



MELBOURNE  OLYMPIC PARKS

GENDER EQUALITY ACTION PLAN

2022–25

The Trust acknowledges the Wurundjeri people as Traditional Owners of the land on which it operates, and pays respect to their Elders, past and present.

SUSTAINABLE DEVELOPMENT GOALS

The Melbourne and Olympic Parks Trust seeks to support the United Nations Sustainable Development Goals through the implementation of clear action plans to improve outcomes in the areas of sustainability, reconciliation, disability access and inclusion, and gender equality.

This document is available in accessible Word format at mopt.com.au/about/community/

INTRODUCTION

I am delighted to introduce our *Gender Equality Action Plan 2022–25*.

Melbourne & Olympic Parks (M&OP) recognises and embraces its role in advancing gender equality, both within the organisation, and across the precinct it manages on behalf of the Victorian people. We are committed to providing and maintaining a level playing field and embracing diversity in all its forms as a strength to be realised for the benefit of all Victorians.

Our vision is to foster a supportive, welcoming and inclusive environment for a balanced and productive workforce with access to equal pay, equal recognition, and equal opportunities for advancement, regardless of gender.

This action plan represents much more than a regulatory requirement for M&OP. It is a key pillar in the organisation's social and community framework, and an important part of its mission to reflect the values of the communities it serves.

We have come a long way as an organisation, but acknowledge there are still improvements to be made by aiming for better representation in gender diversity, addressing the higher proportion of women working part-time, reducing barriers for women in leadership, increasing awareness of key policies, reducing gender segregation in work areas and improving the uptake of parental leave by men.

We are committed to changing the current state of play, and this Gender Equality Action Plan (GEAP) provides our roadmap and defines our target state. It provides qualitative and quantitative insights into gender diversity at M&OP and is the product of meaningful consultation and engagement with team members who contributed positively, productively and proactively throughout the process. It identifies opportunities for improvement, outlines the case for change, and maps the practical steps M&OP will take over the next three years to improve gender equality outcomes across the organisation.

Most importantly, it reflects the values of the M&OP team members who participated in consultations and shared their stories and experiences. 103 staff members (52% women, 48% men) participated in consultation to draft the GEAP, and I thank them for their invaluable contribution.

The Victorian Government has a clear commitment to diversity, inclusion and gender equality, and M&OP proudly shares the ambition to see measurable change in this area. This plan reflects that commitment, and we look forward to commencing our journey towards achieving workplace gender equality.



JOHN HARNDEN AM
Chief Executive Officer
Melbourne & Olympic Parks

BACKGROUND

The Gender Equality Act 2020 (Vic) (the Act) was initiated and effective as of 31 March 2021. It was the first legislation of its kind in Australia, requiring Victorian public sector organisations to demonstrate real progress on gender equality in the workplace and community. The Act is designed to have far-reaching benefits, not only for public sector workers who make up 11% of the Victorian labour market, but also for the people they serve.

Organisations are required to report on and improve gender equality in the workplace by:

- developing and implementing a Gender Equality Action Plan, which includes:
 - the results of an extensive workplace gender audit
 - strategies for achieving workplace gender equality
- publicly reporting on their progress in relation to workplace gender equality
- promoting gender equality in policies, programs and services that impact the public, by completing gender impact assessments

The Act defines gender equality as ‘equality of rights, opportunities, responsibilities and outcomes between persons of different genders’. M&OP’s *Gender Equality Action Plan 2022–25* provides an integrated and sustainable approach to advancing gender equality throughout the organisation and within its sphere of influence. The plan was developed through close and careful consultation with our people, our trustees, and our executive and leadership teams, as guided by external consultants and Action for Gender Equality Partnership (AGEP) member, Women’s Health Grampians.

The full plan, which includes the findings of our gender equality audit and information on our consultation approach, is lodged with the Commission for Gender Equality in the Public Sector.



HOW WE DEVELOPED THIS PLAN

Our GEAP was developed by:

- formally adopting the gender equality principles outlined in the Act
- assessing the state and nature of gender equality at M&OP through a workplace gender audit
- undertaking comprehensive consultation and gathering feedback from our people
- considering research and best practice guidance on workplace gender equality



GENDER EQUALITY PRINCIPLES

M&OP acknowledges the gender equality principles outlined in the Act and has formally adopted them through the development of our social and community framework.

