



STATE SPORT  
CENTRES TRUST



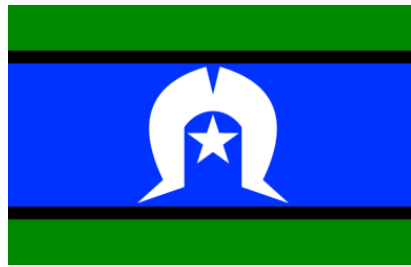
MELBOURNE  
SPORTS  
CENTRES

STATE SPORT CENTRES TRUST

# GENDER EQUALITY ACTION PLAN

**2022 – 2025**

**#BEYOURBEST**



# ACKNOWLEDGEMENT

Melbourne Sports Centres acknowledges the traditional custodians of the land on which our venues are located and in which our athletes, members and visitors train, compete and recover, and pay our respects to Elders past, present and emerging.

# CONTENTS

Chapter	Content	Page
<b>1. Introduction</b>	An insight and overview of the Gender Equality Action Plan	5 to 7
<b>2. Background</b>	Reference to the organisation, its values and how the Gender Equality Action Plan aligns with existing Plans	8 to 14
<b>3. Baseline audit analysis</b>	Analysis of the workforce and employee experience data, establishing the baseline for gender equality in the workplace and making the business case for change.	15 to 21
<b>4. Consultation &amp; engagement</b>	Summary of findings from the stakeholder consultation processes, including insights relating to the audit report and idea for the Gender Equality Action Plan strategies	22 to 26
<b>5. Case for change</b>	The case for pursuing gender equality at Melbourne Sports Centres	27 to 28
<b>6. Strategies &amp; measures</b>	The priorities and strategies we will commit to over the next 4 years and the measures that will be used to evaluate success	29 to 39
<b>7. Measuring progress</b>	A plan for measuring and communicating progress towards delivering this Plan	40 to 41
<b>8. Resourcing your Gender Equality Action Plan</b>	A strategic resource plan, outlining the resourcing for implementation of the Plan	42 to 44
<b>9. Appendices</b>	Appendix 1: A summary of the workplace gender audit data 2021 results	45 to 55





# INTRODUCTION

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# INTRODUCTION

We are delighted to introduce the Gender Equality Action Plan 2022-2025 for the State Sport Centres Trust (Melbourne Sports Centres). The State Sport Centres Trust is a Statutory Authority responsible for governing the Melbourne Sports Centres' four venues. This Plan outlines the steps we will take to advance gender equality outcomes for women, men and gender diverse people to ensure everyone thrives.

We want people to be excited about sport, engage in healthy activity and be inspired to be their best. What we do inside our organisation must reflect the work we do for the community and the diversity of the people we serve. Enabling each individual to 'be their best' relies on an environment which provides them the best opportunity to reach their full potential, no matter their gender, background, attributes, or current circumstances.

We aim to promote, encourage and facilitate the achievement of gender equality for all employees in our workforce, in particular improving the status of women. We acknowledge that discrimination and disadvantage has historically been experienced by women based on sex and gender, therefore at times a series of targeted strategies and actions will be employed.

We also acknowledge that inequality can be compounded by multiple forms of discrimination and disadvantage including gender, cultural diversity, Aboriginality, age, disability, ethnicity, gender identity, race, sexual orientation and other attributes. Our Plan will consider how gender inequality intersects with other forms of inequality and disadvantage that people may experience as employees, contractors, patrons and guests.

While specific actions and measures are necessary to ensure everyone is afforded equal opportunity, we respect that gender equality is a fundamental human right and a precondition to social justice that benefits all people, regardless of gender. There are significant benefits to promoting gender equality in our community, including the prevention of violence against women and girls<sup>1</sup>, and positive social, economic, health and wellbeing outcomes for people of all genders<sup>2</sup>.

Through our commitment to reducing gender inequality in our organisation and the community we serve - we aim to foster an inclusive and diverse culture; creating pathways that support people to develop their abilities and make choices without being limited by gender stereotypes, gender roles and prejudices; and ensure all individuals are treated with dignity, respect and fairness.



This is our *Vision* and the Plan presents clear strategies to realise this vision.

Gender equality matters! It matters to our community, it matters to our workplace and it matters to us. This is our organisation's first *Gender Equality Action Plan*, and the most important step in developing this Plan was listening to our people. Consultation was critical to ensure the Plan was co-designed, collaborative, meaningful and relevant. During consultation 48 staff participated (54% women, 46% men, 0% gender diverse) (as well as Executive and Trust Members) - demonstrating the commitment the whole organisation has to building gender equality across our organisation and community. We are proud of this level of investment and are excited to embark on this journey together.

Achieving gender equality is not just the right thing to do, it will also result in clear benefits for Melbourne Sports Centres', our people, key partners and the community. The GEAP will support:

- Retaining and attracting the right talent for the organisation
- Fostering a happy, safe and inclusive workplace culture that improves organisational efficiency and performance
- Being a sector leader in the sports industry to ensure the promotion and enhancement of gender equality

**Tim Bamford**  
**Chief Executive Officer**



# BACKGROUND

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# PURPOSE OF THE PLAN

The *Gender Equality Act 2020* (the Act) is the first and only legislation of its kind in Australia and is a powerful lever to advance gender equality outcomes in Victoria, requiring all Victorian public sector bodies, universities and local councils to lead by example through:

- Developing and implementing a **Gender Equality Action Plan**, which includes:
  - Results of a 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'. The Gender Equality Action Plan 2022-2025 aims to promote gender equality for all genders and is an internal document that will provide a strategic, integrated and sustainable approach to advancing gender equality at Melbourne Sports Centres. The Plan was developed through consultation with Trust members, Executive and Leadership teams, workforce staff and our external consultants; the Action for Gender Equality Partnership (AGEP) partner Women's Health Grampians.

We recognise that sport is a powerful setting for changing social norms, culture and behaviour to advance gender equality<sup>3</sup>. We have a unique reach that can create and support inclusion inside our organisation and in our wider community through the design and delivery of our programs and services. We believe that through inclusion, barriers are removed. We understand that diversity adds value and drives innovation and we commit to building an inclusive culture that encourages, supports, and celebrates the diverse voices of our internal and external stakeholders.



# OUR PROGRESS ON GENDER EQUALITY

Melbourne Sports Centres comprises the premier multi-sport facilities in Victoria where our vision is to enable sporting organisations and individuals to achieve peak performance, reach their potential and deliver world-class events.

This concept applies to our workforce as well. Being your best is our business and we believe our *Gender Equality Action Plan 2022-2025* will play a pivotal role in supporting equal opportunity, inclusion, respect and safety for all staff.

This Plan aligns with actions, initiatives and existing strategies already implemented across various levels of the organisation and places the organisation in a position to build upon these achievements.

