



Australian Government

IP Australia



# Gender Equity Action Plan 2025–27



The *APS Gender Equality Strategy 2021–2026: Realising the benefits for all* (APS Strategy) presents a shared vision for gender equality towards which everyone in the APS can contribute.

The 3 APS Strategy objectives aim to embed inclusive and respectful workplace practices to enable all genders equality of opportunity and full participation so that the APS can deliver at its best.

### Objective 1:

To see leaders at all levels hold themselves and others to account for demonstrating gender equitable and inclusive behaviour.



### Objective 2:

To shift gender norms and normalise respectful workplaces and access to flexibility for all.



### Objective 3:

To embed gender equality and inclusion in all that we do.



To achieve these objectives, the APS Strategy outlines 6 action areas that contain minimum standards that all APS departments and agencies are expected to implement:

1. Leadership and accountability that progresses gender equality through individual and collective action.
2. Respectful workplaces and empowered people that prioritises our people's safety and wellbeing.
3. Shifting gender stereotypes to support the career and life choices of our people.
4. Flexible ways of working to give our people more choice and enhance their contributions at work.
5. Gender data that ensures our efforts are informed by the evidence base and progress is visible.
6. Leveraging our external influence to champion gender equality in our everyday work.

IP Australia understands the imperative of supporting the 6 action areas in a way that brings the APS Strategy to life within our unique context.

The IP Australia Gender Equity Action Plan 2025–27 aligns to our [Diversity and Inclusion Strategy 2023–26](#) under the 4 pillars of *Attraction, Employee Experience, Inclusive Leadership and Celebration and Connection*. This action plan is our commitment to further embedding gender equality and equity into all that we do.

IP Australia recognises the partnership that is needed between senior leaders, the IP Gender Champion and Gender Network, and Human Resources (HR). Our plan recognises a long term and sustainable approach with the inclusion of stretch targets, which will be assessed and reviewed as we develop the next phase in our planning from 2027–2030.

We are delighted to deliver IP Australia's first Gender Equity Action Plan, an important step in achieving IP Australia's vision to take our culture from *inclusion* to *belonging*.



