

Cover page (recommended)

Organisation name (required)	Puffing Billy Railway Board, trading as Puffing Billy Railway (PBR)
Total number of employees (and full time equivalent FTE), as at 30 June 2025	Total employees: 137 Total FTE: 107
Location (metropolitan, regional or rural. If other, please specify)	Outer metropolitan – Dandenong Ranges. 1 Old Monbulk Road, Belgrave, Victoria 3160.

Attestation by head of organisation (required)

I confirm that:

☐ I am the head of organisation (CEO or equivalent)

☐ I have reviewed and approved the submission of this gender equality action plan (GEAP) on behalf of my organisation (as named above), and I attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

Any comments?	
Name	Stefanie Straub
Role title	Chief Executive Officer, Puffing Billy Railway
Signed	
Date	17/09/2026

A) Planning your GEAP

Section 1: Use insights from your previous gender equality work (recommended)

This is Puffing Billy Railway's second GEAP. It builds directly on our first plan (2022–2025) and the progress made under it, set out in our 2026 Progress Report. The learnings from that plan have shaped this one in four ways:

- **Data foundations take time, and they matter.** We still record almost no employees as gender-diverse, which we now treat as a data-collection gap rather than a finding; the option to self-describe was added to our systems this period.
- **Culture change needs visible leadership.** Staff asked for less talk and more action – leaders modelling behaviour, quick wins, and feedback loops that show change is happening.
- **Transparency builds trust.** Employees valued seeing their own organisation's data; openness generated engagement and a drive to know more.
- **Our first plan was ambitious.** On reflection it set more strategies than could be fully resourced during COVID-19 recovery; this plan is more focused, shifting the emphasis from building foundations to embedding and measuring change.

Section 2: Processes, record keeping and governance (recommended)

PBR has established the following processes, record keeping and governance arrangements to support the development and implementation of this GEAP:

- **Governance.** A cross-functional Diversity and Inclusion Advisory Group with Board representation, chaired by the Chief Executive Officer (CEO) and led operationally by the People & Culture Manager, drove, monitored and reported GEAP progress to the Board quarterly via the Governance Subcommittee. This committee lapsed with the expiry of the 2022-2025 GEAP and will be reconstituted with commencement of the 2026-2030 GEAP.
- **Data and record keeping.** Board and Employee composition, pay, recruitment, promotion and leave data are drawn from PBR's payroll and Human Resources (HR) systems, forming the 2025 Workplace Gender Equality Progress Report submitted through the Commission's reporting platform.
- **Closing known data gaps.** Gender-diverse and intersectional attributes are under-recorded. This plan includes specific strategies to strengthen voluntary, privacy-protected self-identification.
- **Employee experience data.** The People Matter Survey (2025 response rate 43%, n=60) and internal engagement surveys provide the perception and experience measures used across the seven indicators.

Section 3: Leadership commitment (recommended)

The Board and Executive of PBR are committed to gender equality as both a legal obligation and a core part of building a safe, respectful and high-performing organisation. We commit to championing this plan visibly, resourcing it adequately, and holding ourselves accountable through annual progress reporting to the Board and biennial progress reporting to the Commission.

“The introduction of the Act gave us the catalyst to challenge long-held views about gender roles in heritage rail. This plan is the next stage of that journey – moving gender equality from something new to part of our business-as-usual thinking.” – Stefanie Straub, Chief Executive Officer.

Visible markers of this commitment include a Board that has moved to majority-women composition, a woman leading the organisation as CEO, and public reporting of GEAP progress in annual Board reporting.

B) Consult on your audit results and strategies

Section 4: Confirm consultation groups (required)

You must consult with your...	Confirm yes or no	If no, why not?
<u>Governing body</u> (if your organisation has one)	Yes	
Employees	Yes	
<u>Employee representatives, including relevant trade unions</u>	Yes	
You might consult with...	Confirm yes or no	Please describe additional people and/or groups
<u>Other relevant people</u>	Yes	Diversity Partners provided specialist support through the process and facilitated employee consultation via administration of an employee survey and consultation meetings

Section 5: Document your consultation process

(required)

PBR undertook a structured and inclusive consultation process to inform the development of the 2026–2030 Gender Equality Action Plan (GEAP). The consultation was designed to engage employees, employee representatives and the Board, in line with the Commission's guidance on meaningful consultation.

