



GENDER EQUALITY ACTION PLAN 2021–2025



AUSTRALIAN
GRAND PRIX
CORPORATION

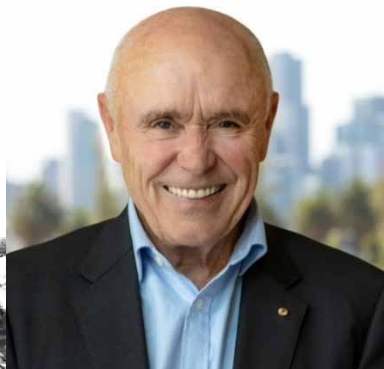
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MESSAGES FROM THE BOARD



Paul Little AO
Chairman

We welcome and congratulate the Victorian Government for its strategic and systematic approach and commitment to creating more gender-inclusive communities and workplaces.

The Gender Equality Act 2020 reflects the views and experiences of the Victorian community. I'm proud to present the Australian Grand Prix Corporation (AGPC)'s Gender Equality Action Plan 2021-2025, which is a key response to our obligations under this act.

I am pleased to endorse AGPC's commitment to building a workplace that is inclusive and equitable, where equal rights and opportunities help all employees fulfil their full potential.

I am proud to endorse AGPC's first Gender Equality Action Plan 2021-2025.

I strongly believe that there is a genuine appetite for change on gender equality issues across Victoria and Australia, more broadly, and we are determined to take advantage this.

In today's competitive environment, fostering a culture of gender equality and fully utilising the talents and capabilities of a diverse workforce are crucial to achieving the Australian Grand Prix Corporation's strategic goals.



The Hon Kate Lundy
Chair, Culture and
Remuneration Committee



MESSAGE FROM THE CEO

For all of us here at AGPC,
creating an equitable
workplace equates to
employees feeling and
being valued.



Andrew Westacott
Chief Executive Officer



I am very proud to be launching the AGPC's first Gender Equality Action Plan (GEAP) 2021- 2025.

AGPC has made progress towards gender equality in the workplace. However, the data shows there is much more we can do.

The GEAP has been developed from a thorough review of our workforce data, policies, systems and processes and a series of meaningful consultations and engagement sessions with all AGPC staff. We also partnered with gender equity experts, Women's Health in the South East (WHISE), and have had input from our Board to ensure we created a best practice GEAP.

As outlined in the GEAP, over the next four years AGPC commits to achieve demonstrable progress in:

- Strengthening people infrastructure
- Transparency and evidence for equitable decisions
- Strengthening our culture to ensure that we have a strong foundation to achieve an intersectional gender equitable organisation
- Building an AGPC capable of sustaining gender equality

I look forward to building on our success to date and continuing to create a gender equal future for generations to come.

Why Gender Equality?

Decades of worldwide evidence tells us that gender inequality is a driver of family violence and all forms of discrimination and violence against women. Reducing gender inequality in business and across society improves productivity and the wellbeing of communities. Gender inequality is recognised as a global inhibitor to reaching the United Nations Sustainable Development Goals (see Appendix A). The continued financial deficit of women compared to men across their lifetime limits women's ability to meaningfully achieve security and participation in society. It leaves them vulnerable to abuse, unable to escape without the assets or income to establish an independent life and provide thriving environments for their children.

While Australia legislated its responsibilities under the Convention on the Elimination of All Forms of Discrimination against Women in 1984, the country continues to fall on the World Economic Forum's global gender gap report, sliding from number 12 in 2006 to number 70 in women's economic participation in 2021.

The global COVID-19 pandemic has revealed significant structural inequalities in gender segregation regarding job security. Research has found there was (and at the time of writing this report, there continues to be) an unequal impact on women's workforce participation, potentially undoing decades worth of improvements.

Women's representation in leadership has been a cause for concern across Australian public and private sectors. Women are underrepresented at leadership and management levels. Progress towards gender equality has been too slow even though there are strong economic arguments underpinning the case for equality. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into secure work and senior roles.

Appointing more women into key decision-making positions has been proven to deliver better company performance, greater productivity, and greater profitability. Research demonstrates that almost one in five companies with more than a third of key management positions held by women will outperform their peers, compared to only 13.9% of firms that have no women in their senior management ranks. These findings are significant, meaning, the association between women in leadership and business performance is causal.¹

¹ Workplace Gender Equality Agency, 2021. Women in leadership. [Online] Available at: <https://www.wgea.gov.au/women-in-leadership>

The Gender Equality Act's purpose and objectives

The Victorian Gender Equality Act 2020 (Act) is clear about its goals. Its objectives are to:

- ✓ Promote, encourage and facilitate the achievement of gender equality and improvement in the status of women.
- ✓ Support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities.
- ✓ Recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- ✓ Redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change.
- ✓ Enhance economic and social participation by persons of different genders.
- ✓ Further promote the right to equality set out in the Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.

A key part of the Act is its incorporation of intersectionality into its objectives, purpose and obligations. It seeks to address how gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience due to other characteristics, such as race, aboriginality, religion, ethnicity, disability, age, sexual orientation, and gender identity.

The Act requires organisations to consider these when developing strategies and measures to promote gender equality.

The AGPC will achieve this through promoting, auditing, delivering on action plans, conducting gender impact assessments, and reporting to the Gender Equality Commission every two years.

AGPC's Board and Culture & Remuneration Committee will play a key role in ensuring oversight of the implementation of the actions outlined in this plan.