Michael Schwager  
Inclusion Champion

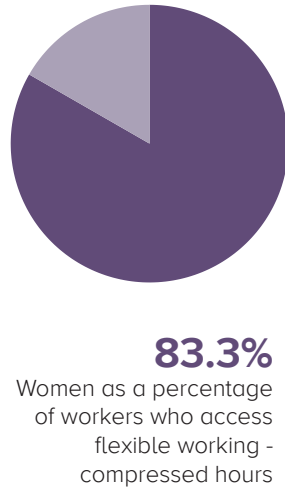
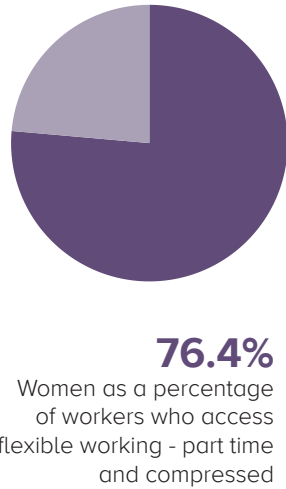
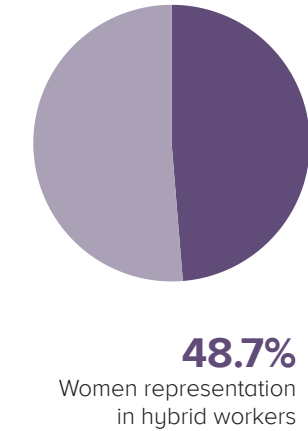
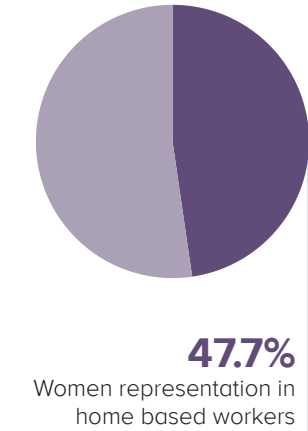
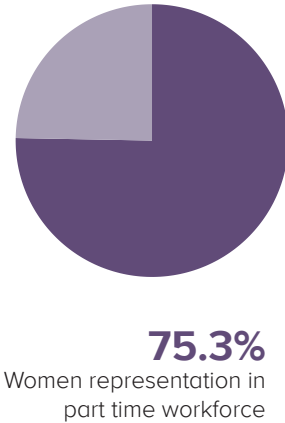
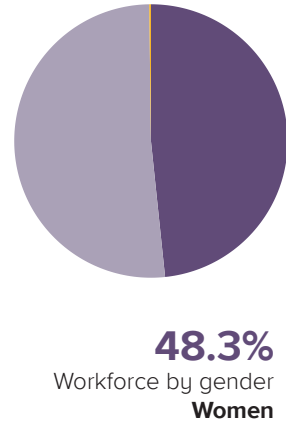
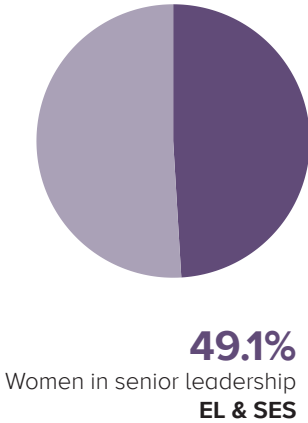
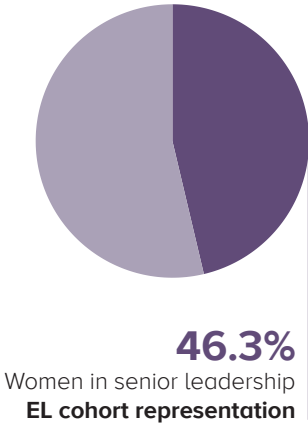
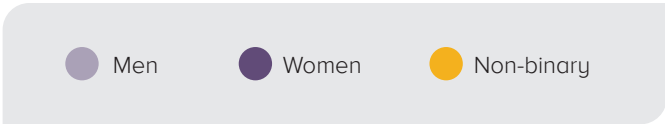


Justine Hall  
Gender Champion

# Gender equity at IP Australia

IP Australia promotes gender equity in our workplace by acknowledging and supporting everyone on the gender spectrum and educating all employees on the value and importance of ensuring everyone has an equal opportunity to make the most of their experiences, careers and talent. We will continue our participation in the Workplace Gender Equality Agency Public Sector Reporting Program, and the annual Australian Public Service Employee Census.

We will focus on measuring our progress and success through the themes outlined in the APS Gender Equality Strategy 2021–26. While IP Australia currently performs very well against most indicators, we are committed to building on this success by implementing our action plan and ensuring staff are empowered and encouraged to drive gender equality, through flexibility and innovation.



# Gender Equity Action Plan 2025–2027

Initiative		Lead	Timeline
Attraction			
<b>Key themes</b> <ul style="list-style-type: none"> <li>• Pathways</li> <li>• Marketing and Employee Value Proposition</li> <li>• Review and update recruitment processes</li> </ul>	1.1 Review induction materials to outline our commitment to gender equality, and include links to the relevant agency policies, and training resources on harassment, discrimination and bullying.	Human Resources Gender Committee	December 2025
	1.2 Review the Employee Value Proposition (EVP) to include the use of gender-neutral language	Human Resources	June 2025
	1.3 Create an inclusive recruitment intranet page providing guidance material and tools	Human Resources	October 2025
	1.4 Provide training programs to selection panel members on unconscious bias, including the use of gender-neutral language.	Human Resources	March 2026
	1.5 Review and update advice to our managers in considering employment options for full time, part-time and job share prior to advertisement in all APS positions.	Human Resources	June 2026
	1.6 Collect, analyse and publish internally on the intranet gender disaggregated data across relevant people metrics including gender composition, uptake of flexible work (including part time and job sharing), carers leave, rates of promotion and mobility, recruitment, separations, geographic location and training uptake.	Human Resources Gender Champion	December 2025