Gender Equality Act 2020 (Vic), s.6

- 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.
- Gender equality benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice.
- Gender equality brings significant economic, social and health benefits for Victoria.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- Advancing gender equality is a shared responsibility across the Victorian community.
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage based on sex and gender.
- Special measures may be necessary to achieve gender equality.

OUR GENDER EQUALITY JOURNEY

At M&OP, our commitment to promoting equality and celebrating diversity in all its forms comes directly from our people, and the communities we serve – their values, aspirations and experiences.

The organisation has been taking steps on its gender equality journey in an informal capacity for a number of years, and welcomes the opportunity to develop this plan as a way of reflecting on our journey to date, and of mapping a clear road ahead.

The principles outlined in our social and community framework, and the actions outlined in this plan, will help focus our intentions, coordinate our efforts, and take bigger, bolder steps. However, it is equally important for anyone reading this plan to understand where we've come from, and what progress we've made to date.

A balanced approach to leadership

We recognise and seek to realise the benefits of gender equality and gender diversity within our cohort of senior leaders. In recent years, we have actively worked to recruit talented leaders and achieve equal representation across the Trust, Executive and Senior Leadership Teams, representing a significant step forward for the organisation.

Engaging with our people

We are committed to genuinely and regularly engaging with our workforce, and to seeking feedback from our people about their experiences working at M&OP. We conduct an annual People Matter Survey and regular pulse checks, and use these opportunities to measure progress on our gender equality journey. We seek to understand and ensure that all our people can bring their whole selves to work, that they feel a sense of belonging, and that they have equal access to opportunities for development and career advancement.

Flexible work arrangements

We recognise that one of the historic barriers to achieving gender equality has been the unequal division of caring and domestic responsibilities outside the workplace, and that this has often resulted in unequal outcomes for women within the workplace. In recognition of the fact that people of all genders have a range of responsibilities outside of work, we have introduced flexible and hybrid working arrangements to help our people share the load more equally.

Fair pay

At M&OP, we believe in equal pay for equal work, and continue to work towards achieving and maintaining this goal in accordance with our remuneration framework and enterprise agreements. Annual remuneration reviews include detailed analysis of gender pay parity at every level of the organisation, and the last three reviews have shown demonstrable progress towards this goal.

Looking after our people

We acknowledge the detrimental impact of family and domestic violence in the lives of too many Australians, and take our duty of care for our people very seriously. We recognise that this issue affects people of all genders, and can require time away from work. Statistically, family and domestic violence impacts women disproportionately, and time away from work has the potential to compound existing inequalities in the workplace. In recognition of this fact, M&OP has introduced 20 days paid domestic violence leave for all employees.

Education and awareness

One of the greatest tools at our disposal to combat inequality is education, and at M&OP all team members complete mandatory training to improve their awareness and understanding of workplace gender equality and its many benefits. These learning and development activities are complemented by the regular celebration of significant dates, e.g. International Women's Day, to promote genuine conversations about equality, diversity and inclusion.

We seek to understand and ensure that all our people can bring their whole selves to work, that they feel a sense of belonging, and that they have equal access to opportunities



THE CASE FOR CHANGE

M&OP acknowledges a range of factors that together create an overwhelming case for change in the areas of gender equality and diversity.

Our vision for M&OP is to foster a supportive, welcoming and inclusive environment that provides its balanced and productive workforce with equal pay, equal recognition, and equal opportunities for advancement, regardless of gender.

The benefits of gender equality for our workplace are:

Attracting and retaining talent

Where organisations have taken steps to achieve a better gender balance – including the implementation of Gender Equality Action Plans, policies and flexible working arrangements – those businesses are able to access a wider pool of talent, and achieve better employee retention outcomes. Inclusive and balanced workplaces tend to have greater employee satisfaction, and better employee retention.

Improving performance

While every individual brings their own unique perspective to the workplace, there are also observable differences in the ways men, women and people with other gender identities tend to think, and how they work together in groups. By increasing gender diversity at every level of an organisation, the business increases the range of ideas and approaches available to teams working together to solve problems and make decisions.