The Case for Change

Our vision

Our vision is for a workplace where all our employees, regardless of race, gender, sexuality, age, religion and Aboriginality are treated with dignity and respect.

To achieve this, we know that we need to create an equitable workplace that is safe, welcoming and supports the lives of all our employees. We want a Corporation where all our staff, regardless of their gender and background have access to and, are able to make informed choices about professional opportunities without fear of discrimination and being limited by stereotypes.

In creating this workplace, we know that we all have a role to play, and we all need to be responsible for seeing this vision come true.

In doing this, we will be creating a workplace whose values, work practices, and activities align with the hopes of not only our workers, but also of the community and the majority of MotoGP and Formula 1® fans in Victoria and around the world. We will also be continuing our work to ensure that the Australian Grand Prix Corporation respects human rights and plays our part in preventing family violence.

To achieve our vision, we have to overcome a number of challenges and barriers. Through our gender audit we know that we have to take special measures to achieve our goals. We acknowledge that in our own organisation, the structural and systemic reality of gender inequality – and the historical impact especially on women because of their sex and gender – are present.

Within our organisation we have learnt about ways of working, policies, procedures and practices that are not in keeping with our vision and could be improved to further contribute to the Victorian community. This includes disparity in our pay equity, a need to improve our workplace culture, increasing transparency and procedural fairness for all staff and improving the capability of all our staff to understand the impact of gender inequality, stereotypes and work segregation. We also need to take steps to address compounding forms of disadvantage that our workers face because of their race, sexuality, religion and Aboriginality.

We will take deliberate action to achieve this vision for our community and fans and through this, we will also ensure the ongoing relevance and success of our work and events. We will benefit by securing the best talent and partners for the sustainability of the Formula 1® Australian Grand Prix and the Australian Motorcycle Grand Prix (MotoGP) and also play our role in contributing to the wellbeing of the community, public and the broader Victorian economy.

We will commit deliberate time and resources to creating a safe, equal, respectful and fair organisation, and our work will be core to our strategic goals and achievements.

We will invest in and be accountable to:

- ✓ building our combined skills, knowledge and capabilities to understand and apply an intersectional gender lens,
- ✓ strengthening the role of our people leaders to make gender equity part of their leadership capability,
- ✓ ensuring that we transparently show how our policies and procedures create an equitable workforce for all our current and future employees, and
- ✓ strengthening our organisation culture by including values on equality and transparency.

A key part of our work to create change will also be to strengthen our use of evidence and data in our decision making, so that we are able to make decisions about our people that are based on gender equality principles.

Because of this, our Gender Equality Action plan will be a key way that the Australian Grand Prix Corporation acts to not only sustain a strong productive and successful organisation, we will also be playing our role to create a safe and equal society for all Victorians.

The Gender Equality Strategy aligns with our organisation values:

<p>Integrity</p>	<p><i>Be guided by doing the right things for our customers and stakeholders, not our personal gain.</i></p>
<p>Innovation</p>	<p><i>Continue to grow through accepting the challenge of opportunities and risks in order to be progressive visionaries.</i></p>
<p>Quality</p>	<p><i>Inspire the highest standard in ourselves and others by setting clear goals against which we measure success.</i></p>
<p>Customer</p>	<p><i>Build trust by listening to our customer, taking them on a journey and delivering memorable experiences.</i></p>
<p>Accountability</p>	<p><i>Take responsibility, both as an organisation and individuals, for openness and honesty in our actions.</i></p>
<p>Teamwork</p>	<p><i>Establish trust and respect in each other to drive a high-performance culture which promotes a positive working environment.</i></p>

AGPC's Key achievements to date

Over recent years, AGPC has acted and made considerable progress on gender equality and intersectionality, diversity and inclusion:

- Paid parental leave was increased from one week of paid leave to 14 weeks (2018).
- Workplace policies created or reviewed and updated: Diversity and Inclusion Policy, Equal Employment Opportunity, Bullying, Harassment and Discrimination Policy, Flexible Work Arrangement Policy and Modern Slavery Policy (2018 -2022).
- Diversity Australia delivered training sessions for all AGPC staff on Unconscious Bias, including content related to Diversity and Inclusion, Bullying and Harassment, Whistle-blower laws, Customer service and more (2019).
- An Indigenous Cultural awareness training session was provided for all staff by Leanne Brooke, General Manager – The Long Walk and Indigenous Affairs, Essendon Football Club (2019).
- Sorry Business Leave added to the Corporation's leave policy for staff identifying as Aboriginal or Torres Strait Islander (2019).
- Job advertisement templates updated to ensure all job vacancies have inclusive language for people of diverse genders (2019).
- Partnered with JobsBank for the recruitment of our events to provide meaningful work opportunities for people from diverse backgrounds who were experiencing barriers around securing sustainable employment (2019).
- Worklogic provided training to all AGPC staff about equal employment and anti-discrimination, how to be an upstander and sexual harassment and victimization (2021).
- Developed a gender-neutral Dress Code Policy (2021).
- International Day for People with Disability celebrated in 2021 with presentation to all staff by two representatives of Get Skilled Access. This marked the 5th year of the partnership between the corporation and Get Skilled Access and coincided with the launch of AGPC's Disability Inclusion Action Plan (2021).
- Development of our Domestic and Family Abuse Policy and contact officers' program. WHISE team trained a group of AGPC employees on how we can prevent family violence and how to identify and provide support to colleagues experiencing family violence (2021 - 2022).