Initiative		Lead	Timeline
Employee experience			
<b>Key themes</b> <ul style="list-style-type: none"> <li>• Flexible work</li> <li>• Allyship and storytelling</li> <li>• Accessibility</li> <li>• Support</li> <li>• Learning and career opportunities</li> </ul>	2.1 Review internal and external communications and style guides for gender inclusive language and images in consultation with Diversity Networks.	Human Resources Web, Multimedia and Design	Annual review
	2.2 Provide information about external programs IP Australia is involved in, sharing stories from participants to illustrate relevance and learning and offering options for participation.	Human Resources Gender Champion	Biannual review
	2.3 Deliver <i>Inclusive Language Training and Appropriate Workplace Behaviour</i> training and have this accessible to all staff through the Learning and Development calendar. Monitor completion rates of the e-learning module annually.	Human Resources	Annual delivery and review
	2.4 Explore opportunities for staff on long-term leave to maintain access, receive updates on changes in the organisation, and network with other staff.	Gender Network	December 2025
	2.5 Maintain our flexible work policies and provide guidance for managers and senior leaders to support flexible work practices.	Human Resources	December 2025
	2.6 Review and update the Family and Domestic Violence (FDV) Policy, communicate and promote resources to all staff and integrate FDV issues and policies into existing manager training.	Human Resources	December 2025
	2.7 Consider drafting information and/or providing sessions on menstruation, fertility treatment, endometriosis and menopause.	Human Resources	December 2025
	2.8 Review of facilities across IP Australia offices to ensure the presence of inclusive facilities for female, transgender, gender non-conforming and non-binary gender identities.	Human Resources Property Services	June 2025

Initiative		Lead	Timeline
Inclusive leadership			
<b>Key themes</b> <ul style="list-style-type: none"> <li>• Formal learning</li> <li>• Visibility and engagement</li> <li>• Recognition</li> <li>• Representation</li> <li>• Psychological safety</li> <li>• Performance and capability</li> </ul>	3.1 Review progress on our Gender Equity Action Plan on a biannual basis, and champion the APS Gender Equality Strategy through annual staff communication.	Gender Champion	June 2025 December 2025 June 2026 December 2026 June 2027
	3.2 Review current diversity training for gender equity offerings suited to leaders and managers.	Human Resources Gender Champion	September 2026
	3.3 Integrate conversation guidance on inclusive behaviours and creating a positive workplace culture into existing performance checklists and guides.	Human Resources	March 2026
	3.4 Actively promote IP Australia's resources for appropriate workplace behaviours including building an awareness of how to seek advice and / or receive support to report unacceptable behaviour.	Human Resources	June 2025 December 2025 June 2026
	3.5 Set expectations in job descriptions for behaviours and attitudes expected of all employees on what gender inclusivity looks like in the workplace.	Human Resources	December 2025
	3.6 Explore development of a trauma informed support framework to ensure safe and inclusive management of disclosures in compliance with the <i>Positive Duty in the Sex Discrimination Act 1984 (Cth)</i> adopting best practice approaches from the <a href="#">Respect@Work</a> initiative.	Human Resources	December 2025

Initiative		Lead	Timeline
Celebration and connection			
<b>Key themes</b> <ul style="list-style-type: none"> <li>• Connection and events</li> <li>• Employee networks</li> <li>• Story-telling and communication</li> <li>• Cultural learning opportunities</li> <li>• Collaboration</li> </ul>	4.1 Maintain an active SES Gender Champion, Gender Committee and Gender Network including oversight through the Diversity Champions Forum and People Strategy Committee.	Inclusion Champion	Annual review of roles and achievements.
	4.2 Maintain productive working partnerships across the APS, particularly Gender Equity networks in other departments, to identify best practice policy design and development with a view to improve the outcomes for all genders.	Gender Committee Gender Champion	Annual outreach to other departments.
	4.3 Support IP Australia's intersectional calendar of events to create a place of connection for all employees across a range of networks and identities with a focus on International Women's Day, International Men's Day, International Transgender Day of Visibility and International Non-Binary People's Day.	Gender Committee	Annual review
	4.4 Increase use and active promotion of storytelling through events and internal social platforms to provide opportunities for staff to provide their perspectives and experiences on gender equality issues in IP Australia. Utilise channels such as Viva Engage, event discussion panels and the IP Australia intranet, with the goal of multiplying messaging across the organisation.	Gender Network Gender Champion Gender Committee	Annual review
	4.5 Support the IP Australia Gender Network and increase visibility to develop a recognisable profile and support inclusion and belonging. Provide access to external and internal resources to support initiatives and attitudes that support gender equity in the workplace.	Gender Committee	Annual review

## Reporting and evaluation

IP Australia is committed to supporting the work of the Workplace Gender Equality Agency by promoting and improving gender equality in the workplace.