Our consultation included:

- An organisation-wide online survey, administered by a specialist consulting organisation, Diversity Partners, was made available to all employees. Eleven employees completed the survey. All PBR employees were invited to participate in a 90-minute online focus group facilitated by Diversity Partners. Participants reviewed the audit findings, identified priorities for advancing gender equality, and provided feedback on draft GEAP strategies. Six employees attended, representing a range of tenure from 1-25 years.
- A separate online focus group was held with the leadership team, attended by 12 leaders.
- Slido was used during both sessions to capture anonymous, real-time feedback and identify key themes and priorities. Slido was kept open for the following two days to enable further feedback and comments.
- Board consultation comprised a formal People and Culture Subcommittee agenda item; provision of the consultation slide deck used in the employee and leader consultation sessions; together with the draft plan for consideration and endorsement.
- Employee representative consultation was undertaken via phone and email, with the consultation slide deck provided and opportunities for feedback and discussion offered.

Section 6: Findings from your consultation (recommended)

Key themes emerging from the focus groups and survey that informed the GEAP included:

1. **Strengthen attraction and outreach**

- Strengthen attraction strategies for underrepresented roles through exploring partnerships with universities and participation in industry events to broaden the diversity of applicants for technical and operational roles.
- Use inclusive recruitment marketing and encourage applications from people who are underrepresented in particular roles.

2. **Fair, transparent and inclusive recruitment**

- Increase diversity on recruitment panels and apply inclusive recruitment practices across the organisation.

3. **Flexible work and leave**

- Continue to strengthen flexible working arrangements, that are applied consistently and equitably.
- Promote awareness of flexible work and leave options to support employees at different life stages.
- Review parental leave entitlements to identify opportunities to enhance equity and support for employees.

4. **Safe, respectful and inclusive workplace**

- Strengthen the prevention of sexual harassment through ongoing education, clear reporting pathways and a culture of respect.
- Ensure employees understand expected behaviours, available support and how to safely raise concerns.
- Challenge gender stereotypes and assumptions by raising awareness of unconscious bias.
- Improve workplace facilities and amenities to support an inclusive environment for all employees.

5. **Communication, learning and awareness**

- Improve communication and awareness about gender equality initiatives.
- Review technical and operational training programs, including content, timing, delivery and communication, to ensure they are accessible and support equitable career development.
- Strengthen equitable career development and progression opportunities.

C) Consider the gender equality and the gender pay equity principles, and intersectionality

Section 7: Consider the gender equality principles (required)

We developed this GEAP with the gender equality principles front of mind: equal access to power, resources and opportunities; removing barriers and discrimination; the use of special measures where justified to address under-representation; safety and respect for all; acknowledging that gender inequality is experienced differently across the workforce; and the recognition that gender equality benefits everyone, including increasing men's participation in flexible work and parental leave.

Section 8: Consider the gender pay equity principles (required)

We took the gender pay equity principles into account through our classification and remuneration framework (pay set by work value, not gender); by treating the pay gap as connected to occupational segregation, caring interruptions and historically below-sector wages rather than in isolation; addressing bias in pay decisions and by committing to transparency and procedural fairness in how pay is set and reviewed to monitor gender pay gap outcomes over time to support fair and equitable pay.

Section 9: Consider intersectionality (required)

Gender does not act alone. We understand that gender inequality may be experienced differently based on additional factors such as age, disability, sexual orientation, ethnicity and other attributes. The strongest pattern in our data is the intersection of age and gender, with women concentrated in junior and lower-paid bands and a clear mid-career drop-off. We also recognise comparatively low cultural-safety and belonging scores, and real accessibility barriers for employees with disability. Building safe, voluntary data collection is itself an intersectional strategy in this plan enabling us to better understand employees' diverse experiences, identify barriers to inclusion, and target actions where they are most needed.

D) Making a case for change

Section 10: Make a case for change and create a vision (recommended)

First built in 1900 to serve the local communities of the Dandenong Ranges, the Puffing Billy Railway is now recognised globally as a significant narrow gauge steam heritage railway and is one of the top tourism attractions in Victoria and Australia.

Our purpose is to deliver an iconic visitor experience. Achieving that purpose depends on an inspired, capable and diverse team of employees who feel safe, welcomed and valued.

Our 2025 gender data shows both progress and real work ahead, with overall employee split close to balanced (women 52%, men 48%), our Board is now a balanced split 50/50 women, and a woman leads the organisation as CEO. But clear patterns remain: women are clustered in junior, lower-paid and casual roles; the median pay gap has widened; experiences of sexual harassment have risen; and work remains segregated along traditional gender lines.