We have also commenced consultation with our supplier workforce on their own approach to gender equality and the opportunity to work with AGPC to implement their own Domestic and Family Abuse Policy. Working with our supplier workforce to meet us at a minimum policy level would be an impactful way to expand on this area.

These are proactive and positive steps AGPC has already undertaken in developing a diverse and representative workforce and an inclusive, equitable and safe workplace and culture and events environment.

The Development of Our Plan

How we learnt about our organisation

AGPC completed its first workplace gender audit based on data as **at 30 June 2021**, not only to meet its obligations under the Act but also to consider its systems and structures that can be reformed and improved to strengthen culture, improve performance, and deliver better outcomes for stakeholders, employees, customers and community.

Structure of the Workplace Gender Audit - Seven Workplace Gender Equality Indicators

The seven workplace gender equality indicators are defined in the Act.

They represent the key areas where workplace gender inequality persists and where progress towards gender equality must be demonstrated. These indicators are consistent across all defined entities and the data that emerges from the first and subsequent audits is aligned/reported against these.

The workplace gender equality indicators are:

1. Gender composition at all levels of the workforce
2. Gender composition of governing bodies
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered work segregation

Sources of Data for the Workplace Gender Audit

The Audit is based on two sources of data – one quantitative and the other qualitative.

The two sources of data are:

- **Data from the corporation's payroll system, aligned and reported against the seven indicators.** It is important to note that during the reporting period, the data obtained through payroll and human resource systems could only report on employees' gender (man/woman) and age. Our existing systems do not currently collect data on employees in relation to race, aboriginality, gender identity, disability, ethnicity, religion and sexual orientation.

- **Data from the *People Matter Survey (PMS) 2021*** which is also reported against the seven indicators based upon a consistent set of employee experience questions set by the Commission for Gender Equality in the Public Sector (CGEPS). These questions were created to enable Gender Equality Act reporting and action planning requirements. The AGPC had a very high survey response rate of 89%.

The following are the key findings of the full Workplace Gender Audit.

For the purposes of the workplace gender audit, employee’s classification is shown by the number of reporting levels between them and the CEO (Level 0). AGPC has four classification levels.

General Managers	Level -1
Division Managers	Level -2
Managers	Level -3
Coordinators	Level -4

Workplace Gender Audit – Key Findings

Indicator 1: Gender composition at all levels of the Australian Grand Prix Corporation's workforce

- 100% of staff aged 15-24 years are women.
- There is an equal representation between men and women in ages 25–34-year-old.
- A higher proportion of staff aged 35-44 years are women and equal proportions are represented in the 45-54 years age bracket.
- 100% of staff aged 55-64 years are men.
- AGPC staff tend to identify with Australian culture, and 3% identify as having a disability. A significant minority of staff chose not to share cultural identity, disability, or sexual orientation. No respondents identified as being from an Aboriginal or Torres Strait Islander background with 3% choosing not to say if they were from an Aboriginal or Torres Strait Islander background.
- Similar proportions of men and women perceived their workplace to have a positive culture in relation to employees from varied cultural backgrounds. Having said that we note the following different perceptions between men and women:
 - More men (89%) than women (83%) felt their workplace is inclusive of employees of different age groups and of different sexes/genders.
 - Significantly more men (76%) than women (46%) perceive their workplace to be inclusive of employees who are Aboriginal and/or Torres Strait Islander, identify as LGBTIQ+, or have a disability
 - 96% of men and 83% of women feel culturally safe at work.
 - Fewer men (86%) than women (96%) *disagreed* with the statement that people in their workgroup often reject others for being different. This suggests that more men than women believe their colleagues are often rejected for being different.
 - 93% of men agreed/strongly agreed that their organisation uses inclusive and respectful images and language. Only 71% of women endorsed this which may reflect more frequent use of imagery skewed towards men.

Indicator 2: Gender composition of governing bodies

The AGPC's governing body positions comprise of a Chair and other members of the governing body. The current Chair is a man; 50% of other members of the governing body are women.

Indicator 3: Equal remuneration

- AGPC has a pay gap. Across the organisation men have a 23.4% greater average total remuneration than women. (Average across Victorian Public Sector is 12.2%)
- From an age perspective men have a greater mean total remuneration at 23-34 years (3.5%) and 35-44 years (20.2%).
- Women have a greater mean total remuneration at 45-54 years (3.3%).

Indicator 4: Sexual Harassment

- The People Matter Survey 2021 shows that over the last 12 months 4% of women and 0% of men had experienced sexual harassment. No reports were captured in the organisation's HR system.
- During the last 12 months the same survey shows that 17% of women and 4% of men had witnessed bullying of a colleague. 4% of women and 0% of men had witnessed violence or aggression against a colleague.
- Most people who had witnessed negative behaviours chose to speak to the person who experienced the behaviour. A minority of people (17%) reported the behaviour to human resources and 25% reported it to a manager.

Indicator 5: Recruitment and promotion practices

- Of the 14 appointments that were made over the 12 months, 50% were women and 50% were men.
- No appointments were made at - 1 or -2 level.
- At level - 3, 60% of appointments were men and 40% women.
- At level - 4, 44% of appointments were men and 56% were women.
- A larger proportion of women were appointed into contract/fixed-term positions while men were predominantly appointed into permanent/ongoing roles.
- There were 16 employee exits during the reporting period. This includes full-time permanent/ongoing and full-time contract (fixed term) staff. The gender composition of exits was 44% men and 56% women.