This plan supports purposeful action towards the 6 Gender Equity Indicators (GEI) required under the *Workplace Gender Equality Act 2012*.

- **GEI 1 – Gender composition of the workforce**  
Our goal – increase representation of women in EL roles to support better gender equity at IP Australia
- **GEI 2 – gender composition of governing bodies of relevant employers**  
Our goal – maintaining a gender composition between 40%–60% of men or women on Management committees and report annually.
- **GEI 3 – Equal remuneration between women and men**  
Our goal – reduce the gender pay gap (as published by WGEA), supporting investment in training and innovative recruitment arrangements to address the gap.
- **GEI 4 – Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities**  
Our goal - increasing the availability of flexibility, leave and other support to ensure equal workforce participation and equal caring responsibilities.
- **GEI 5 – consultation with employees on issues concerning gender equality in the workplace**  
Our goal – to continue to evaluate and understand employee's views and experience of gender equality through surveys, focus groups and employee networks.
- **GEI 6 – sexual harassment, harassment on the ground of sex or discrimination**  
Our goal – to ensure workplace policies and strategies encourage cultural change and create a workplace that promotes gender equality and prevents sexual harassment, harassment on the grounds of sex and discrimination.

Human Resources

Annual review



# Addendum

## APS Gender Equality Strategy – summary of agency requirements

Key actions	Alignment to IP Australia Gender Equity Action Plan
<b>Action area #1: leadership and accountability</b>	
Leaders are visible role models at any level and show their commitment to gender equality through their actions and words. Senior leaders should consider how to support gender equality leadership in their organisation.	3.1, 3.2, 4.1, 4.2, 4.3, 4.5
Agencies publish (on the internet) targeted plans for gender equality — informed by data and aligned to agency priorities.	1.6
Dedicated resources and governance arrangements are in place to support the work. Gender Champions and employee led gender networks are involved. Regular tracking of progress and impact is transparent to employees.	1.6, 3.1, 3.2, 3.3, 4.1, 4.5
Agencies include their commitment to gender equality and inclusion in induction and recruitment materials, including roles and expectations of all employees.	1.1, 3.5
Secretaries and agency heads will be accountable for implementing the Strategy and will consider options to demonstrate their commitment.	3.1, 4.2
Leaders, at all levels, will engage with employees about the Strategy and discuss ways everyone will contribute to ensure there is both individual and collective accountability. A focus on inclusive behaviours is important to promote gender equality and will lead to a positive workplace culture for all genders.	3.5
Informed by data and the diverse experience of employees, agencies will seek to understand the gender imbalances (across all levels), the drivers that underpin them and will consider whether specific targets are an appropriate method to drive action and provide incentive for change.	1.6
<b>Action area #2: respectful workplaces and empowered people</b>	
Preventing gender-based harassment and discrimination, sexual harassment, sexual assault and bullying—leaders reinforce standards of behaviour. Policies outline strategies for prevention, formal reporting and review processes and consequences.	1.1, 2.3, 2.6, 3.4, 3.6, 4.1
Supporting employees experiencing family and domestic violence (FDV)—agency FDV policy is well-communicated and sets out supports available. Manager training is provided and includes an emphasis on an individual-led approach to support, noting that access to a secure workplace, phone and computer can be incredibly important.	2.6, 3.3
Agencies will strengthen approaches to preventing and responding to bullying, sexual harassment and sexual assault in the workplace.	2.6, 3.3, 3.4, 3.5, 3.6
Agencies will review internal and outward facing communication for gender inclusive language and images. This will include agency intranet, internet, internal policy documents and recruitment ads. Inclusive language and images help foster respectful workplaces and go a long way towards making all employees feel included and represented in corporate messaging.	1.2, 2.1, 2.3
Agencies will provide ongoing access to superannuation resources and awareness sessions to all employees with a particular focus on annual entry level and graduate intakes (e.g. agency induction).	1.1

