards gender equality across Victoria.

We acknowledge the ongoing impacts of colonisation and walk alongside First Peoples in the journey toward truth, justice and Treaty. We are committed to listening, learning and acting in solidarity.

We reflect on previous government policies and practices and acknowledge the continuing negative impacts on Aboriginal and Torres Strait Islander peoples. We recognise and embrace the opportunity to collaborate and work together with First Nations peoples, families, and communities towards improved economic, social, and cultural outcomes.

We acknowledge that First Nations people are the experts in relation to Aboriginal communities, cultures and lands. Treaty provides an opportunity to ensure that Aboriginal communities always have the ability to develop and deliver practical solutions at the local level. It also provides an opportunity to help create a better future for all Victorians, together. We are proud that Victorians have accepted the invitation to walk with First Peoples on the journey to Treaty and strongly encourage all other Australian jurisdictions to follow.



Our Reflect Reconciliation Action Plan

We're proud to be developing our first Reconciliation Action Plan (RAP). We're working closely with Aboriginal artist and adviser Maria Watson-Trudgett.

Our vision is for a gender-equal Victoria for everyone. We know we cannot deliver on our mission without actively challenging the colonial systems and structures that create inequality.

Our vision for reconciliation aligns with the Gender Equality Act. All Victorians should live in a safe and equal society, with equal power, resources and opportunities. We acknowledge that First Nations women face compounded gender inequality. We take an intersectional approach to gender equality as we work towards workplaces and communities where everyone is treated with dignity, respect and fairness.

Reconciliation means walking together with First Nations peoples to achieve this goal. We're working with Reconciliation Australia to seek endorsement of our Reflect RAP. We'll begin implementation once it's finalised.

This is a long-term journey. We're committed to listening, acting and taking responsibility to help build a fairer, more equal Australia.

The artwork in our RAP was created by Melissa Bell, a proud Gunditjmarra and Yorta Yorta woman. This artwork represents coming together as one, sitting around yarning under the blue stars.

Artwork credit: Melissa Bell (Gunditjmarra/Yorta Yorta) 'Yarning Circles' 2023, acrylic on canvas.



Commissioner's Foreward



The past year has marked a turning point for the Commission for Gender Equality in the Public Sector. We have moved beyond our establishment phase and are now embedding best practice as a modern regulator, with a sharper focus on reducing the harms caused by gender inequality.

In September, I was honoured to be reappointed for a second four-year term as Victoria's inaugural Public Sector Gender Equality Commissioner. We also celebrated the fifth anniversary of the *Gender Equality Act 2020* – Australia's first legislation to drive systemic gender equality across the public sector.

Since the Act commenced, around 300 organisations have reported twice. They have audited workplaces, surveyed staff, applied gender lenses to policies and services, developed gender equality action plans and reported on progress. This level of transparency and accountability is unprecedented globally.

We are beginning to see real shifts. Organisations are building stronger systems, improving accountability, and taking more targeted action. Yet the data makes clear there is still much work ahead. In my first term, I engaged more than 1,300 times with organisations across Victoria. These conversations have positioned the state as a national leader and have sparked reforms in other jurisdictions.

This *Impact Report* demonstrates the reach of our unique regulatory role. We oversee workplace change and ensure that gender equality is considered in the public policies, programs and services that shape outcomes for communities.

This year we launched our *2025–2028 Strategic plan* and *Regulatory approach*, sharpening our efforts where inequality causes the most harm. Amid a global backlash against equity initiatives, Victoria continues to stand firm. Gender equality is not optional, nor is it about lowering standards – it is about recognising true merit, removing barriers, and investing in the growth of all people.

Our work is more than regulation – it is rewriting the evidence base for gender equality in Australia. The data we collect – the most comprehensive public sector gender equality dataset in the country – is changing minds and shaping decisions. I thank the many leaders, practitioners and advocates who continue to work alongside us. Your commitment is vital as we push forward to build a gender-equal Victoria.

A stylized, handwritten signature in black ink, appearing to read 'Niki Vincent'.

Dr Niki Vincent

Public Sector Gender Equality Commissioner

5 years of impact

Since the passage of the *Gender Equality Act in 2020*, Victoria has been breaking new ground in building transparency and accountability into the public sector. Around 300 organisations and 450,000 employees are covered under the Act. From the early workplace gender audits and the launch of our Insights Portal, to our latest insights reports on sexual harassment and pay gaps, the Commission has created Australia's most complete dataset on public sector gender equality.