Puffing Billy Railway aspires to be a workplace where people of all genders, abilities and backgrounds feel safe, respected and genuinely valued, have fair and transparent access to opportunities and reward, and can see themselves reflected at every level of the organisation.

E) Analysing your data to identify forms of gender inequality AND developing your strategies

Section 11: Identifying underlying causes of gender inequality (recommended)

Read together, our 2025 audit, People Matter Survey results and consultation point to five underlying causes of gender inequality at PBR:

- **Occupational and gender segregation rooted in heritage-rail tradition.** Technical, trades and operational roles are overwhelmingly held by men, reinforced by gendered job titles e.g. 'fireman', a perception that rail operations 'have to be' men, team silos, and amenities not designed for mixed-gender teams.
- **A mid-career drop-off for women.** Women cluster in lower-paid and casual roles (25 women were in casual roles in June 2025) and are under-represented in supervisory operational roles.
- **Pay structures shaped by segregation and history.** The widening median pay gap reflects women's concentration in lower bands, differential access to overtime and penalties in male-dominated roles – **not** unequal pay for the same role.
- **Unsafe or unreported experiences.** The anonymous rate of sexual harassment experienced (17%) in the 2025 People Matter Survey against only one formal report in the same year is evidence of under-reporting and of barriers to safe disclosure.
- **Data gaps that hide inequality.** People systems have not previously enabled recording of Parental leave, gender diversity or intersectional attributes, limiting our ability to better understand and act on intersectional inequality.

Section 12: Analysing your data and documenting your strategies (required)

Indicator 1: Gender composition of all levels of the workforce

Describing the problem (see [step 2](#))

Analyse audit data (required) Our workforce is close to balanced overall – women 52.4% and men 47.6% in 2025 (52% / 48% in 2023). Balance breaks down by employment type and age: casual roles are around two-thirds women, women are more likely to work part-time, while ongoing/permanent roles skew male. By age, women are the majority in the 45–54 and 55–64 bands but a minority of the 65+ band. Women are predominantly in lower paid occupations in the organisation. Encouragingly, a woman now leads the organisation as CEO and the senior leadership team is entirely women, a marked shift from the first audit.	Critical performance measures: Gender composition of the duty holder organisation in 2025: Women 52.4%, Men 47.6% Gender composition of part-time workers in the duty holder organisation in 2025: Women 62.5%, Men 37.5% Gender composition of senior leaders in the duty holder organisation in 2025: Senior leadership team 50% women; CEO is a woman
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Gender composition of the duty holder organisation. Gender composition of part-time workers in the duty holder organisation. Gender composition of senior leaders in the duty holder organisation.
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Target/s (recommended)	Maintain overall workforce composition within a 45–55% gender balance (a minimum of 45% women, 45% men and up to 10% people of any gender including self-described). Analyse retention and exit rates by age and gender to understand exit reasons to inform retention strategies. Increase the proportion of employees voluntarily self-identifying gender by 2027.
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Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strengthen opportunity for voluntary self-identification across gender and intersectional fields; embed in onboarding and run a data refresh.	HR Manager	2026–27	Indicators 3, 5 (intersectionality)
Introduce an annual gender composition report for the People and Culture Board Sub-committee, including trend analysis by gender, age, level, employment type and division, aligned to performance measures and targets.	HR Manager	Annually from 2026	Indicators 3, 5, 6
Target retention and progression of women through the mid-career bands (mentoring, development, flexible pathways).	Human Resources ; Leadership Team	2026–30	Indicators 3, 5, 6
Diversify recruitment and promotional imagery to reflect women and diversity at all levels.	Communications	Annually from 2026	Indicators 5, 7

Indicator 2: Gender composition of the governing body

Describing the problem (see [step 2](#))

Analyse audit data (required) PBR's governing body is the Puffing Billy Railway Board, a Victorian Government appointed body. The Board has moved from 3 females (43%) and four men (57%) in 2021 to an equal split in 2025 comprising four women and four men, exceeding the 40% target set in our first GEAP. Board appointments are made by Government.	Critical performance measures: Gender composition of the duty holder organisation's governing body in 2025: Women 50%, Men 50% .
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Gender composition of the duty holder organisation's governing body.
Target/s (recommended)	Work with the Department of Jobs, Skills, industry and Regions (DJSIR) to ensure Board vacancies are promoted widely to a diverse market.