Key actions	Alignment to IP Australia Gender Equity Action Plan
<b>Action area #3: shifting gender stereotypes</b>	
Ensuring gender diversity in selection processes, including internal processes and EOIs. Selection panels are gender-balanced and are equipped to call-out any potential bias during the process.	1.3, 1.4
Agencies will create opportunities to strengthen gender representation in select occupations (e.g. STEM and service delivery) and talent pipelines, in a targeted way, taking into account the broader labour market.	1.5
Agencies will be proactive in offering parental leave and flexible work arrangements to all employees including those with caring responsibilities. Managers will favourably consider requests for flexibility for all supporting partners who are welcoming a child reflecting a strong commitment and support for flexible ways of working.	1.5
<b>Action area #4: flexible ways of working</b>	
Access to flexible work—gender-neutral, flexible work policies are in place for all employees. Leaders and managers at all levels are able to role model flexible work where it is appropriate for the individual and the organisation.	1.5, 2.4, 2.5
Valuing and supporting all types of caring responsibilities — managers are equipped to support all genders manage their family and caring responsibilities, including elder and disability care, such as through flexible ways of working.	1.5, 2.4, 2.5
Agencies will review flexible work policies and practices to ensure they provide for a variety of contexts and settings.	1.5, 2.4, 2.5
Agencies will provide new parents a flexible, supportive and enabling environment in line with the <i>Australian National Breastfeeding Strategy: 2019 and Beyond</i> , which could include seeking accreditation as a ‘Breastfeeding Friendly Workplace’. Accreditation is awarded to agencies that provide 3 criteria to support their breastfeeding employees—space, time and support. This support will be inclusive of all parents or caregivers regardless of gender or whether they are the birth parent.	2.4, 2.8
Agencies will enhance manager capability, including people management, and equip middle managers to lead flexible teams.	2.4, 2.5, 2.7, 3.2, 3.3
Agencies will consider advertising all APS positions as full time, part-time and job share.	1.5

Key actions	Alignment to IP Australia Gender Equity Action Plan
<b>Action area #5: gender data</b>	
Understanding the pay gap — agency-level gender pay gap is known and tracked (at both whole of agency and classification level).	1.6, GEI 3
Tracking data on gender composition — gender disaggregated data across all classifications, geographical locations and key job types is tracked.	1.6
Agencies will progressively build their capacity and capability to collect, analyse and publish (internally) gender disaggregated data across all people-metrics. Agencies will collect and publish (internally) data disaggregated by other diversity and inclusion variables. This information will support agencies to better target their gender equality initiatives.	1.6
Agencies will review their policies and processes for entering into an Individual Flexibility Agreement (IFA) with an employee to ensure there is equality of opportunity (a level playing field) for all genders. This will include reviewing the number of current IFAs by gender. Agencies will implement any necessary changes to the process and monitor impact. The IFA review will focus on the process to develop IFAs, rather than the specifics of an IFA. The APSC will look to include an agency breakdown on IFAs in agency annual remuneration reports.	1.6, 2.5
The APSC, in collaboration with APS agencies, will develop a strategic research plan to better understand gender dynamics in the APS workforce. Priority research projects identified in the research plan should leverage the socio-demographic data and workforce information held by the APSC, including through research partnerships with the academic community.	1.6
<b>Action area #6: leveraging our external influence</b>	
Agencies will drive change beyond the workplace through: <ul style="list-style-type: none"> <li>• Agency heads and senior leaders speaking about gender equality at public engagements</li> <li>• Using all avenues to continue to promote gender equality, including through suppliers.</li> </ul>	2.2, 4.2, 4.3, 4.4. 4.5
Agencies will continue to progressively embed or strengthen gender equality outcomes in the course of their everyday work. This includes considering how policy development and service delivery design may impact genders differently.	3.5, 4.2
Agencies will demonstrate leadership on gender equality beyond their workplace in their relationships with industry and communities.	2.2, 4.2