We have built systems and tools to drive compliance and support cultural change. Gender equality action plans are now business-as-usual across the sector, and gender impact assessments (GIAs) are shaping how public policies, programs, and services are designed and delivered. The story of the Act's first five years is one of laying strong foundations, building momentum, and ensuring that gender equality is no longer seen as optional. It is core to effective organisations.

February 2020	The Gender Equality Act passed. Victoria was the first state in Australia to legislate gender equality across the public sector. The Act covers around 300 organisations and 450,000 employees.
October 2020	Dr Niki Vincent commenced as Victoria's first Public Sector Gender Equality Commissioner.
March 2021	The Act came into effect. For the first-time, public-sector organisations were required to conduct audits, develop action plans, report on progress, and assess the gendered impacts of their policies and services.
June 2021	We funded five gender equality research projects through our grants program.
November 2021	We launched a purpose-built reporting platform to receive and publish audit data.
December 2021	Around 300 organisations submitted audits, generating around 67 million data points on gender equality.
February 2022	The Action for Gender Equality Partnership released the <i>Defined Entity Educational Strategy for Gender Impact Assessments</i> report for the Commission, outlining barriers and enablers to advancing GIAs across Victoria's public sector, universities and local councils.
March 2022	The first gender equality action plans were submitted by duty holders.
September 2022	We released our first round of data on our Insights Portal, providing transparency on gender equality in Victoria's public sector.
September 2022	We published the <i>Baseline Report</i> , providing the first comprehensive look at gender equality data across Victoria's public sector.

September 2022	A second round of research grants supported five new projects to advance understanding of intersectional gender equality.
October 2022	Allen + Clarke delivered an independent evaluation of our first audit process.
May 2023	Community feedback on the proposed Gender Equality Amendment Regulations 2023 was open for five weeks.
October 2023	We published <i>Intersectionality at Work</i> , establishing the first baseline on how compounded inequality affects workplace gender equality in Victoria.
February 2024	The second round of workplace gender equality data was submitted – around 30 million data points.
May 2024	We commissioned research into the challenges and ways to improve how GIAs are undertaken in health services and councils in regional and rural areas.
June 2024	We awarded a research grant to explore what is helping the public sector reach its gender equality targets in <i>Our Equal State</i> , Victoria's gender equality strategy and action plan.
June 2024	We commissioned Right Lane Consulting to conduct an independent review into the 2023 progress reporting and audit process.
August 2024	We invited duty holder feedback on their 2023 progress reporting and audit experience.
October 2024	Dr Niki Vincent commenced her second four-year term.
December 2024	We released the second round of data on our Insights Portal, highlighting what has improved and what still needs attention.
February 2025	We consulted with duty holders on draft guidance and templates for 2025/26 obligations.
March 2025	We launched our updated website, with a new structure and clearer information to help duty holders find the information they need.
May 2025	We launched our <i>2025–2028 Strategic plan</i> and <i>Regulatory approach</i> , outlining our priorities as a leading practice regulator and our approach to driving stronger compliance and greater impact.
May 2025	We launched new guidance and resources for duty holders to support compliance, informed by feedback from duty holders and the Right Lane Consulting independent review
June 2025	We published two deep-dive gender equality insights reports on sexual harassment and gender pay gaps, providing practical, evidence-based advice for duty holders.

Achievements at a glance

The Commission's work to implement the Gender Equality Act has resulted in:

- ▶ around 300 public-sector organisations taking action and reporting on gender equality
- ▶ Australia's most comprehensive public sector gender equality dataset
- ▶ 100% submission rate for all primary reporting requirements
- ▶ more than 1,300 stakeholder engagements, including 190 in-person visits to duty holder organisations across metro, regional and rural Victoria
- ▶ measurable progress across several workplace gender equality indicators
- ▶ the use of gender impact assessments for public policies, programs and services
- ▶ the first data-based *Intersectionality at Work* report in Australia showing the compounded effects of intersectional gender inequality on pay gaps, leadership gaps, sexual harassment and more
- ▶ international recognition of the Act as a world-leading law, helping shape legislation and policy development across Australia and overseas.



Our strategic approach

In 2024–25, we launched our 2025–2028 Strategic plan and Regulatory approach. These two key documents will guide our work over the next four years.

Our vision is for a gender-equal Victoria for everyone – inspiring change.

To drive lasting change, we will strengthen our role as a leading practice regulator. We will set a higher bar for compliance with the Gender Equality Act. We will focus on the areas where we can have the greatest impact. This means addressing the biggest drivers and impacts of gender inequality across the public sector.