In particular, this includes the development and implementation of the **2020 Inclusion Action Plan**. This Inclusion Action Plan formalised Melbourne Sports Centres' commitment to support and facilitate an inclusive environment and cemented this work as a strategic priority. It acknowledged that Melbourne Sports Centres is committed to being a world leader in the provision of facilities for sporting events and activities that enhance community health and well-being and that an essential part of the ethos of the organisation involves supporting and ensuring an inclusive work environment in which everyone is treated fairly, and with respect and dignity.

The Inclusion Action Plan outlines the way in which we will work to create more accessible and inclusive experiences that encourage the equal participation of all persons seeking positive outcomes from engaging with our people, facilities, programs and ethos.



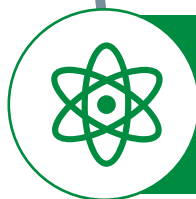
## Other gender equality related achievements have included



Commitment to **diversity in leadership** positions as evidenced by more than 50% representation at both Executive and Trust level for those identifying as women



Participation in and celebration of events such as **International Women's Day** across all levels of the organisation.



Attendance of Executive at **New Staff Inductions** and **New Starter Lunches** to promote a positive and inclusive workplace culture



Updates to the organisation's recently negotiated **Enterprise Bargaining Agreement** (awaiting approval) to support greater levels of gender equality, including changes to Family Violence Leave Policies



Significant **infrastructure upgrades** over the previous three years to physical facilities across our venues to provide both DDA compliant facilities and the option for provision of gender neutral changeroom and bathroom amenities

We have and are invested in gender equality - the introduction of the Act has formalised this commitment further and presents us with the opportunity to embed gender equality and inclusive practices within our systems, structures and culture to ensure the promotion of gender equality is business as usual.

# HOW OUR PLAN WAS DEVELOPED

The *Gender Equality Action Plan (GEAP)* was developed by:

- Adopting the Act (2020) gender equality principles
- Assessing the state and nature of gender equality in our organisation through a workplace gender audit
- Undertaking comprehensive consultation and gathering feedback from our staff
- Considering research and best practice guidance on workplace gender equality

## Gender Equality Act Principles

Melbourne Sports Centres acknowledges the gender equality principles outlined in the Act and have used these principles as an overlay for the development of our Plan.

- 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.
- Women have historically experienced discrimination and disadvantage based on sex and gender.
- 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.
- Special measures may be necessary to achieve gender equality.

- We considered **'women's historical experiences of discrimination and disadvantage on the basis of sex and gender'** and prepared strategic actions to promote equal opportunity for women and gender diverse staff
- We considered **'gender inequality may be compounded by other forms of disadvantage or discrimination on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes'** and ensured:
  - Intersectional considerations were incorporated into the consultation approach we formulated to remove barriers to access and participation
  - Workplace gender audit data was analysed and presented with gender-disaggregated and intersectional data where available
  - Strategic actions promoted gender equality and diversity within gender
- We **considered 'gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls'** and prepared strategic actions that address the gendered nature of violence against women (including workplace sexual harassment)



## Workforce Audit Data

Developing a Gender Equality Action Plan required scrutiny of key data sources. Organisations were required to undertake an initial workplace gender audit to establish baseline data on gender equality. Key data inputs that were analysed included workforce audit data (payroll) and the People Matters Survey (employee experiences). These data sets captured the reporting period of 1 July 2020 to 30 June 2021 and this exercise demonstrated the nature and extent of gender inequality in our organisation with reference to the workplace gender equality indicators below. It highlighted where gaps lie and helped to identify areas for improvement.

- *Indicator 1* - Gender composition of all levels of the workforce
- *Indicator 2* - Gender composition of governing bodies
- *Indicator 3* - Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
- *Indicator 4* - Sexual harassment in the workplace
- *Indicator 5* - Recruitment and promotion practices
- *Indicator 6* - Availability of terms, conditions and practices relating to family violence, flexible leave arrangements and working arrangements supporting workers with family or caring responsibilities
- *Indicator 7* - Gendered segregation within the workplace

## Consultation

We consulted widely to ensure the voice of all staff, at all levels, was heard. This included targeted conversations with the governing body (the Trust), employees (Executive, Management and the broader workforce) and employee representatives. Two rounds of consultation were conducted with stakeholders to receive input into the priorities of the Plan as well as feedback on the proposed Plan. Consultation was explorative, comprehensive, and informed by findings emerging from the workplace gender audit analysis.



# **BASELINE AUDIT FINDINGS**

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# GENDER COMPOSITION OF ALL LEVELS OF THE WORKFORCE

## Summary of audit findings

- A higher proportion of staff is male (55%) compared to female (45%) and non-binary/gender-diverse (0%). However, gender balance is witnessed within most leadership levels:
  - Executive (80% women, 20% men)
  - Venue, Administration and Support Office managers (39% women, 61% men)
  - Department Heads and/or Managers (47% women, 53% men)
- Women are less likely (37%) to be in full-time roles than men (63%).
- In the 2021 People Matters Survey\* (PMS):
  - 0% identify as Aboriginal or Torres Strait Islander
  - 5% identify as living with a disability (2% prefer not to say)
  - 2% identify as gender diverse (i.e. non-binary, trans) (9% prefer not to say)
  - 5% identify as sexually diverse (i.e. gay, lesbian, bisexual, asexual) (7% prefer not to say)
  - 25% identify as culturally diverse (7% prefer not to say)
  - 5% are over the age of 55 years
- Low representation of older employees according to workforce data\*\*:
  - Only 6% of staff are between 55-64 years, and 1% over the age of 65 years. The majority (39%) of the

workforce is aged between 15-24

## Summary of staff feedback

- Diversity targets and inclusive recruitment and retention practices to encourage and protect gender balance at all levels.
- Greater consultation on inclusion and diversity considering low representation of diverse groups
- An older workforce adds significant value – e.g. reliability, open to feedback, experience. Utilise different recruitment options to attract older employees.
- Small datasets (i.e. PMS) make it challenging to identify and correct inequities experienced by all our diverse staff. Improve data collection and expand metrics for collection (i.e. how many females apply for roles).

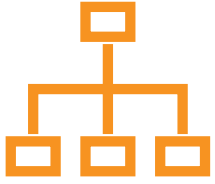
## Key Findings

- Inconsistencies with representation of women in leadership. Diversity targets could support sustained visibility.
- Low representation of diversity across the organisation and a need to celebrate diversity more.
- Strengthening data collection around our employee disability status, aboriginality, cultural diversity, non-binary gender identities, religion and sexual orientation will allow us to validate inequities. It is difficult to understand the true narrative around diversity based on minimal data.

\* data is based on the People Matters Survey which was distributed to all employees (including casual employees) and received a 13% response rate.

\*\* data is based on workforce audit data, specifically payroll data, which reflected the entire workforce at the time of the reporting period.





# GENDER COMPOSITION OF GOVERNING BODIES

## Summary of audit findings

- The composition of Trust members is 57% female and 43% male. This includes a female chair.
- Limited diversity data is available on the Trust due to data collection systems not established to collect intersectional gender data.