- During the reporting period, no employees completed formal training specifically designed for preparing staff for promotion² within AGPC.
- In terms of **perceptions of equal opportunity**, the PMS shows that there is a difference in views depending upon gender:
 - More men (86%) than women (75%) agreed that age is *not* a barrier to success.
 - 82% of men said that being Aboriginal and/or Torres Strait Islander would *not* be a barrier to success while 50% of women felt it would *not* be a barrier.
 - More men (86%) than women (75%) said their cultural background is *not* a barrier to success in their organisation.
 - 89% of men and only 50% of women did *not* think having a disability is a barrier to success in the organisation.
 - Almost all men thought gender *was not* a barrier to success. However, 25% of women *thought* gender *was* a barrier to success which reflects the greater proportion of women appointed to positions with less power.
 - More men (93%) than women (67%) agreed that sexual orientation is *not* a barrier to success in the organisation.
- In terms of **perceptions of fairness and integrity** the PMS data showed:
 - All men agreed that the people in their workplace actively support diversity and inclusion in the workplace. A high proportion (92%) of women also agreed with this statement.
 - A greater proportion of men (86%) than women (75%) felt senior leaders actively support diversity and inclusion in the workplace.
 - More women (96%) agreed that their manager works effectively with people from diverse backgrounds. The proportions of men and women endorsing the agree and strongly agree responses were very similar for this question.
- On matters relating to **Learning and Development** it is worth noting that the PMS reveals that:
 - Only 50% of men are satisfied with the way their learning and development needs have been addressed in the last 12 months. Yet, 71% of men stated that there are adequate opportunities for them to develop skills and experience.
 - 63% of women are satisfied with the way their learning and development needs have been addressed in the last 12 months and the same proportion feel there are adequate opportunities for them to develop skills and experience.

² The Commission for Gender Equality in the Public Sector requires public entities to track for equitable training – where training is that which is directly linked to career progression.

Indicator 6: Utilisation of flexible work and other support practices

- 8% of staff were on formal flexible work arrangements within the reporting period which includes 3% of men and 13% of women. It should be noted that due to the pandemic related State Government work from home orders, flexible work arrangements such as flexible start and finish times and working remotely were significantly more common amongst staff in the reporting period than previously and therefore, were not captured by formal flexible work arrangements.
- All women on formal flexible work arrangements were in level -3 and -4 positions with one man in a level -2 position.
- No staff above -2 level were on a formal flexible work arrangement.
- All staff on formal flexible work arrangements were in *full-time permanent/ongoing positions*.
- Men utilise their leave to work flexible hours and have used other flexible working arrangements. *Women exclusively used other types of flexible working arrangements.*
- On parental leave, the data shows that while a man took two weeks total of paid parental leave, the three women *had a combined average of 92 weeks of parental leave with 63% of this time being unpaid.*
- The PMS survey results on how flexible working arrangements impact success at AGPC show that:
 - More men (93%) than women (79%) did *not* feel that caring responsibilities are a barrier to success.
 - More men (96%) than women (79%) did *not* feel that family responsibilities are a barrier to success. This correlates with results showing that women took a combined average of 92 weeks parental leave while one man took two paid weeks.
 - Similar proportions of men and women are confident that flexible working arrangements would be granted should they request them.
 - More women (92%) than men (86%) stated they have the flexibility to manage their work and non-work activities and responsibilities.
 - Fewer women (83%) than men (93%) felt their organisation supports employees with family or other caring responsibilities.
 - Similar proportions of men and women responded that there is a positive culture within the organisation in relation to employees with caring responsibilities. However, there is still room for improvement.

Indicator 7: Gendered work segregation

Clerical and Administrative Workers is the one occupational group dominated by women.

The occupational groups which contain more men are:

1. Managers
2. Community and Personal Service Workers
3. Labourers

The PMS survey results shows that a **high proportion of both men and women agreed or strongly agreed** that in their workgroup, work is allocated fairly, regardless of gender.

Meaningful Consultation and Engagement Process

Our consultation process reflects the requirements set out in the Victorian Gender Equality Act (2020).

As part of this process, our team consulted with, and sought input into, the development of the Gender Equality Action Plan from the Australian Grand Prix Corporation Board as its governing body, employees, and relevant trade unions and/or their employee representatives.

The development of AGPC’s first Gender Equality Action Plan involved consultation with the leadership team, other employees of different levels and employment types, our employee representatives and input from Board members to maximise the benefit of diverse thinking and to build support and engagement around the development of gender equality measures and strategy.

Consultations with the organisation’s people aimed to facilitate a transparent and open process to provide the opportunity for everyone to share their ideas about how we can continue to progress gender equality, diversity and inclusion initiatives at AGPC as well as meet legislated requirements.

AGPC chose to work with independent Gender Equality experts and practitioners – Women’s Health in the South East (WHISE) – to design and lead the consultation sessions.