Our strategic priorities

Over the next four years, we will focus on:

- ▶ building the evidence base for intersectional gender equality and embedding it in public sector practice
- ▶ supporting duty holders to enhance their capability to meet their obligations under the Act
- ▶ strengthening our role as a leading practice regulator.

These priorities guide our efforts to improve compliance and advance gender equality across Victorian public sector workplaces and in the public programs, policies and services they deliver.

Our work is enabled by a stakeholder relationship driven, high performing, sustainable Commission.

Our regulatory approach

Around 300 Victorian public sector organisations, local councils and universities are duty holders under the Gender Equality Act.

The Commissioner regulates them to:

- ▶ take action towards achieving workplace gender equality
- ▶ consider and promote gender equality in their public policies, programs and services.

We support duty holders to understand their obligations and comply with the Gender Equality Act.

We do this by providing:

- ▶ extensive guidance material on the development of GEAPs, audits, progress reports and GIAs
- ▶ advice for specific industries on the application of the Act in particular industry contexts
- ▶ templates for the preparation of audits, progress reports, GEAPs and GIAs
- ▶ case studies and videos to illustrate best practice compliance with gender equality obligations
- ▶ on-demand webinars and videos on obligations and key concepts, such as intersectionality.

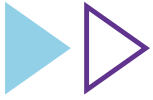
We take a risk-based approach to regulation, focusing our effort and resources where the risk of gender-based harm is highest. If duty holders don't show real, measurable progress and don't have good reasons for this, we may take further compliance action. We always begin by offering support, but the Commissioner will take stronger action (including through VCAT) if necessary.

Our role extends beyond workplaces. Through GIAs, we regulate how duty holders design and deliver policies, programs and services that affect the community. Duty holders are required to apply a gender lens to any initiative that has a direct and significant impact on the public.

Our impact 2024-25

Our work drives gender equality in the Victorian public sector and beyond. This year we have shaped conversations in workplaces and the community. We've delivered education and guidance to help duty holders comply with the Act. And we have translated evidence into actionable insights to shape gender equality policy and research nationally.





Inspiring change

In her role as Commissioner, Dr Vincent plays a vital role in raising awareness and driving action on gender equality. She does this through duty holder visits across Victoria, speaking events, media and social media. Dr Vincent shifts the conversation and inspires change by building widespread understanding of gender equality – within workplaces and the community.

Engaging with the Victorian public sector and community

Over the year, Dr Vincent undertook:

- ▶ 79 duty holder visits – half of these in regional and rural areas – speaking to board members, leaders and staff at all levels
- ▶ 51 additional speaking engagements, including keynote addresses
- ▶ 118 meetings with duty holders and other stakeholders
- ▶ 22 public and sector events.

The Commissioner's highly visible speaking engagements help to draw attention to gender inequality in our workplaces and communities. Her thought-provoking speeches help to fundamentally shift how Victorians understand gender equality.

Visiting duty holders across Victoria

The Commissioner is committed to visiting duty holders in person to increase awareness of gender equality issues. Her visits support stronger compliance with the Gender Equality Act.

The feedback from these visits has been clear: when organisations hear first-hand about the data and see practical examples, leadership buy-in improves, mindsets shift, and momentum builds.

“... Afterwards, we got calls and emails from board members and other attendees asking what they can do to better support gender equality. As a result, I (as the gender equality lead) have been given even more opportunity to brief the board, executive and our senior leaders.”

“[The Commissioner's] insights on gender equality were really valuable ... The very practical examples from everyday life were particularly relevant and helpful ... While we have much work ahead of us ... Dr Vincent's presentation reinforced the very reason why we will do so – it is the right thing to do.”

“... we all came away from the discussion with enthusiasm and greater insights into areas we can consider to progress gender equality.”

“I found your presentation thoroughly thought provoking ... Thank you ... for the time commitment to come and see us in person.”

“Dr Vincent's commentary and real-life examples have left a significant impact on the teams thinking on this matter. It has also enabled the team to understand that this sits with everyone – not just our People and Culture teams.”

Advocating for systems and policy change

The Commissioner has focused on industry-level reforms to reduce harm from gender inequality and improve outcomes for women in Victoria.

Her advocacy included working with Ministers, organisational leaders, and other decision-makers to influence policy and practice.