## Summary of staff feedback

MSC has limited authority to influence the composition of the Trust with Trust members appointed by the State.

## Key Findings

- High representation of women at the Trust level, likely attributable to the introduction of mandatory board quotas for the Victorian Public Sector<sup>4</sup>. This highlights the effectiveness of targets/quotas.
- To effectively monitor and promote inclusive practices at the Trust member level, data collection systems need to be established.



# EQUAL REMUNERATION

## Summary of audit findings

- The overall workforce median gender pay gap is 4.6% (in favour of women).
- Gender pay gaps vary across levels and employment classifications:
  - There is a gender pay gap of 7.3% for full-time permanent ongoing roles (in favour of men)
  - There is a gender pay gap of 5.3% for part-time permanent ongoing roles (in favour of women)
- Inability to identify pay gaps for diverse cohorts due to the lack of intersectional data available.

## Summary of staff feedback

- Diverse staff may experience gender

pay gaps, however there is no capacity to measure and address gaps.

- Gendered differences may exist with negotiating pay for non-EBA roles, as well as cultural differences – an equitable process is required to offset these challenges.

## Key Findings

Continuous monitoring and communication to staff regarding pay gaps is required.



# SEXUAL HARRASSMENT

## Summary of audit findings

- Workplace sexual harassment may be under-reported at MSC:
  - No formal incidents of sexual harassment reported
  - No informal incidents recorded through the PMS
- The PMS prevalence rate (0%) was lower than the comparator group (7%) and is trending downwards compared to previous years (12% in 2020)\*.
- Limited sex-disaggregated and intersectional data available due to low response rates for the PMS.

## Summary of staff feedback

- Mixed knowledge on workplace sexual harassment in terms of what it looks like and the processes/policies available to support those experiencing sexual harassment.
- The availability of diverse contact officers (outside of People Support or managers) would be an additional support for staff to raise concerns informally.
- Due to the disruptions of COVID-19, relationships with line managers need to be established or re-established as an opportunity to build a positive culture.
- With a predominantly casual workforce, there may be additional barriers for casuals reporting negative behaviours.

## Key Findings

- Low prevalence rates could be the outcome of self-reporting barriers as well as the impact of remote working due to COVID-19 which may have mitigated the risk for sexual harassment as staff were not on-site.
- Limited diversity data related to workplace sexual harassment makes it difficult to identify trends and improve prevention and response to sexual harassment.
- Greater promotion and education of workplace sexual harassment and associated policies.

\* data is based on the People Matters Survey which was completed during periods of significant venue closures and employee standdowns as a result of the COVID-19 pandemic.



# RECRUITMENT AND PROMOTION PRACTICES

## Summary of audit findings

- Recruitment in the audit period reflected the gender composition of the workforce (46% women, 54% men).
- Women were less likely (38%) to be recruited into full-time permanent ongoing roles than men (62%).
- Low representation of older staff employed. Of those recruited, 4% were over the age of 55 years (all women) and 0% were over the age of 65 years.

## Summary of staff feedback

- Strengthening recruitment processes and focusing on unconscious bias is needed. In particular, training and guidance on addressing and offsetting all manifestations of bias – gender bias, age bias, racial bias, etc.
- Consider more part time roles in male-dominated areas to attract a greater volume of female candidates.

## Key Findings

- Balance of men and women hired is sustaining overall gender representation in the workforce.
- Limited diversity data on recruited staff, except for age. There is under-representation of older employees in recruitment and the workforce in general. While this is not gendered (for example, women represent 68% of those aged 55-64 years and 80% of those over 65 years), only 7% of the workforce is over the age of 55 years (1% over 65 years). Proactive approaches to recruitment and retention of older employees should be considered.





# UTILISATION OF FLEXIBLE WORK AND OTHER SUPPORT PRACTICES

## Summary of audit findings

- Low uptake of 'formal' flexible working arrangements by staff due to the nature of workforce, however where possible staff were working remotely from home due to COVID-19.
- The majority of staff who accessed parental leave were women (75%).
- No staff accessed family violence leave provisions.

## Summary of staff feedback

- Reimagining flexibility for the workforce will be challenging considering the venue-based nature of the workplace and predominantly forward-facing roles (i.e. lifeguards, swim school instructors etc).

- Lack of visibility, clarity and transparency around policies (particularly family violence leave, sexual harassment, working alone at night and parental leave) – in terms of disclosing and accessing support.
- Awareness raising strategies for all policies (including family violence leave) need to capture new, existing, casual and permanent staff and be led by leaders.
- Strong intentions for bystander action related to negative behaviours and the need to extend bystander intervention beyond staff (i.e. spectators).

## Key Findings

Greater promotion and education on all employee policies, in particular family violence.



# GENDERED SEGREGATION

## Summary of audit findings

- There is a higher proportion of women in:
  - Child care roles (100%)
  - Administration and Support office managers (67%)
  - Swimming instructors (59%)
  - Café worker roles (56%)
- There is a higher proportion of men in:
  - Facilities (100%)
  - Venue Responders (83%)
  - Lifeguard roles (64%)
  - Program and project administration roles (63%)
- The most gender balanced roles are fitness instructors (48% women, 52% men).

## Summary of staff feedback

- Staff welcome greater balance between men and women across roles, and a deeper level of equality.

- Review which divisions/departments/work areas experience gender discrepancies and consider targeted recruitment changes.
- Review of recruitment processes encompassing a focus on addressing gender imbalances should not delay recruitment currently underway given the urgency of staff shortages in frontline roles.
- Greater transparency, support and guidance to managers on how to build gender balanced and diverse teams and apply a gender lens to their work areas and operations.

## Key Findings

Our workplace reflects broader Australian labour market trends; however, the workplace can be creative with recruitment, selection and retention strategies to encourage gender balanced and diverse teams across different departments and divisions.





# CONSULTATION & ENGAGEMENT

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# CONSULTATION & INTERSECTIONALITY

## Our approach to ensuring all staff were able to contribute to the conversation

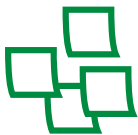
With respect to the Gender Equality Act Principles, it was important to apply an intersectional gender lens across our consultation approach to enable a safe environment for all staff to contribute to the discussion on the Gender Equality Action Plan and ensure the Plan developed reflects and is meaningful to all staff.



### Diverse Consultation Approaches

A variety of consultation modes were utilised to support staff to participate in consultation in a manner that suited them best and created a level of comfort in participating, including:

- Virtual online sessions
- On-site sessions to accommodate different digital literacy levels and staff without access to computers
- On-site drop-box stations for anonymous and confidential feedback
- Individual email submissions to our external consultants that was anonymous and confidential



### Simple Consultation Materials

To accommodate literacy and engagement levels, throughout consultation a variety of infographics were designed to showcase the 'key data findings' and the 'draft Gender Equality Action Plan', that was based on Plain language and iconography.