Meetings and consultations to develop AGPC’s GEAP 2021-2025 occurred in four stages:

<p>1. Board Members and Executive Leadership Team briefing (occurred on the 26th of October 2021).</p>	<p>WHISE team shared the results of AGPC’s Workplace Gender Audit to help board members understand how AGPC is performing in regard to workplace gender equality.</p>
<p>2. All staff consultation sessions (occurred on the 17th and 18th of November 2021).</p>	<p>WHISE team walked staff through the findings of the Workplace Gender Audit against the 7 indicators.</p>

	<p>Participants shared their feedback on the information and what its implications are for AGPC as an organisation. They also suggested ways that any issues arising in the audit report can be addressed by AGPC.</p> <p>This information assisted AGPC with understanding their workforce’s perspectives on priorities for improvement and to inform the potential strategies and measures to include in the GEAP.</p>
<p>3. Executive Leadership Team and All Staff 2nd round consultation session (occurred on the 20th of January 2022).</p>	<p>Participants were invited to validate the findings of the first-round consultation and determine the strategies and measures that AGPC needs to put in place to ensure a future organisation that is equitable for everyone.</p> <p>Participants also discussed and provided feedback on how AGPC will implement these and, how success will be measured.</p> <p>Participants also drafted what AGPC’s vision and case for change will be for the organisation’s first Gender Equality Action Plan (GEAP).</p>
<p>4. Board and Executive Leadership Team meeting (occurred on the 15th of February 2022).</p>	<p>Final meeting to discuss and approve proposed strategies and measures to be included in AGPC’s GEAP.</p>

Key Findings from consultation and engagement

<ul style="list-style-type: none">✓ For AGPC employees Gender Equality is about “being valued”
<ul style="list-style-type: none">✓ HRIS systems need to be updated to ensure the collection of high quality, disaggregated data on race, aboriginality, religion, ethnicity, disability, sexual orientation, and gender identity so to enhance our understanding of the experiences of people from diverse groups. We will also be able to utilise an intersectional lens in our organisation’s policies and practices.
<p><u>Indicators 1 and 2 - Gender composition:</u></p> <ul style="list-style-type: none">✓ The data clearly shows that despite almost equal numbers of women and men overall, we have an imbalance at the most senior levels of the organisation.✓ AGPC needs greater representation of women in Executive Leadership Team and senior leadership roles.
<p><u>Indicator 3 - Equal remuneration:</u></p> <ul style="list-style-type: none">✓ Employees requested clarity of the evidence-base: i.e better understanding of the pay gap figure and whether AGPC’s salaries align with other government organisations. They also requested more information on the pay equity for like for like roles by gender.✓ Employees requested a formal and structured process for salary reviews.✓ Some people highlighted that the large gap in remuneration for the 35-44 age group indicates that there is a middle management gap.✓ Procedural fairness: comments highlighted elements of procedural fairness when asking for a promotion or higher remuneration.✓ AGPC needs to develop banded salaries and levels to increase transparency of salaries for roles across levels.
<p><u>Indicator 4 - Workplace sexual harassment:</u></p> <ul style="list-style-type: none">✓ Create a “zero tolerance” policy for sexual harassment and negative behaviours, and continuously build and strengthen the capacity of the organisation to enact these standards.✓ Confidence of employees to report sexual harassment and other negative behaviours needs to be increased.

- ✓ Management needs training to improve skills to deal with issues like sexual harassment.
- ✓ Increase awareness on what behaviours constitute sexual harassment.
- ✓ Data and monitoring: collate data on gender diversity as well as experience of LGBTIQ+ and gender diverse employees.
- ✓ Process and transparency: improve the processes for reporting sexual harassment and make the reporting pathways more transparent.

Indicator 5: Recruitment and promotion

- ✓ Limitation on recruitment data restricts the generalisability of the findings.
- ✓ Strategies employed to improve transparency of recruiting and promotion processes, as well as monitoring the impact of improvements to achieve equality, will be welcomed.
- ✓ The gender ratios for permanent and contract roles were mentioned by a few people with a specific mention that few women are appointed to senior positions
- ✓ Transparent and consistent processes for promotions, access to education and training, and to ensure all staff are encouraged to access these opportunities regardless of their gender.

Indicator 6 - Leave and flexibility

- ✓ Employees reflected a desire to understand the evidence base from the audit more, and from this, improve the way that flexible work arrangements and leave is accessed. There is an opportunity to engage men and improve the rate of men taking up leave and flexible work arrangements as part of AGPC's gender equality journey.
- ✓ Significant progress has been made to flexible working arrangements within AGPC due to the Covid -19 work from home orders. However, staff feedback indicated that there is still an office-based work culture. Staff suggested that it would be great to see current flexible arrangements continue once we return to "normal".
- ✓ Some formal flexible work arrangements work better for people in certain departments but not others.
- ✓ Engaging in part-time work to balance work and primary caring duties has significant impact on women's career progression.
- ✓ Flexible work and careers need to be promoted as available to all employees. We have to send the message that flexible work is not solely the domain of mothers with young

children. Flexible working arrangements should be available at every level and for any reason.

- ✓ Working from home has contributed to a substantial rise in unpaid overtime.
- ✓ Time in lieu is only granted in very specific circumstances and there is no access to compressed workweek which is especially frustrating given the amount of overtime worked daily.

Indicator 7: Workplace segregation

- ✓ This was a major area of discussion for AGPC mainly driven by the organisation's need to ensure that this indicator was appropriately applied to its context. There are occupations within AGPC that are not accurately described in the ANZSCO Codes.
- ✓ Women are more likely to perform administrative tasks.
- ✓ We need to break the norms and have more women in senior roles and more men in administration roles.
- ✓ There are challenges in shifting perceptions around women being able to undertake physical roles.

Strategies and Measures

An Overview

The strategies and measures that AGPC has determined to implement for its GEAP over the next four years have been synthesised into four key areas of work.

These are:



Within each focus area, each of the workplace gender indicators is addressed through a range of actions and deliverables.

The following map describes how each of the workplace gender indicators as defined by the Gender Equality Act is addressed. The approach is in keeping with the feedback from our staff through consultation and the findings of our Workplace Gender Audit.