Reflecting community values

Organisations that reflect the values of the communities they serve tend to be embraced by those communities. This can lead to improved customer experiences, community advocacy, and deeper, more meaningful engagement with the community at large. Gender equality is a significant community value, and failing to acknowledge and take action to improve gender equality outcomes can pose reputational risks. Conversely, where organisations take decisive action, embrace change and make measurable progress toward gender equality, community members who share this value are likely to become advocates for the organisation within their communities.

LEADERSHIP & ACCOUNTABILITY

ACTION

Engage in succession planning initiatives to sustain the visibility of female leaders by:

- setting benchmark quotas/targets to achieve gender equity goals
- providing mentoring/networking opportunities for future female leaders
- ensuring individual career development plans for staff are identified and enacted
- promoting the visibility and voice of the organisation's female leaders and role models
- establishing an 'investing in women' initiative/program to support career planning and clarity, growth and confidence

Incorporate gender equality as a performance measure via key performance indicators (KPIs) for Executive

Introduce dedicated unconscious bias training for leadership to eliminate potential bias in decision-making processes

Education and training for leaders on preventing and responding to workplace sexual harassment to enable a shared understanding and approach to handling disclosures

Strategise approaches to actively influence business partner groups on gender and diversity, including promoting and sharing the GEAP with our business partners

Compile an annual GEAP report for leadership (Executive/Trust) to be made available to employees and the public via the website, including diversity considerations (i.e. plain language, accommodates levels of digital literacy)

SUCCESS MEASURES	ACCOUNTABILITY	TIMELINE
<ul style="list-style-type: none"> • Identification of appropriate gender diversity targets for Executive • Establishment and engagement in programs and initiatives targeted at developing and supporting women in leadership 	Director of People & Culture	2023
<ul style="list-style-type: none"> • Identification of appropriate and proportionate KPIs for Executive 	Director of People & Culture	2023
<ul style="list-style-type: none"> • 100% completion rate of unconscious bias training completed by Executive and Senior Leadership Teams • Unconscious bias training embedded into learning and development systems, including new starter inductions for all levels within the business 	People & Culture	2022
<ul style="list-style-type: none"> • Number and gender ratio (male: female: self-described) (M:F:SD) of staff attending training • Identified training embedded into Executive induction processes • Mandatory refresher training completed by key cohorts every 24 months • Communication to staff on workplace sexual harassment processes, including negative behaviours from staff external to the organisation (i.e. business partners, customers) 	People & Culture	2022 – 2023
<ul style="list-style-type: none"> • Meetings undertaken with all key business partner groups to share M&OP social and community framework • Ongoing annual meetings established for partners to share learnings, report on progress and identify partnership opportunities 	Executive Team	2023
<ul style="list-style-type: none"> • Annual GEAP report template created and built into existing reporting processes 	People & Culture	2022

ORGANISATIONAL CULTURE

ACTION

Introduce targeted education and training to support inclusive cultures, encourage dialogue on gender and diversity, and enable bystander action, including (but not limited to):

- prevention of violence against women training to challenge sexism, discrimination and gender-based violence
- training to prevent workplace sexual harassment

Celebrate and normalise diversity through participation in:

- events (e.g. IDAHOBIT Day, Harmony Day etc.)
- programs (e.g. Rainbow Tick accreditation)
- initiatives (e.g. finalising the Reconciliation Action Plan and Disability Inclusion Action Plan, introducing inclusive recruitment practices etc.)

Expand and complement current reporting processes by establishing workplace support officers/inclusion champions as an informal route for staff to raise experiences or concerns with health and wellbeing (such as family violence, workplace sexual harassment, mental health):

- provide necessary training to workplace contact officers to strengthen skills and capacity to occupy informal advisory roles
- ensure contact officers represent a diverse range of genders and cultural backgrounds

Create guidance material/resources on inclusive recruitment practices to attract and retain diverse talent across all work areas

Pilot a recruitment program designed to support gender-diverse teams and work areas, specifically in Precinct Operations and Security.