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Advocate to the responsible Minister/department for continued gender balance in Board appointments and provide gender-equality considerations in nomination advice.	Board; CEO	Each appointment cycle	-
Strengthen the Board's oversight of gender equality by providing a gender composition report, including trends and progress against performance measures and targets.	Human Resources	Annually from 2026	Indicators 1, 7

Publicly acknowledge the Board's commitment and report GEAP progress in annual Board reporting.	Board; Communications	Annually from 2026	All indicators
Review Discrimination, Harassment & Bullying and Diversity & Inclusion policies for Board endorsement and publication.	Board; Human Resources	By 2027	Indicator 4

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

Describing the problem (see [step 2](#))

Analyse audit data (required) Using the platform's 2025 measures, the mean total-remuneration gap is 7.7% (up from 6.4% in 2023) and the median total-remuneration gap is 16.0% (up from 12.2%). The median base-salary gap has widened to 23.9% (from 12.9%), while the mean base-salary gap is small (4.9%). We report both mean and median deliberately: the mean is flattened by a small number of senior women, while the widened median better reflects the typical woman's position. Locomotion Operations Officer roles highlight women's under-representation in senior operational roles, and concentration in lower bands. Embedding and re-benchmarking our classification and remuneration framework is central to closing the gap, as well as attraction and recruitment strategies that address occupational segregation and retention of mid-career women.	Critical performance measures: Mean total remuneration gender pay gap by occupation group in 2025: 7.7%. Mean total remuneration senior leader gender pay gap in 2025: N/A as 100% women Supplementary measures: Mean base salary pay gap in 2025: 4.9% Median total remuneration pay gap in 2025: 16.0% Median base salary pay gap in 2025: 23.9%
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Mean total remuneration gender pay gap by occupation group. Mean total remuneration senior leader gender pay gap. Supplementary measures: Mean base salary pay gap. Median total remuneration pay gap. Median base salary pay gap.
Target/s (recommended)	Reduction in both the mean and median total-remuneration gaps year-on-year over the life of the plan, with the median total-remuneration gap returned at least to its 2023 level (12.2%) by 2030.

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Maintain and periodically review the classification and remuneration framework to ensure remuneration reflects the value of work performed, regardless of gender.	Human Resources	2028 in accordance with new Enterprise Agreement	Indicator 7
Conduct an annual gender pay-gap analysis (overall, by level, like-for-like, mean and median) and act on anomalies.	Human Resources ; Finance	Annually from 2026	Indicators 1, 7
Improve pay transparency, including pay information in recruitment and clear advice on how pay is set.	Human Resources ; Communications	2026–27	Indicator 5
Apply an intersectional gender lens to HR policies affecting reward and recognition; train staff on updated policies.	Human Resources	2027	Indicators 1, 9 (intersectionality)

Indicator 4: Sexual harassment in the workplace

Describing the problem (see [step 2](#))

Analyse audit data (required) The 2025 People Matter Survey shows 17% of respondents experienced sexual harassment in the prior 12 months – nearly double the 9% recorded in 2023. Only one formal report was recorded – evidence of significant under-reporting. Of those affected, the most common behaviours reported in the 2025 People Matter Survey were suggestive comments, intrusive questions and inappropriate contact from a colleague. As a public facing organisation there is additional risk and complexity in preventing and responding to sexual harassment and other inappropriate behaviour as employees may experience or witness unacceptable conduct from members of the public. Confidence that it is safe to call out inappropriate behaviour rose to 75%, giving us a foundation to build on. Preventing sexual harassment requires an ongoing, proactive approach. This includes regularly reviewing policies and procedures, reinforcing behavioural expectations through communication and training, promoting awareness of available reporting options and support services, and fostering a workplace culture where all employees feel safe, respected and confident that concerns will be addressed appropriately.	Critical performance measures: Anonymous experience rate of sexual harassment in 2025: 17% Number of formal reports of sexual harassment in 2025: 1 Supplementary measures: Participants who said they reported sexual harassment in 2025: low (only 1 made a formal report) Reasons for not making a formal sexual harassment complaint in 2025: belief it would not change anything; concern about consequences; not feeling safe to report. Satisfaction with handling of workplace sexual harassment complaint in 2025: Not available Satisfaction with handling of formal workplace sexual harassment complaint in 2025: Not available
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Anonymous experience rate of sexual harassment. Number of formal reports of sexual harassment. Supplementary measures: Participants who said they reported sexual harassment. Reasons for not making a formal sexual harassment complaint. Satisfaction with handling of workplace sexual harassment complaint. Satisfaction with handling of formal workplace sexual harassment complaint.
Target/s (recommended)	Reduce unreported experience rates (People Matter Survey) and reported below the 2023 level (9%) by 2030. Narrow the gap between anonymous experience (People Matter Survey) and formal reporting (an early rise in formal reports is expected and treated as a sign of growing trust). Lift confidence in calling out inappropriate behaviour above 75%.