Following this map, the action areas, context, benefit, and measures are outlined for each focus area. A specific set of actions, measures and deliverables is defined for the Board of AGPC and this is described separately under the title of its own indicator – Gender Composition of Governing Bodies.

Mapping of Workplace Gender Indicators to AGPC Focus Areas

Focus Areas Indicators	<u>Focus Area 1</u> Strengthen People Infrastructure (FA1)	<u>Focus Area 2</u> Transparency and evidence for equitable decisions (FA2)	<u>Focus Area 3</u> Culture and Organisational Wellbeing (FA3)	<u>Focus Area 4</u> Build an AGPC Capable of Sustaining Intersectional Gender Equality (FA4)	Gender Composition of Governing Bodies (GCGB)
<i>Gender composition of all levels of the workforce (1)</i>	x	x		x	
<i>Gender composition of governing bodies (2)</i>					x
<i>Gender pay equity (3)</i>	x	x	x	x	
<i>Sexual Harassment in the Workplace (4)</i>	x		x	x	x
<i>Recruitment and promotion practices in the workplace (5)</i>		x		x	

<i>Availability and use of leave and flexible work arrangements (6)</i>	x			x	
<i>Gendered Segregation within the Workplace (7)</i>		x	x		

Focus Area 1 – Strengthen People Infrastructure (FA1)

Aligned to Workforce Gender Audit Indicators:

- Gender composition of all levels of the workforce (1)
- Gender pay equity (3)
- Sexual Harassment in the Workplace (4)
- Availability and use of leave and flexible work arrangements (6)

What is this about?

This focus area is about improving our policies and procedures to support and enable better intersectional gender equality at AGPC. AGPC’s leaders will also work to increase the sense of psychological safety amongst staff so that all employees feel supported and safe to disclose personal information about their identity. It should be acknowledged that there is work to be done to capture data according to current definitions and terminology.

Why is this important for us to work on?

The policies and procedures that we have shape the way we work and in effect set the standard of our behaviours and activities. They are looked to for guidance, for support and for assistance in decision making. They set standards across our organisation including those areas that we can target to improve intersectional gender equality.

This focus area is important because it will enable AGPC to transparently codify and describe how we practice intersectional gender equality and, enable us to build consistent understanding of this across the organisation.

How will we measure that this focus area is delivering outcomes for AGPC, across the life of this plan?

We will know that we are on track to achieve intersectional gender equality at AGPC when we can see that:

- A. Employee awareness and use of flexible working arrangements is over 85% (internal survey) - Use of Flexible work arrangements across all genders at AGPC is approximately equal (HR data – formal requests /internal survey responses).
- B. Positive responses to ‘Having family or caring responsibilities is not a barrier to success in my organisation’ increases to more than 85% in women (current 79% in 2020 Audit) and remains as high for men (current 95% in 2020 Audit).
- C. “Prefer not to say” responses to questions on identity are at 2%.
- D. Favourable responses to People Matter Survey on perceived positive culture in the workplace is above 80% across indicators for Disability, LGBTIQ+ and Aboriginal and Torres Strait Islanders across all gender groups
- E. Favourable responses for perceived positive culture in the workplace on indicators for varied cultural backgrounds, different age groups and different sex/genders stay at current levels or increases for all genders.
- F. Formal reports on sexual harassment through formal AGPC processes corresponds with reports through the People Matter Survey from employees who have experienced sexual harassment.

	<i>Action</i>	<i>Delivered by</i>	<i>Accountable</i>	<i>Process Indicators and Deliverables</i>	<i>Resources Required</i>	<i>Linked to</i>
1.	Establish a Gender Equality, Diversity and Inclusion (GEDI) committee	Year 1	Division Manager – People, Performance & Culture	Terms of Reference Published for GEDI committee. Representation of GEDI committee is inclusive of the diversity of the organisation, includes lived experience to	<ul style="list-style-type: none"> • People, Performance & Culture Strategic Project Leader • People, Performance & Culture Generalist • General Manager – Legal and General Counsel 	

	for AGPC to oversee and guide the work of the Gender Equality Action Plan			<p>support congruent implementation and execution of the AGPC GEAP</p> <p>Annual Meeting schedule confirmed in terms of reference</p>	<ul style="list-style-type: none"> • Financial Controller • Safety & Compliance Coordinator • Senior Manager – Operations & Customer • Manager - Communications & Stakeholder Engagement • Division Manager – Commercial Partnerships & Experiential • Manager -Event Experiences and Fan Engagement <p>8 hours per Quarter for each member of the Committee once appointed and for their term in the role.</p>	
2.	Data management	Year 1	People, Performance & Culture team	<ul style="list-style-type: none"> ◆ Identify data gaps and develop guidance on capturing, measurement, monitoring and analysing data to uncover further insights about effective initiatives to improve gender 	<p>People, Performance and Culture team</p> <p>IT team</p> <p>Legal team</p>	