Key activities included:

- ▶ writing a letter to the Independent Review of the Victorian Public Service, urging that any efficiency measures apply an intersectional gender lens to ensure women and marginalised groups are not disproportionately affected
- ▶ providing feedback on the Department of Health's Inquiry into Women's Pain report, which aims to improve care and services for women experiencing pain
- ▶ making a submission to the federal government's Workplace Gender Equality Amendment (Setting Targets) Bill 2024, highlighting how the proposed legislation could increase transparency and strengthen employer commitment to gender equality. The Commissioner also appeared as a witness at the Senate Finance and Public Administration Legislation Committee hearing
- ▶ meeting with the Minister for Health, the Hon. Mary-Anne Thomas MP to discuss the performance of health organisations in meeting their obligations under the Act
- ▶ meeting with the Parliamentary Secretary for Men's Behaviour Change, Tim Richardson, to discuss harmful gender norms and men's use of parental leave
- ▶ membership of the Expert Panel for the Decadal Plan for Future Female Entrepreneurship and Business Leadership, funded by the federal government
- ▶ membership of the Jobs and Skills Australia Gender Economic Equality Study Steering Committee
- ▶ ex-officio membership of the Our Equal State Reference Group.

By amplifying our pioneering work through media channels, Dr Vincent influences local and national conversations and key issues and policy questions. This year, key media engagement included:

- ▶ an interview on her reappointment in September 2024, when Dr Vincent shared her vision for a gender equal future on ABC Radio Melbourne
- ▶ an opinion piece in *The Mandarin* in March 2025, underlining the importance for ongoing efforts to drive diversity, equity, and inclusion in the face of global backlash.

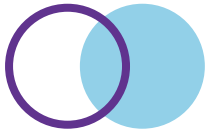
Reaching more people online

We use our digital channels to share information and resources with more people.

This year, around 54,000 people visited our website. Our website is a key platform for sharing guidance, insights, news and real-life examples of gender equality in practice. We launched an updated website in March 2025 to improve navigation and user experience.

We use LinkedIn to raise awareness of gender equality issues and share useful, engaging content with gender equality professionals and the wider Victorian community. This year we significantly grew our reach. Our followers increased by more than 50 per cent to over 9,000, and our posts were seen 483,000 times. With over 10,000 likes, shares and comments, we're building an active community that's driving the conversation on gender equality in Victoria and beyond.

Each month, we share updates with around 2,600 subscribers through our monthly newsletter. It brings together the most important gender equality news and resources in one place.



Supporting compliance

We provide duty holders with practical tools, expert guidance and real-world examples to help them meet their obligations under the Gender Equality Act. With our support, duty holders are creating meaningful action across workplaces, policies and services. This includes using data to understand inequality and applying a gender lens to decisions that have a public impact.

Issuing compliance outcomes and feedback

In early 2024, around 300 duty holders submitted audits and progress reports to the Commissioner. We rigorously reviewed every submission and gave each organisation tailored feedback.

This helped them understand where they met the Act's requirements and where they needed to improve. More than 80% of duty holders met the requirements for workplace gender audits.

For progress reports, around one-third of duty holders were fully compliant across all areas. Most duty holders met the requirements for reporting on their GEAP strategies (over 95%) and gender impact assessments (nearly 70%).

This was the first year duty holders had to report on their progress. Since then, we've improved our guidance and templates, and many duty holders have improved how they monitor their work. Together, this should lead to stronger results in the 2025-26 reporting cycle.

Providing guidance and education

In May 2025, we released significantly upgraded guidance and templates to help duty holders prepare their 2025 audits, 2026 gender equality action plans and progress reports. These new guidance materials were informed by an independent review, stakeholder surveys, and consultations.

We ran on-demand webinars and drop-in sessions, giving more than 1,400 participants direct access to our team of experts.

To support better gender impact assessments, we added a new guidance note on completing a GIA for a Council Plan and published four case-study videos showing good practice in action.

We also worked with Communities of Practice to support implementation of the Act, attending sessions to share advice, answer questions and hear from duty holders.

This work supports our strategic focus on improving compliance and building sector capability.

Responding to enquiries and support requests

In August 2024, we launched a new case management system to better manage and respond to enquiries.

In 2024-25, more than 1400 cases have been managed by Commission staff, with a first response provided within 2 days on average. Incoming enquiries and requests related to:

- ▶ audits and audit resubmissions (34%)
- ▶ Reporting Platform and new user accounts (20%)
- ▶ progress reporting (12%)
- ▶ Commissioner engagements and correspondence (10%)
- ▶ GIAs (3%)
- ▶ GEAPs (3%)
- ▶ entity changes (3%).