## Prioritising safety and comfort

To create a safe platform for all staff to offer their thoughts, ideas and feedback on the GEAP during virtual sessions, facilitators ensured:

- the sessions were not recorded, particularly the breakout rooms, and
- requested Executive not be present in breakout rooms to enable staff to speak freely



## External facilitators

Consultations were coordinated, facilitated and managed by our external consultants, the Action for Gender Equality Partnership (AGEP) partner Women's Health Grampians. This was deliberate in order to remove barriers for staff in participating. For sessions to be facilitated internally may have inhibited conversations or serve as a deterrent to participation. Outsourcing to external consultants also symbolised to staff that the GEAP is prioritised and for staff this may have enabled attendance as they felt their recommendations will be enacted.





# CONSULTATION METHODOLOGY

## How we developed our Gender Equality Action Plan

Consultation was a carefully constructed component of the GEAP drafting process. It was a window of opportunity to hear from those that mattered most, our people, and whom the Plan will directly impact. All levels and areas of the workplace were targeted - leadership (Trust, Executive), workforce, and employee representatives. Across two rounds of consultation with each stakeholder, we wanted to know what works, what doesn't and what will, in terms of promoting gender equality.

### Consultation Co-Design

- **External** consultants engaged to support consultation design and implementation.
- **Consultation methodology** approved by the Executive.

### Pre-Consultation Communication Plan

- Creation of **promotional material** (i.e. email communications, infographics) distributed workforce wide by the GM Venues.
- Promotional material reinforced by **Management** (i.e. emails, team meetings).
- **Display of promotional material** (i.e. infographics based on audit data) around venues

### Workforce Consultation

- Delivery 4 x 30-minute **virtual** sessions to staff to receive input on gender equality priorities as well as feedback on draft GEAP - including small breakout rooms to support safe spaces to contribute
- Established **on-site feedback stations** to encourage anonymous feedback by staff.
- Distributed and promoted the option for **individual feedback** electronically to our external consultants.

### Trust/Executive Consultation

- Presentation of Audit findings to the **Executive Leadership Team**.
- Presentation of Audit findings to the **Governing Body** (the Trust).

### Strategy Drafting

- Presentation of draft Strategy to **Executive Leadership Team**.
- **Circulation of Draft Strategy** to workforce through consultations sessions to encourage feedback

# CONSULTATION APPROACH

## Workforce engagement in drafting the GEAP

Consultation was an iterative exercise and attendance exceeded expectations. As part of the consultation, staff reflected on the issues identified through the workplace gender audit and commented on where they believed change was needed. Feedback was constructive, solutions-based, and meaningful.

### Engagement Participation

MSC used a variety of engagement methods to collect feedback from the Workforce, Trust/Executive, and Employee Representatives.

The broad engagement delivered a participation rate of 16% of our population.

WORKFORCE	
ACTIVITY	COUNT
VIRTUAL WORKSHOPS	24
ON-SITE WORKSHOPS	21
INDIVIDUAL RESPONSES	3
TOTAL	48

TRUST & EXECUTIVE LEADERSHIP TEAM	
ACTIVITY	COUNT
ELT WORKSHOPS	6
TRUST WORKSHOPS	7
TOTAL	13

EMPLOYEE REPRESENTATIVES	
ACTIVITY	COUNT
OFFICIAL EMAIL SENT TO UNION	-
TOTAL	-



# CASE FOR CHANGE

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# OUR VISION FOR GENDER EQUALITY

Melbourne Sports Centres acknowledges the gender equality principles outlined in the Act and is committed to developing a Gender Equality Action Plan in line with those principles.

As an employer, a service provider and a key partner of organisations across the sports industry, Melbourne Sports Centres is in an ideal position to role model this work across our diverse community. Sport has the ability to play a key role in shaping meaningful change across the community. We at Melbourne Sports Centres aim to empower organisations and individuals from all walks of life across the sporting landscape to contribute and be valued for their broad range of skills and experiences. **We believe that strength lies in differences, not in similarities.**

## The Case for Gender Equality

### What are the benefits of gender equality for our workplace?



Retaining and attracting the right people



A happy, safe and inclusive workplace culture which improves organisational efficiency and performance



Leading by example and setting a strong example for all stakeholders and partners across the sports industry

## Our Vision for the Future

### What will gender equality look, feel and be like in our workplace in 2025?

Melbourne Sports Centres:

- Is an inclusive and diverse organisation
- Has a culture and pathways that support people to maximise their ability and make choices without being limited by gender stereotypes, gender roles and prejudices, and
- All individuals are treated with dignity, respect and fairness.



# STRATEGIES & MEASURES

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# STRATEGY & MEASURES FRAMEWORK

## An outline of key strategic actions and measures across the Indicators

We know that gender inequality does not affect everyone in the same way. This Plan includes strategies and measures to address the ways that gender inequality affects diverse groups and individuals in our organisation.

To achieve our vision for gender equality we will focus on three priority areas. Strategic actions within each Focus Area will also align with and address the Indicators outlined in the Act.

### Focus Areas for Action



#### Leadership and Accountability

We will ensure that our leaders demonstrate a visible commitment to gender equality and maintain continuous improvement in this space.



#### Organisational Culture

We will ensure all our staff, from entry level to Executive understands gender and diversity issues and are empowered to call out negative behaviours or commentary.



#### Corporate Policies and Procedures

We will prioritise gender and intersectionality within key policies and procedures, to ensure universal uptake and access for all.

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## Gender Equality Act Indicators

- |          |  |   |          |  |  |
|----------|--|---|----------|--|--|
| <b>1</b> |  | Gender composition of all levels of the workforce | <b>5</b> |  | Recruitment and promotion practices                      |
| <b>2</b> |  | Gender composition of governing bodies            | <b>6</b> |  | Utilisation of flexible work and other support practices |
| <b>3</b> |  | Equal remuneration                                | <b>7</b> |  | Gendered segregation                                     |
| <b>4</b> |  | Sexual harassment                                 |          |  |  |

# FOCUS AREAS FOR ACTION



## Leadership and Accountability

1. Support an **employee representative** working group to focus on inclusion and represent employee feedback on Plan processes and required measures
2. Continuous review of **Code of Conduct** through an intersectional gender lens, including maintaining best-practice related to workplace sexual harassment and family violence.
3. Create opportunities for the team to participate in **networking events** to encourage the development and success of diversity in leadership including developing policy to support staff to participate in such activities during work hours where possible
4. Commit **relevant budget and resources** to achieve and evolve the Gender Equality Action Plan long-term
5. Set **diversity targets and KPIs** at key levels
6. Introduce dedicated diversity and inclusion training to leaders and decision-makers to minimise **unconscious bias** across the organisation.