Implement a communications plan to promote diversity and inclusion in the narrative of the organisation (e.g. social media, website, plans etc.), with a key focus on:

- introducing awareness campaigns to observe days of significance (e.g. International Women's Day, 16 Days of Activism)
- sustained engagement and interactivity with staff on diversity and inclusion
- communicating progress of the GEAP

SUCCESS MEASURES	ACCOUNTABILITY	TIMELINE
<ul style="list-style-type: none"> • Key training identified and incorporated into learning and development systems • Number and gender ratio (M:F:SD) of staff attending training 	People & Culture	2022
<ul style="list-style-type: none"> • Develop a statement on M&OP diversity aspiration and affirmation and communicate this statement • Establishment of an M&OP diversity and inclusion committee to champion and drive initiatives. 	People & Culture Diversity and inclusion committee	2022
<ul style="list-style-type: none"> • Expression of Interest (EOI) form developed and distributed • Gender ratio of contact officers (M:F:SD) • Formal promotion of identified officers through team meetings at least once annually, and in induction processes • Action the Family Violence Multi Agency Risk Assessment and Management (MARAM) implementation plan 	People & Culture	2022 2023
<ul style="list-style-type: none"> • Development and dissemination of key resources to managers to support a greater understanding of inclusive recruitment practices 	People & Culture	2023
<ul style="list-style-type: none"> • Intersectional gender data related to occupational segregation • Recruitment strategies trialled in specific departments/divisions • Success stories captured centrally in the achievement register to support progress reporting 	People & Culture	2023
<ul style="list-style-type: none"> • Diversity and inclusion (D&I) newsletter developed and distributed quarterly • Calendar of events developed to observe days of significance related to gender equality and D&I, with staff supported to participate • Annual internal consultation session with a cross-departmental staff to capture staff experiences of D&I 	Communications	2023

CORPORATE POLICIES & PROCEDURES

ACTION

Audit all policies and procedures related to equality and inclusion with an intersectional gender lens, including:

- family violence leave
- workplace sexual harassment
- working alone at night
- parental leave and 'keeping in touch'

Greater formalisation of flexible working arrangements (FWA) and reimagining FWA post COVID-19 considering the events-based nature of the organisation

Progress parental leave policies to reflect industry standards and challenge gender stereotypes related to care responsibilities (i.e. share stories of men taking parental leave for care reasons to remove barriers to access for men)

Embed diversity questions into operational systems to measure and monitor intersectionality and introduce innovative uptake strategies of surveys and processes to validate data

Conduct a gender pay gap analysis to identify discrepancies

Introduce awareness campaigns for the organisation's family violence leave and workplace sexual harassment policies (e.g. staff induction/orientation, promotion when observing days of significance)

Enable gender balanced and diverse teams across departments/divisions by adopting holistic recruitment practices that align with *Recruit Smarter: best practice guidelines for inclusive practices*

Influence procurement processes to promote gender equality and raise requirements for inclusive practices amongst our stakeholders (e.g. equitable balance of contractors/sub-contractors, tenders to include gender equality commitments)

SUCCESS MEASURES	ACCOUNTABILITY	TIMELINE
<ul style="list-style-type: none"> Identified policies audited/reviewed and recommendations actioned Implement recommendations from <i>Respect@Work Sexual Harassment National Inquiry Report (2020)</i> and Victorian Auditor General's Office (VAGO) report <i>Sexual Harassment in the Public Sector</i> Implement OurWatch's Change the Story evidence-based framework for an effective approach to preventing violence against women 	People & Culture	2022 2022 2023
<ul style="list-style-type: none"> Implement and embed new flexible working policy Annual survey completion includes questions on the uptake and perception of flexible work practices 	People & Culture	2022
<ul style="list-style-type: none"> Parental leave polices reviewed and updated 	People & Culture	2022
<ul style="list-style-type: none"> Data collection systems reoriented to capture intersectional data from new and permanent staff Analysing intersectional gender audit data People Matter Survey (PMS) response rate of at least 70% PMS results reviewed and communicated using sex-disaggregated data 	People & Culture	2023
<ul style="list-style-type: none"> Generate a gender pay gap report to explain our position to the workforce on current gaps 	People & Culture	2022
<ul style="list-style-type: none"> Staff induction amended where necessary Key policies, specifically family violence leave and workplace sexual harassment policies promoted in annual gender equality campaigns 	People & Culture	2022
<ul style="list-style-type: none"> Implement recruitment best practice guidelines for inclusive practices 	People & Culture	2023
<ul style="list-style-type: none"> Businesses owned by women, indigenous people, people with disability and social enterprises incorporated into our supply chains Develop a policy requiring any sub-contracting arrangements to meet gender equality and diversity requirements 	Procurement	2023 2024



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