				<p>equality and diversity within AGPC.</p> <ul style="list-style-type: none"> ◆ Ongoing awareness and review of Australian Bureau of Statistics (ABS) requirements, ongoing collaboration with Ceridian (our payroll provider) and other stakeholders to match the national standards and maintain compliance and best practice in data coding and collection methods. 		
	<p>Improve intersectional data collection</p>	<p>Year 1-2</p>	<p>People, Performance & Culture team</p>	<ul style="list-style-type: none"> ◆ Improve intersectional data collection in HRIS ◆ Educate and encourage current staff to disclose and update their details, including data about their race, aboriginality, 	<p>People, Performance and Culture team</p> <p>Legal team</p> <p>Gender Equality, Diversity and Inclusion (GEDI) committee.</p>	

				ethnicity, disability, sexual orientation and gender identity.		
3.	Develop a set of good practice indicators for measuring and monitoring sexual harassment within AGPC.	Year 1	People, Performance & Culture team	Collect an agreed de-identified data set relating to workplace sexual harassment reports and/or complaints by witnesses and/or victims to contribute to a coordinated system of annual reporting on workplace sexual harassment metrics	People, Performance and Culture team Gender Equality, Diversity and Inclusion (GEDI) committee.	
4.	AGPC Policies are reviewed with an intersectional and gender lens and to confirm they align with current practice	Year 1-2	People, Performance & Culture team with support from Senior Manager - Risk & Resilience	The current <i>Equal Employment Opportunity, Bullying, Harassment and Discrimination Policy</i> is reviewed and strengthened so that it reflects "Zero Tolerance" principles.	10 hours for People, Performance and Culture team to undertake research and design to develop draft new policy in accordance with new model (FA 2 Action 3) Additional 10 hours for People, Performance and Culture team to consult internally including with GEDI committee. 6 Hours for approval process to occur	

		Year 2	People, Performance & Culture team	<i>Remuneration and Recognition</i> and <i>Succession Planning</i> policies and procedures are reviewed with an intersectional gender lens	10 hours for People, Performance and Culture team to undertake research and design to develop draft new policies in accordance with new model (FA 2 Action 3) Additional 2 hours for People, Performance and Culture Team to consult internally including with GEDI committee. 6 Hours for approval process to occur	FA2 Action 3
		Year 2	People, Performance & Culture team	<i>Leave, Flexible Work Arrangement</i> and <i>Parental leave</i> policies and procedures are reviewed with an intersectional gender lens – the process engages with and includes representation from AGPC men across all levels of the organisation. Flexible work and careers will be promoted as legitimate and available to all employees.	10 hours for People, Performance and Culture team to undertake research and design to develop draft new policies in accordance with new model (FA 2 Action 3) Additional 2 hours for People, Performance and Culture team to consult internally including with GEDI committee. 6 Hours for approval process to occur	FA 2 Action 1

		Year 2	People, Performance & Culture team	<p><i>Recruitment and Promotion</i> policy and procedures are reviewed with an intersectional gender lens.</p> <p><i>Learning and Development Policy</i> and procedures are reviewed with an intersectional and gender lens.</p>	<p>10 hours for People, Performance and Culture team to undertake research and design to develop draft new policies in accordance with new model (FA 2 Action 3)</p> <p>Additional 2 hours for People, Performance and Culture team to consult internally including with GEDI committee.</p> <p>6 Hours for approval process to occur</p>	FA 2 Action 1
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Focus Area 2 – Transparency and evidence for equitable decisions (FA2)

Aligned to Workforce Gender Audit Indicators:

- Gender composition of all levels of the workforce (1)
- Gender pay equity (3)
- Recruitment and promotion practices in the workplace (5)
- Gendered segregation within the Workplace (7)

What is this about?

This focus area is about increasing confidence that AGPC is a fair and equitable place to work and about creating the right environment to provide feedback, hold others accountable for poor behaviours and increase conversations about work life balance.

Why is this important for us to work on?

To retain our talent, attract staff with the right skills and right organisational “fit” we need to be clear about what is working in our organisation and what is not. Further, we need to empower our organisation and our people to be both accountable for creating a positive culture and enjoying the benefits of it. Transparency and procedural fairness were key parts of the feedback through the GEAP development and Consultations and access to evidence about our organisation and, being involved in discussions about creating an intersectional gender equitable organisation was seen as a driver for the GEAP to achieve its vision.

How will we measure that this focus area is delivering outcomes for AGPC, across the life of this plan?

We will know that we are on track to achieve intersectional gender equality at AGPC when we can see that:

- A. Favourable responses in the People Matter Survey on perceived barriers to success in the organisation are above 80% across all indicators for all genders.
- B. Favourable responses in the People Matter Survey on perceptions of fairness and integrity in the workplace and in particular, if “Senior Leaders actively support diversity and inclusion in the workplace” are above 80% for all genders (current 86% for men and 75% for women in 2020 Audit).
- C. 80% of all genders report that they feel that they have an equal chance of promotion at AGPC through the People Matter Survey

	<i>Action</i>	<i>Delivered by</i>	<i>Accountable</i>	<i>Process Indicators and Deliverables</i>	<i>Resources Required</i>	<i>Link to</i>
1.	Explore how transparency can be improved in work practices and adopt findings	Year 1	Executive Leadership Team with support from the Organisational Culture Inventory (OCI) team	This action is aligned and provides input into the AGPC Review of Organisational Culture Inventory (OCI) particularly around the value of transparency to effect procedural fairness	Executive Leadership Team Organisational Culture Inventory (OCI) team	Action 2 for FA2
		Year 2	People, Performance & Culture team with support from Legal & Strategy team	The GEDI committee identify key opportunities and make recommendations to leadership on ways that staff/employees can improve access to relevant data and information to make intersectional gender equitable decisions on <ul style="list-style-type: none"> ◆ improving recruitment and promotion decisions; and ◆ how to improve attraction and retention 	To be included in the workings and resources allocated to support the GEDI committee as identified in FA1 Action 1	FA1 Action 2