## Organisational Culture

1. Actively introduce training or initiatives which promote an **inclusive culture** and enable positive interactions and bystander action, including training specific to:
  - Workplace Sexual Harassment
  - Prevention of Violence Against Women
  - Cultural Awareness and Safety
  - LGBTIQ+ Inclusivity
2. Establish **workplace contact officers** as an informal touchpoint for staff to raise issues related to inclusion and wellbeing (such as family violence, workplace sexual harassment, mental health)
3. **Celebrate and normalise diversity and inclusion** through targeted events, programs, and initiatives
4. Implement a **Stakeholder Communications Plan** and engage a variety of **Communications platforms** to maintain momentum and awareness on D&I, including:
  - Gender Equality Action Plan implementation status – progress reporting and acknowledging achievements (i.e. stories)
  - Continuous engagement with staff – maintaining an open dialogue with staff on gender and intersectionality

# FOCUS AREAS FOR ACTION

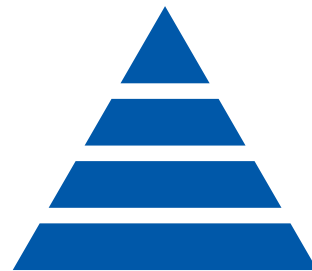


## Corporate Policies and Procedures

1. **Continuous review of all policies** through an intersectional gender lens to reflect industry standards and challenge gender stereotypes (including parental leave, workplace sexual harassment, and family violence leave policies)
2. Greater **promotion and communication** of all employee policies to new and existing staff, including access to Employee Assistance Program
3. Identify and implement robust **recruitment, selection and promotion practices** to encourage gender-balanced and diverse teams, including:
  - De-identifying demographic details in CV's
  - Language and image reviews of advertisements and Position Descriptions removing the potential for gender bias
  - Gender balanced interview panels
4. Implement **processes and tools** which extract meaningful data to inform our ongoing decision making in relation to gender equality, including gender balance, promotion trends, gender pay gaps
5. Embed **diversity questions** into operational systems to measure and monitor intersectionality, including:
  - Diversity questions integrated into the recruitment/onboarding process of new staff
  - Promotion to and encouragement of staff to update payroll information related to diversity
6. Incorporate gender diversity considerations into **procurement processes** and practices.



# LEADERSHIP AND ACCOUNTABILITY



**We will ensure that our leaders demonstrate a visible commitment to gender equality and maintain continuous improvement in this space.**

## Strategic action 1

Support an **employee representative** working group to focus on inclusion and represent employee feedback on Plan processes and required measures

**Indicator**  

### Measure

- Employee representative committee/consultative committee set up
- Rates of attendance monitored
- Reporting structure to Executive established

### Accountability

Chief Executive Officer

### Timeline

Q4 2022

## Strategic action 2

Continuous review of **Code of Conduct** through an intersectional gender lens, including maintaining best-practice related to workplace sexual harassment and family violence.

**Indicator**   

### Measure

- Establish clear accountabilities for leadership in embedding and promoting Code of Conduct (i.e. KPIs related to training)
- Executive Team communicates to all staff at least annually the organisation's position on Code of Conduct (i.e. zero tolerance of negative behaviours including bullying, discrimination, sexual harassment)

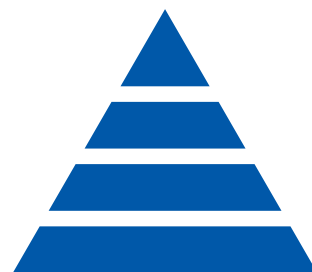
### Accountability

General Manager  
People Support

### Timeline

Q3 2022 and  
ongoing

# LEADERSHIP AND ACCOUNTABILITY



## Strategic action 3

Create opportunities for the team to participate in **networking events** to encourage the development and success of diversity in leadership including developing a policy to support staff to participate in such activities during work hours where possible

### Measure

- Number of networking opportunities and relevant professional development taken up by staff

### Indicator



### Accountability

General Manager People Support with support of Executive team to encourage attendance

### Timeline

Q1 2023

## Strategic action 4

Implement **relevant budget** and **resources** to achieve and evolve the Gender Equality Action Plan long-term

### Indicator

### Measure

Recognition of time and resources reflected in the work and performance plans of key staff

### Accountability

Chief Executive Officer

### Timeline

Q2 2022

## Strategic action 5

Set **diversity targets and KPIs** at key levels

### Indicator



### Measure

Identification of appropriate and proportionate diversity targets and KPIs for Executive

### Accountability

Chief Executive Officer

### Timeline

Q1 2023

## Strategic action 6

Introduce dedicated diversity and inclusion training to leaders and decision-makers to minimise **unconscious bias** across the organisation

### Indicator



### Measure

- 100% completion rate of mandatory diversity and inclusion training (including training on unconscious bias) completed by all employees, with training embedded into induction and annual refreshers through the Learning and Development system.

### Accountability

General Manager  
People Support

### Timeline

Q4 2022 and  
ongoing

# ORGANISATIONAL CULTURE



We will ensure all our staff, from entry level to Executive understands gender and diversity issues and are empowered to call out negative behaviours or commentary.

## Strategic action 1

Actively introduce training or initiatives which promote an **inclusive culture** and enable positive interactions and bystander action, including training specific to:

- Workplace Sexual Harassment
- Prevention of Violence Against Women
- Cultural Awareness and Safety
- LGBTIQ+ Inclusivity

### Indicator



### Measure

- Key training identified and incorporated into Learning and Development systems
- Number and gender ratio (M:F:SD) of staff attending training

### Accountability

General Manager  
People Support

### Timeline

Q2 2023

## Strategic action 2

Establish **workplace contact officers** as an informal touchpoint for staff to raise issues related to inclusion and wellbeing (such as family violence, workplace sexual harassment, mental health)

### Indicator



### Measure

- Develop strategy and criteria for establishment of workplace contact officer process
- Expression of Interest (EOI) process developed and communicated workforce wide in line with above strategy
- Roll-out the Family Violence Multi-Agency Risk Assessment and Management implementation Plan<sup>5</sup>
- Number and gender ratio of contact officers (M:F:SD) and those attending training
- Formal promotion of identified officers communicated in team meetings at least once annually and in induction processes

### Accountability

General Manager  
People Support

### Timeline

Q2 2023

# ORGANISATIONAL CULTURE



### Strategic action 3

**Celebrate and normalise diversity and inclusion** through targeted events, programs, and initiatives

**Indicator**   

**Measure**

- Calendar of events developed to observe days of significance related to gender equality and D&I, with staff supported to participate
- Commencing awareness raising campaigns (i.e. International Women’s Day; 16 Days of Activism; Harmony Day, etc)

**Accountability**

General Manager Venues

**Timeline**

Q1 2023

### Strategic action 4

Implement a **Stakeholder Communications Plan** and engage a variety of **Communications platforms** to maintain momentum and awareness on D&I, including:

- Gender Equality Action Plan implementation status – progress reporting and acknowledging achievements (i.e. stories)
- Continuous engagement with staff – maintaining an open dialogue with staff on gender and intersectionality

**Indicator**  

**Measure**

- Development of Gender Equality Action Plan Stakeholder Communications Plan
- Hold an annual internal consultation session with a selection of staff from across the organisation to capture staff experiences of Diversity and Inclusion

**Timeline**

Q2 2023

**Accountability**

Chief Operating Officer

# CORPORATE POLICIES AND PROCEDURES



**We will prioritise gender and intersectionality within key policies and procedures, to ensure universal uptake and access for all.**

## Strategic action 1

### Continuous review of all policies

through an intersectional gender lens to reflect industry standards and challenge gender stereotypes (including parental leave, workplace sexual harassment, and family violence leave policies).