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strengthen and widely promote a zero-tolerance policy and a clear, safe, multi-channel reporting pathway.	Human Resources ; Safety	2026	Indicator 2 (policy endorsement)
Deliver prevention of sexual-harassment and active-bystander training to all employees, with at least biennial refreshers, consistent with the Positive Duty legislation requirement.	Human Resources ; Safety	From 2026; biennial	-
Embed and resource the Contact Officer program so trained staff support those who experience harassment or discrimination.	Human Resources	2026–27	-
Offer EAP to employees each year; mark at least two relevant awareness days annually.	Human Resources ; Communications	Annually	-
Review sexual harassment prevention measures, using employee feedback, incident data and other workforce insights to identify trends and inform continuous improvement.	Human Resources	Annually	-

Indicator 5: Recruitment and promotion practices in the workplace

Describing the problem (see [step 2](#))

Analyse audit data (required) In the audit period, 62% of commencements were women (13 of 21) – a positive shift from the male-skewed recruitment at our first audit. Separations were male-skewed 56%, highlighting the need to analyse separations alongside commencements. Perceptions remain a concern: in 2025 53% felt recruitment is fair, 33% felt promotion is fair, and 25% were satisfied with progression opportunities – all below comparator. Consultation has identified a perception that the organisation prefers to ‘buy in’ skills rather than develop existing staff; has unclear career pathways, and accessibility barriers.	Critical performance measures: Gender composition of recruited employees in 2025: 62% women (13 of 21 commencements) Gender composition of employees who were promoted in 2025: 66.6% men and 33.3% women. Perceptions of recruitment, by gender in 2025: 53% agree recruitment is fair. Perceptions of promotion, by gender in 2025: 33% agree promotion is fair
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Gender composition of recruited employees. Gender composition of employees who were promoted. Perceptions of recruitment, by gender. Perceptions of promotion, by gender.
Target/s (recommended)	Change perceptions of fair recruitment (53%) and fair promotion (33%) by 2030. Maintain gender-balanced commencements while monitoring separations.

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Review recruitment and selection policies and procedures for inclusive, gender-neutral job design and language; use structured, bias-reduced processes.	Human Resources ; Communications	2026	Indicator 7
Build internal development and clear career pathways (higher-duties policy, casual conversion, development plans, mentoring).	Human Resources ; Leadership Team	2027–29	Indicators 1, 3
Identify and reduce accessibility barriers within rail-safety compliance requirements.	Human Resources ; Infrastructure	2026–29	Section 9 (intersectionality)
Train staff involved in recruitment in diversity, inclusion and bias	Human Resources	2026–27	Indicator 7
Strengthen exit interview processes to capture insights on employees' experiences and use findings to inform continuous improvement initiatives.	Human Resources	2026	Indicators 1, 3, 4, 6 & 7

Indicator 6: Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities

Describing the problem (see [step 2](#))

Analyse audit data (required) Carers/family leave in the audit period was taken evenly (women 3.5 hrs per person; men 3.9 hrs). Manager support for flexible work remains strong at 80%, but confidence that a request would be fairly considered fell from 78% in 2023 to 63% in 2025. Consultation highlighted that flexibility can be challenging in timetable-bound rail roles, that request processes are unclear, and that men should be encouraged to take up flexible work and leave.	Critical performance measures: Average weeks of parental leave, by gender in 2025: <i>parental leave was not historically itemised in payroll; data gap will be closed in 2026 with implementation of new Payroll system</i> Uptake of flexible work, by gender in 2025: 100% women Perceptions of flexible work culture, by gender in 2025: 80% manager support for flexible work; 63% confident a request would be fairly considered Supplementary measures: Gender composition of parental leave takers in 2025: <i>Not yet available – see data gap above</i> Gender gap in carer's leave in 2025: Women 3.5 hrs per person; men 3.9 hrs per person
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Average weeks of parental leave, by gender. Uptake of flexible work, by gender. Perceptions of flexible work culture, by gender. Supplementary measures: Gender composition of parental leave takers. Gender gap in carer's leave.
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Target/s (recommended)	Parental and carers leave separately itemised in payroll by end 2026 so gendered analysis is possible from 2027. Improve confidence that flexible-work requests are fairly considered from 63% toward the 80% manager-support level. Measurably increase men's uptake of parental leave and flexible work by 2030.
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Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Review and clearly publish flexible-work and leave policies; promote in recruitment and on the intranet.	Human Resources ; Leadership Team	2027	Indicator 5
Train and support managers and supervisors to assess and support flexible-work requests fairly, including in rostered roles.	Human Resources	2026–27	-
Actively encourage men to take up parental leave and flexible work (case studies, manager messaging).	Human Resources ; Communications	2026–30	Section 7 (principles)
Review parental-leave provisions.	Board; Human Resources	2027	-