Managing the duty holder lifecycle

The Commission maintains records of all duty holders and designated bodies under the Act. This includes processing and communicating changes to new and ceasing duty holders. Name changes, amalgamations, and changes to organisations' status and obligations under the Act are also recorded.

This year, the Commission formally assessed 18 entities for changes to their status under the Act. Of these:

- ▶ 7 organisations ceased to be duty holders. This was due to machinery of government changes, or employee numbers falling below the threshold for duty holders.
- ▶ 8 organisations became duty holders under the Act.





Building the evidence base

Data and evidence are at the heart of everything we do. The Commission collects the most comprehensive data about public sector gender equality in Australia. We use our data to educate, inspire and report transparently on progress made across the sector and by individual duty holders.

Before the Gender Equality Act came into effect, there was no public sector-wide data on gender equality in Victoria. For the first time, we have a clear picture of where inequality exists. Our data is helping to shift mindsets and shape decisions.

We collect data from around 300 duty holders on 7 workplace gender equality indicators every two years. These indicators are:

- ▶ gender composition of all levels of the workforce
- ▶ gender composition of governing bodies
- ▶ gender pay gap
- ▶ sexual harassment in the workplace
- ▶ recruitment and promotion practices
- ▶ leave and flexible working arrangements
- ▶ gendered segregation within the workplace.

We also analyse our data through an intersectional lens to understand how gender inequality affects people differently based on factors like race, disability, age and sexuality.

Sharing insights from data and progress reports

In December 2024, we published insights into the state of gender equality in Victoria's public sector. Using our unique dataset, we looked at data from 2021 and 2023 audits. We also published audit data on our public Insights Portal, showing trends by organisation and industry.

Our data shows that gender inequality remains a significant issue in public sector workplaces. There has been some progress, such as a small reduction in the gender pay gap, more women in leadership, and men taking more parental leave. But key challenges remain.

Sexual harassment and the gender pay gap continue to be two of the most persistent indicators of inequality in the public sector.

In mid-2025, we published two insights reports to help duty holders address sexual harassment and gender pay gaps. Using audit data from 2021 and 2023, the reports show trends across the Victorian public sector and suggest practical actions organisations can take.

The lack of progress on sexual harassment is particularly concerning. It remains a serious workplace health and safety issue that must be addressed as a leadership priority.

Building best practice for gender impact assessments

We're building the evidence on what makes gender impact assessments (GIAs) effective. GIAs help organisations assess whether their policies, programs and services meet the needs of women, men and gender diverse people.

In 2023 progress reports, most duty holders (69%) met their obligation to undertake GIAs on their public policies, programs and services. However, some industries still face challenges. This year, we invested in new research and resources to build their understanding and capacity.

We commissioned research into GIAs in rural and regional hospitals and councils. We shared findings with stakeholders, highlighting barriers and enablers, and practical recommendations to strengthen GIA practice.

We also produced four case study videos showcasing the real-world benefits of GIAs across different public sector organisations and their communities.

In partnership with GenderWorks Australia and the Municipal Association of Victoria, we published a new GIA guidance note on completing a GIA for a Council Plan. This is a key resource to support councils preparing their four-year council plans.

Setting performance measures

Ahead of the 2025–26 reporting cycle, the Commission developed a set of minimum data performance measures to support better reporting and stronger outcomes. These practical measures help duty holders assess progress against each workplace gender equality indicator.

They are based on audit data, designed to highlight the most important insights. They are easy to understand, communicate and apply.

The measures were developed in consultation with Associate Professor Leonora Risse from the University of Canberra.

Duty holders are encouraged to use the performance measures to inform the strategies in their gender equality action plans, and to help measure their progress.

Understanding targets for gender equality

We have partnered with the Global Institute for Women's Leadership at ANU on our latest funded research grant. This project looks at how to set, implement and achieve workplace gender equality targets.

Work on this multi-year project continued this year. The research team is currently collecting and analysing data. Early findings show that lasting progress on gender equality requires clear goals, inclusive systems, engaged leadership and ongoing accountability. The project will continue until December 2026. The final research report will provide recommendations to help organisations achieve gender equality targets.

Informing research and policy-making

Our work is widely used to inform research, policy-making and evidence-based practice.