#### Indicator



#### Measure

Identified policies reviewed and recommendations actioned including:

- Implementing recommendations from *Respect@Work Sexual Harassment National Inquiry Report (2020)*<sup>6</sup> and *Victorian Auditor General's Office (VAGO) Report on Sexual Harassment in the Public Sector*<sup>7</sup>.
- Implementing *OurWatch's Change the Story*<sup>1</sup> evidence-based framework for a coordinated approach to preventing violence against women

#### Accountability

General Manager  
Corporate Services  
& General Manager  
People Support

#### Timeline

Q3 2022  
and  
ongoing

## Strategic action 2

Greater **promotion and communication** of all employee policies to new and existing staff, including access to Employee Assistance Program

#### Indicator



#### Measure

- Staff induction amended where necessary
- Key policies, specifically family violence leave and workplace sexual harassment policies promoted in annual gender equality related communications campaigns

#### Accountability

General Manager  
People Support

#### Timeline

Q3 2022 and  
ongoing

# CORPORATE POLICIES AND PROCEDURES



## Strategic action 3

Identify and implement robust **recruitment, selection and promotion practices** to encourage gender-balanced and diverse teams, including:

- De-identifying demographic details in CV's
- Language and image reviews of advertisements and Position Descriptions
- Gender balanced interview panels

### Indicator



### Measure

- Development and dissemination of key resources to managers to support a greater understanding of inclusive recruitment practices
- Recruitment policies updated in line with best practice to include specific diversity considerations and processes, including diversity of interview panels etc

### Accountability

General Manager  
People Support

### Timeline

Q3 2022 and ongoing

## Strategic action 4

Implement **processes and tools** which extract meaningful data to inform our ongoing decision making in relation to gender equality, including gender balance, promotion trends, gender pay gaps

### Indicator



### Measure

- Analysing intersectional gender audit data
- Ongoing Gender Pay Gap analysis conducted to identify existing discrepancies

### Accountability

General Manager  
People Support

### Timeline

Q4 2022

# CORPORATE POLICIES AND PROCEDURES



## Strategic action 5

Embed **diversity questions** into operational systems to measure and monitor intersectionality, including:

- Diversity questions integrated into the recruitment/onboarding process of new staff
- Promotion to and encouragement of staff to update payroll information related to diversity

### Indicator



### Measure

- Appropriate systems recalibrated to collect intersectional data
- Analysing intersectional gender audit data
- PMS results reviewed and communicated using sex-disaggregated data

### Accountability

General Manager  
People Support

### Timeline

Q4 2022 and  
ongoing

## Strategic action 6

Incorporate gender diversity considerations into **procurement processes** and practices

### Indicator



### Measure

Support 'women-led businesses' or businesses owned and run by people from diverse backgrounds through embedded procurement practices

### Accountability

General Manager  
Corporate Services

### Timeline

Q4 2022 and  
ongoing



# MEASURING PROGRESS

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**#BEYOURBEST**



# TRACKING PROGRESS

## Our organisational approach for continued preparation and implementation of the Plan

Our Gender Equality Action Plan aims to create positive change for our workforce over the next four years in a meaningful and real way. To ensure this Action Plan is in constant motion there will be set indicators to not only track progress of the Plan's implementation status, but also to communicate this progress to the people that matter most – our staff – who have invested their time and energy to support a culture of equality and inclusion.

### MEASURES



- A report to the **Commission** on our progress every two years
- Annual paper to **Trust** on the status of Plan implementation
- Bi-annual report to **Executive** on Plan implementation



Task ownership for strategies captured in employees' **annual performance review**, as relevant



Annual **internal consultation session** with a selection of staff from across the organisation to capture staff experiences of Diversity and Inclusion



Internal Culture Survey or **People Matters Survey** conducted across the organisation every two years

### COMMUNICATION



Progress and highlights communicated through regular **staff newsletters** and updates

Annual Gender Equality Action Plan report **communicated formally to employees and public** through a multi-layered communications approach, including:



- Formal presentation to key stakeholders (ie Executive, Trust)
- Email
- Intranet
- Website
- Team meetings
- Referenced in D&I related campaigns



# RESOURCING

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**#BEYOURBEST**

# RESOURCING

To help drive progress on the implementation and ongoing expansion of our workplace Gender Equality Action Plan it is important sufficient resources are allocated to support this outcome. At Melbourne Sports Centres, we will dedicate the required time, resources and effort to build a coordinated and strategic approach to embedding gender equality across the organisation. This will be underpinned by strong governance structures to ensure effective implementation of strategies and initiatives across the organisation.

Melbourne Sports Centres recognises that resourcing is essential to make reasonable and material progress towards workplace gender equality. Resourcing will evolve over the life of the Plan as some strategies are yet to commence and scoping requirements may change in response to a constantly changing environment. Resourcing impacts will also occur as new strategic actions are added to the Plan as it is a living document. In recognition of this, the strategic resourcing plan will be reviewed annually for currency.

Initial resourcing for implementation of the Plan notionally includes:

- Direct involvement and commitment towards execution of actions by the Executive as outlined in the Strategies and Measures
- Inclusion of roles and responsibilities within new and revised Position Descriptions as relevant.

## REFERENCES

1. **OurWatch 2022**, [Change the Story](#),
2. **Jesuit Social Services 2018**, [The Man Box: A Study on Being a Young Man in Australia](#)
3. **OurWatch 2022**, [Equality and Respect in Sport](#)
4. **VicSport 2019**, [Mandatory Board Quotas](#)
5. **Victorian Government 2022**, [MARAM practice guides and resources](#)
6. **Australian Human Rights Commission 2020**, [Respect@Work: Sexual Harassment National Enquiry Report \(2020\)](#)
7. **Victorian Auditor General's Office 2019**, [Sexual harassment in the Victorian Public Service – Independent Assurance Report to Parliament 2019](#)

# ACKNOWLEDGEMENT

Melbourne Sports Centres would like to acknowledge and thank the Action for Gender Equality Partnership (AGEP) partner Women's Health Grampians for their guidance and contributions supporting the development of the Gender Equality Action Plan 2022-2025.