Indicator 7: Gendered segregation within the workplace

Describing the problem (see [step 2](#))

Analyse audit data (required) Work remains segregated along traditional gender lines, confirmed by 2025 occupation data: technicians and trades roles are 93% men and machinery operators/Locomotive Operations Officers 100% men, while clerical and administrative roles are 83% women and community and personal-service roles 70% women. Managers are 64% women. Consultation highlighted that gendered job titles, 'fireman') may reinforce perceptions that rail operations 'have to be' men, alongside the impact of team silos, and the importance of diverse imagery in attracting a broader workforce.	Critical performance measures: Occupational gender segregation in 2025: • Technicians/trades 93% men. • Machinery operators/drivers 100% men. • Clerical/administrative 83% women. • Community/personal-service 70% women; managers 64% women.
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Setting metrics (see [step 6](#))

Measures (required)	Critical performance measures: Occupational gender segregation.
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Target/s (recommended)	Measurably reduce occupational segregation in at least two occupation groups by 2030.
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Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators ? (recommended)
Review role and position titles to remove gender-specific language (, fireman) across employee roles.	Operations; Human Resources; Communications	2026–27	Indicator 5
Explore grants to develop women-focused mentoring programs.	Human Resources; Train Operations	2026–30	Indicator 1
Improve fit-for-purpose, safe amenities at workshop sites to remove practical barriers to mixed-gender teams.	Facilities	2027–28	Indicator 4 (safety)
Reduce silos through cross-departmental exposure, knowledge-sharing and opportunities to experience our multiple locations, so skills are not locked to one gender.	Operations; Human Resources	Annually from 2026	Indicators 1, 5
Implement targeted attraction and recruitment strategies in persistently gender-segregated areas. Promote flexible work and parental leave for all genders.	Human Resources, Leadership Team	2027-2030	Indicators 1, 5
Increase diverse gender imagery in recruitment and public material; explore heritage-rail sector diversity initiatives.	Communications; Marketing	Annually from 2026	Indicators 1, 5

F) Resourcing your GEAP

Section 13: Identifying current and required resources (recommended)

What we currently have. A Human Resources Manager as delivery lead; established payroll/HR data and survey infrastructure.

What we need. Amenity upgrades incorporated into current upgrades at workshop sites; staff time across Operations, Communications, Finance and Infrastructure against the responsibilities set out in Section 12; and payroll configuration work.

How we will fill gaps. Through the normal budget cycle; grant funding will be sought for women-focused mentoring programs; and external specialists will be engaged where internal capability or capacity requires.

Section 14: Developing a resourcing plan (required)

The Puffing Billy Railway Board is fully committed to the actions in this plan and to resourcing them adequately to ensure reasonable and material progress on each of the seven indicators, as required under the Gender Equality Act 2020.

People and governance	The CEO and Board are accountable. The Human Resources Manager leads delivery. The Diversity & Inclusion Advisory Group will drive, monitor and report. Responsibilities and timelines are specified against each strategy in Section 12.
Resourcing the development of this GEAP	Development was resourced through dedicated Human Resources time, external gender-policy specialists facilitating consultation sessions, and Board time for review and endorsement.
Monitoring effectiveness	Progress is measured through payroll/HR data reconciled at the end of each financial year and through the People Matter Survey and internal engagement surveys. The Advisory Group will review progress against measures and targets and report to the Board via the People and Culture Subcommittee each September. Progress is shared with the workforce through Advisory Group minutes and updates, reported to the Commission as required, and published publicly.
Adjusting resourcing	If monitoring shows a strategy is off-track or under-resourced, the Advisory Group will recommend

	reallocation of budget or effort, additional external support, or revised timelines, for Board approval.
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Any other additions or comments (optional)

This plan should be read alongside Puffing Billy Railway's 2026 Progress Report, which reports our progress against the 2022–2025 GEAP.