This year, our resources and publications have informed a range of policy papers, literature reviews and journal articles:

- ▶ Jobs and Skills Australia's *Gender Framework*¹ drew on a number of our resources on intersectional gender equality
- ▶ *Being Safe and Being Valued: Creating Equitable Workplaces for LGBTIQ+ Victorians*² referenced our *Intersectionality at work* report
- ▶ The research article 'Intersectionality in policy: feminist breakthrough?'³ cited our *Applying Intersectionality* resource
- ▶ The research paper 'Collective Action, Voice and Equality: Equality Bargaining to Achieve More Equal Futures?'⁴ cited our *Intersectionality at work* report
- ▶ Diversity Council Australia's *Applying Intersectionality at Work*⁵ drew on our intersectionality resources
- ▶ A study evaluating equity impact assessments in the City of Ballarat, *A realist impact evaluation of a tool to strengthen equity in local government policy-making*,⁶ referenced our GIA toolkit and template.

Our funded research continues to generate new publications that strengthen the evidence base on intersectional workplace gender equality. This year a paper on equality procurement⁷ was published, based on research funded by the Commission's 2022 Research Grants.

1 Jobs and Skills Australia, *Gender Framework*, JSA, 2025, accessed 31 August 2025.

2 d Moleta and R Thomas *Being Safe and Being Valued: Creating Equitable Workplaces for LGBTIQ+ Victorians*, Transgender Victoria and Your Community Health, 2025, accessed 31 August 2025.

3 S Vasil, M Segrave, J Tan and HE Cho 'Intersectionality in policy: feminist breakthrough?', *Journal of Gender-Based Violence*, 2025, 9(2):303–318.

4 A Blackham, 'Collective Action, Voice and Equality: Equality Bargaining to Achieve More Equal Futures?' *Adelaide Law Review*, 2024, 45(3):554–589.

5 V Mapedzahama, J O'Leary and F Laffernis, *Applying Intersectionality at Work*, Diversity Council Australia, 2025, accessed 10 September 2025.

6 S Schultz, F Beissmann, C Zorbas, S Yoong, A Peeters and K Backholer, 'A realist impact evaluation of a tool to strengthen equity in local government policy-making', *International Journal for Equity in Health*, 2024, 23 179:1–13.

7 A Blackham, L Ryan and L Ruppanner, 'Equality Procurement: The Next Frontier of Discrimination Law?' *University of Western Australia Law Review*, 2025, 53(1):1–23.

Our team

The Commissioner is appointed by the Minister for Women. The Commissioner is supported by a small team of staff who make up the Commission for Gender Equality in the Public Sector.

About the Commissioner

The Commissioner's functions are to:

- ▶ promote and advance the objectives of the Act
- ▶ support duty holders to improve gender equality and comply with the Act
- ▶ provide advice and education to duty holders to encourage best practice
- ▶ resolve disputes in workplaces relating to systemic gender equality issues
- ▶ publish and share gender equality action plans and progress reports.
- ▶ undertake research related to the operation and objectives of the Act.

Dr Niki Vincent is Victoria's inaugural Public Sector Gender Equality Commissioner.

Dr Vincent is an award-winning leader with a diverse background across statutory roles, academia, business and the community sector. With a PhD in Psychology (adult development and leadership), she has held senior executive roles including as South Australia's Commissioner

for Equal Opportunity, CEO of the Leaders Institute of South Australia, and Member of the Remuneration Tribunal of South Australia.

She currently serves on several boards and advisory panels, including the Centre for Workplace Excellence (University of South Australia), Jobs and Skills Australia's Gender Economic Equality Study, and the Victoria Selection Committee for the Public Service Medal. She also holds an Adjunct Associate Professorship with UniSA.

Dr Vincent is known for her commitment to equity and justice, and her evidence-informed policy approach. She is a passionate advocate for gender equality, inclusive leadership and using data to drive social impact.

About our staff

The Commissioner is supported by the Director and a dedicated team. At June 30 2025, 13.9 full-time equivalent staff made up the Commission for Gender Equality in the Public Sector.

Together, they bring expertise in public sector operations, policy, legislation, data analysis, and community engagement. The team reflects the values of the Gender Equality Act, embracing diversity in gender, background and lived experience.

Flexible and hybrid working arrangements enable us to attract and retain this talent, while also modelling the kind of equitable workplace practices we advocate across the public sector. The dedication of this team makes possible the complex and ambitious work of building a gender-equal Victoria.



Commission staff end of year event at Yayoi Kusama exhibition, National Gallery of Victoria in December 2024.