We would also like to congratulate and thank all of those participants who offered their thoughts and experiences throughout consultation – demonstrating courage, passion and honesty to help build a stronger and more inclusive culture. The future looks better for your investment.





# APPENDICES

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**#BEYOURBEST**

# A SUMMARY OF THE WORKPLACE GENDER AUDIT DATA

The key data inputs used to inform the baseline analysis (also known as workforce gender audit) included:

- **Workforce data (via payroll)** – refers to data extracted from internal data collection systems (payroll) and presents data related to the workplace indicators outlined in the Act. Workforce data encompassed the entire workforce employed at the time of the reporting period (n=407 staff).
- **Employee experience data (via People Matters Survey)** – complements the workforce data to help provide greater insight into gender equality for our organisation and is extracted from the People Matters Survey (PMS). The response rate for the PMS was low with 13% of the workforce (n=44 staff) completing the survey, therefore data is limited and unable to provide gender-disaggregated or intersectional data for specific questions.

These data sources captured the reporting period of 1 July 2020 to 30 June 2021. We know that gender inequality is compounded by other forms of discrimination and disadvantage. The results of our workplace gender audit alerted us that we need to strengthen data collection around our employee disability status, cultural diversity, non-binary gender identities, religion and sexual orientation. We are committed to improving data collection so that we can identify and address inequities experienced by all our diverse staff. Data from diverse groups is provided where

available, including data around different age groups.

Although the GEAP developed will be implemented between 2022-2025, the expectation is for the Plan to address the gaps identified and emerging from this time point. Our GEAP reflects the gaps identified in the reporting period, which were further validated and relevant during consultation, with progress related to improving these inequities occurring since the end of the reporting period (30 June 2021).

It is important to ensure the privacy and confidentiality of our workforce is maintained throughout the workplace gender audit process, including when publishing data as part of Gender Equality Act requirements. In recognition of this fact, there may be some instances where data has been de-identified or specific data not included to prevent breaching confidentiality.

Below is a summary of the diversity profile of our organisation according to the two different data collection systems/datasets.

We acknowledge that many people do not prescribe to traditional gender identities and do not recognise their gender as being a man or a woman, including trans and gender diverse people. Gender diversity generally refers to a range of genders expressed in different ways. There are many terms used by gender diverse people to describe themselves (including gender diverse, non-binary, self-described). This document refers to gender diverse people as 'non-binary'.

# MSC OVERALL DIVERSITY PROFILE



## 2021 Payroll People Matter Survey<sup>1</sup>

**2%**

identify as gender diverse (9% prefer not to say)

**5%**

identify as sexually diverse (7% prefer not to say)

**5%**

identify as living with a disability (2% prefer not to say)

**0%**

identify as Aboriginal or Torres Strait Islander

**25%**

identify as culturally diverse (7% prefer not to say)

**5%**

are over the age of 55 years



## 2020/2021 Payroll Dataset

**0%**

identify as gender diverse (i.e. self-described, non-binary)

**0%**

identify as sexually diverse (i.e. gay or lesbian, bisexual, pansexual, asexual)

**0%**

identify as living with a disability<sup>2</sup>

**>1%**

identify as Aboriginal or Torres Strait Islander (less than 1% prefer not to say)

**0%**

identify as culturally diverse (i.e other than Australian)<sup>2</sup>

**8%**

of staff are above the age of 55 years (including 1% over 65 years)

<sup>1</sup> PMS data is limited on the basis of a 13% response rate (n=44 staff).

<sup>2</sup> Internal systems, at the time of reporting, only collected diversity data on gender diversity, age and aboriginality. There were no options available to staff to disclose cultural identity, sexual orientation and disability. Strengthening data collection and analytical systems is as a key strategic action in the GEAP.

# INDICATOR 1: Gender composition of the workforce



## Workforce Composition



**55%**  
men



**45%**  
women



**0%**  
binary

## Executive Leadership Team<sup>3</sup>



**20%**  
men



**80%**  
women



**0%**  
binary



## Employment Basis

Overall gender composition

	Women	Men	Non-Binary	Total
Full time ongoing	20%	27%	-	24%
Part time ongoing	41%	38%	-	39%
Casual	39%	35%	-	37%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>-</b>	<b>100%</b>

## Gender composition of workforce by age group

Age Group	Women	Men	Non-Binary	Total
15 to 24 years	45%	55%	-	39.3%
25 to 34 years	37%	63%	-	30.3%
35 to 44 years	50%	50%	-	11.9%
45 to 54 years	53%	47%	-	11.1%
55 to 64 years	68%	32%	-	6.2%
65 years & above	80%	20%	-	1.2%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100%</b>

<sup>3</sup>These are updated statistics on the gender representation of Executive as of March 2022. These figures were included in the body of the GEAP, however for the purposes of the tables below 'gender composition of the governing body' the statistics reflect the gender representation as of 30 June 2021 (the reporting period)





## Gender composition of workforce by level to CEO

Level to the CEO	Total staff	Women	Men	Non-Binary
Level 0	1	-	100%	-
Level 1 (Executive) <sup>4</sup>	5	80%	20%	-
Level 2 (Venue, Admin & Support Managers)	18	39%	61%	-
Level 3 (Department Heads and/or Managers)	36	47%	53%	-
Level 4 (Team Leaders)	37	41%	59%	-
Level 5 (Supervisors)	49	35%	75%	-
Level 6 (Officers)	261	47%	53%	-
<b>Total</b>	<b>407</b>	<b>45%</b>	<b>55%</b>	<b>-</b>

<sup>4</sup>These are updated statistics on the gender representation of Executive as of March 2022. These figures were included in the body of the GEAP, however for the purposes of the tables below 'gender composition of the governing body' the statistics reflect the gender representation as of 30 June 2021 (the reporting period)



# INDICATOR 2: Gender composition of the governing body

**The composition of the Trust (i.e the Board) of the State Sport Centres Trust (SSCT) reflects the overall gender composition of the MSC workforce.**

- SSCT is 57% women and 43% men<sup>5</sup>
- There are no women over the age of 55 years on the SSCT
- Other intersectional data on the SSCT is not available

Age Group	Women	Men	Non-Binary
15 to 24 years	-	-	-
25 to 34 years	-	-	-
35 to 44 years	-	-	-
45 to 54 years	100%	-	-
55 to 64 years	-	100%	-
65 years & above	-	100%	-
<b>Total</b>	<b>44%</b>	<b>56%</b>	<b>-</b>

<sup>5</sup> These are updated statistics on the gender representation of the Trust as of March 2022. These figures were included in the body of the GEAP, however for the purposes of the tables below 'gender composition of the governing body' the statistics reflect the gender representation as of 30 June 2021 (the reporting period)



# INDICATOR 3: Pay equity



Gender pay gap is the difference between women's or people of self-described gender's and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings. For the purposes of the workplace gender audit, analysis is focused on the pay gap for each classification. A gender pay gap that is positive (that is, greater than zero) means that the average annualised fulltime salaries of men are greater than women, while a gender pay gap that is negative (that is, less than zero) means that the average annualised full-time salaries of women or people of self-described gender are greater than men.<sup>6</sup>The median salary is the middle salary from a list of salaries arranged in ascending or descending order. It can be more useful than the mean (average) when there are extreme values in the dataset as it is not affected by extreme values.

Although the MSC overall median gender pay gap is low, gender pay gaps exist at different levels and employment classifications, the highest gaps observed within:

- Level 2 (Venue, Admin & Support Managers)
- Full time permanent ongoing roles

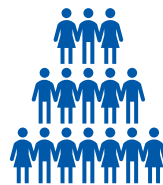
## Overall organisational gender pay gaps



MSC overall median **base salary gap** and overall median **total remuneration gap (in favour of women)**



Level to CEO	Median pay gap
Level 1	_*
Level 2	10.1%
Level 3	9.4%
Level 4	-5.4%
Level 5	-2.8%
Level 6	0%



## Gender pay gap by employment classification

Level to CEO	Median pay gap
Full time ongoing	7.3%
Part time ongoing	-5.3%
Casual	0%

<sup>6</sup> Commission for Gender Equality in the Public Sector: Workplace gender audit 2021: Guidance for defined entities.

<<https://www.genderequalitycommission.vic.gov.au/workplace-gender-auditing>>.

\* Data has been de-identified for privacy purposes

# INDICATOR 4: Sexual harassment



**No formal reported incidents** of Sexual Harassment between 1 July 2020 to 30 June 2021

# INDICATOR 5: Recruitment and Promotion



**Overall gender composition of recruitments**

Type of employment	Women	Men	Non-Binary
Full time ongoing	38%	62%	-
Full time fixed term	33%	67%	-
Part time ongoing	51%	49%	-
Part time fixed term	100%	0%	-
Casual	43%	57%	-
<b>Total</b>	<b>46%</b>	<b>54%</b>	<b>-</b>

## Gender composition of recruitments by level to CEO

Level to the CEO	Women	Men	Non-Binary
Level 1	100% (2)	-	-
Level 2	44% (4)	56% (5)	-
Level 3	40% (6)	60% (9)	-
Level 4	36% (4)	64% (7)	-
Level 5	50% (2)	50% (2)	-
Level 6	48% (19)	52% (21)	-
<b>Total</b>	<b>46%</b>	<b>54%</b>	<b>-</b>

## Employee experience data

People Matter Survey question	Total who agree	Women who agree	Men who agree	Non-Binary who agree
My organisation makes fair recruitment and promotion decisions, based on merit	41%	-	-	-
I feel I have an equal chance at promotion in my organisation	25%	-	-	-
Gender is not a barrier to success in my organisation	52%	-	-	-
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	43%	-	-	-
Cultural background is not a barrier to success in my organisation	55%	-	-	-
Sexual orientation is not a barrier to success in my organisation	45%	-	-	-
Disability is not a barrier to success in my organisation	50%	-	-	-
Age is not a barrier to success in my organisation	45%	-	-	-



# INDICATOR 6: Leave & Flexibility



**16 weeks**  
paid parental leave  
for primary and  
secondary carer

Gender breakdown of paid  
parental leave:

75% Female | 25% Male

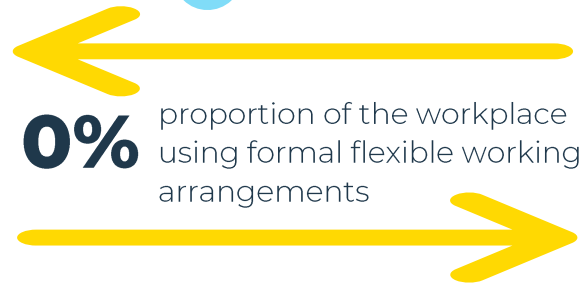
**0** Staff who exited the organisation  
during parental leave



0% of staff  
took Family  
violence  
leave

## Family violence leave

is revised under the EBA  
(awaiting approval) and  
will make a real  
difference to staff



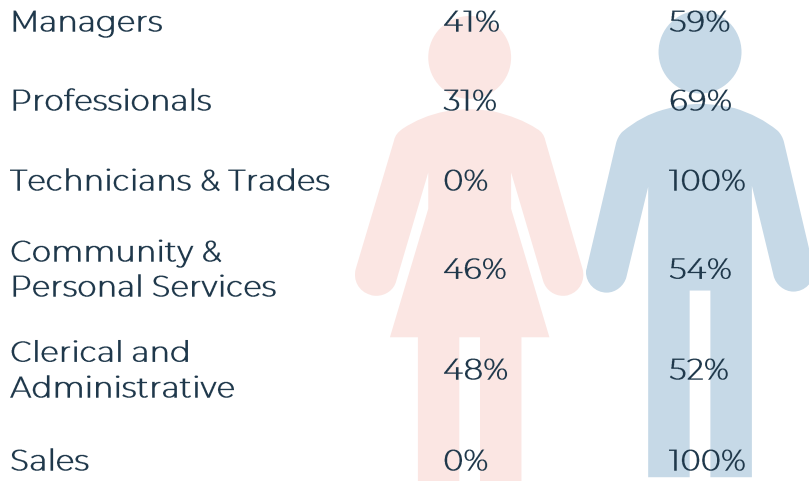
## Employee experience data

People Matter Survey question	Total who agree	Women who agree	Men who agree	Non-Binary who agree
My organisation would support me if I needed to take family violence leave	43%	-	-	-
I am confident that if I requested a flexible work arrangement, it would be given due consideration	34%	-	-	-
My organisation supports employees with family or other caring responsibilities, regardless of gender	48%	-	-	-
I have the flexibility I need to manage my work and non-work activities and responsibilities	57%	-	-	-
Using flexible work arrangements is not a barrier to success in my organisation	45%	-	-	-
Having caring responsibilities is not a barrier to success in my organisation	43%	-	-	-
Having family responsibilities is not a barrier to success in my organisation	52%	-	-	-

# INDICATOR 7: Gender segregation

## Gender composition of ANZSCO code major groups in the organisation

The Australian and New Zealand Standard Classification of Occupations (ANZSCO) is used to assess gendered segregation of labour.



## Employee experience data

People Matter Survey question	Total who agree	Women who agree	Men who agree	Non-Binary who agree
My organisation uses inclusive and respectful images and language	52%	-	-	-
In my workgroup work is allocated fairly, regardless of gender	45%	-	-	-



**Melbourne Sports  
& Aquatics Centre**

30 Aughtie Drive  
Albert Park  
VIC 3206

**Lakeside Stadium**

33 Aughtie Drive  
Albert Park  
VIC 3206

**Parkville**

10 Brens Drive  
Parkville  
VIC 3052



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