2.	Procedural fairness	Year 1-2	People, Performance and Culture team	Opportunities to improve procedural fairness in reward and recognition and recruitment and promotion policy and practice are identified	10 hours for People, Performance and Culture team to undertake research and design to develop draft new policies in accordance with new model (FA 2 Action 3) Additional 2 hours for People, Performance and Culture team to consult internally including with GEDI committee. 6 Hours for approval process to occur	FA1 Action 2
		Year 2-4	People, Performance and Culture team	Identified areas to improve procedural fairness across recruitment, promotion, reward and recognition are implemented	People, Performance and Culture and Executive Leadership Team capacity using policy review and implementation process	FA1 Action 2
3.	Remuneration review	Year 2	Financial Controller People, Performance	AGPC undertakes and delivers a report that describes how it is tracking to develop a better understanding of the gender pay gap within the organisation.	Financial Controller People, Performance & Culture team	FA1 Action 2

			and Culture team			
		Year 3	Financial Controller People, Performance and Culture team	Recommendations and actions of the report are reviewed by leadership and as required governance structures updated and implementation to address any gaps occurs	15 hours for Executive Leadership Team over 2 months to consider and review report. Board deliberations for one month of meetings/cycle.	
4.	Transparently provide staff with information on how improved policies positively benefit intersectional gender equality	Year 1	People, Performance and Culture team	A model to develop organisation wide capacity and understanding on new policy and procedure settings and gender equality improvements is designed. The approach includes case studies and exemplars to demonstrate how review and changes positively impact intersectional gender equality	20 hours for People, Performance and Culture team to undertake research and design to develop new Model approach. Support from external consultants may be required	FA4 Action 1
		Year 3	Executive Leadership Team, People, Performance and Culture team, Gender	A mechanism is developed and included in the AGPC policy framework that ensures that each policy clearly articulates how the policy benefits intersectional gender equality at	30 hours for People, Performance and Culture team to design draft model 6 Hours of Executive Leadership Team time to review and support	

			Equality and Diversity and Inclusion (GEDI) committee.	the corporation and for its employees. Communicate pay equity information to all staff on an annual basis.	Review through Gender Equality and Diversity and Inclusion (GEDI) committee.	
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Focus Area 3 – Culture and Organisational Wellbeing (FA3)

Aligned to Workforce Gender Audit Indicators:

- Gender pay equity (3)
- Sexual Harassment in the Workplace (4)
- Gender segregation within the Workplace (7)

What is this about?

This focus area is about strengthening the culture of AGPC and its underpinning values, to ensure that we have a strong foundation to achieve an intersectional gender equitable organisation. A key part of this will be setting the right environment for our work to enable our organisation to respond to the feedback from the consultation with staff on our first Workplace Gender Audit – specifically around creating an environment that enables all staff, regardless of their gender, lived experience and role to work safely and be afforded due process. Key to this is the goal of creating a culture where information can be shared to support decisions that lead to an intersectional gender equal AGPC.

This focus area is designed to contribute to, and work in conjunction with another key project for AGPC – the review of the organisation’s values.

Why is this important for us to work on?

Our culture guides our decisions, informs how we use resources and where we place our energies. When we seek to align our work policies, practice and outcomes, our culture creates coherence for all our employees so that we can create the workplace environment that we want – for gender equality and its benefits.

How will we measure that this focus area is delivering outcomes for AGPC, across the life of this plan?

We will know that we are on track to achieve intersectional gender equality at AGPC when we can see that:

- A. The percentage of staff who strongly agree that they feel safe to challenge inappropriate behaviours at AGPC is above 85% across all genders AND those that disagree or strongly disagree is below 10%. (People Matter Survey question for Sexual Harassment in the Workplace – currently 76% agree and 14% disagree).
- B. Those staff/employees that are favourable that the AGPC takes steps to eliminate bullying harassment and discrimination is above 90% for all genders (People Matter Survey question for Sexual Harassment in the Workplace)
- C. The percentage of employees that experience bullying and discrimination in the workplace (as per People Matter Survey Gender Segregation Indicator) is under 2%.

It should be noted that because reporting of bullying, harassment and discrimination is widely underreported across Australian workplaces³, we should expect an increase in reporting as staff are reassured that reporting of incidents and issues is worthwhile and creates change.

- D. All employees see that the AGPC is committed to earning high levels of public trust (all favourable for People Matter Survey Organisational Integrity question on public trust).
- E. The percentage of staff who strongly agree that 'My organisation uses inclusive and respectful images and language' is above 90%. (People Matter Survey question for Gender equality supporting measures, currently 83% agree).

³ For the most recent survey see Australian Human Rights Commission Everyone's Business: Fourth National Survey on Sexual Harassment in Australian Workplaces (2018). Prior surveys were conducted by the AHRC in 2003, 2008 and 2012.

	<i>Action</i>	<i>Delivered by</i>	<i>Accountable</i>	<i>Process Indicators and Deliverables</i>	<i>Resources Required</i>	<i>Link to</i>
1.	Integrate Intersectional Gender Equality into AGPC Values	TBC	Executive Leadership Team	Through the culture and values project, the AGPC values are strengthened to reflect intersectional gender equality.	Executive Leadership Team Organisational Culture Inventory (OCI) team	Linked to Culture and Values Project
		Year 2-3	Executive Leadership Team	All key policies and procedure documents will be reviewed to incorporate reference to these new values	People, Performance & Culture Executive Leadership Team Organisational Culture Inventory (OCI) team	FA2 Action 4
2.	Raise organisational awareness on the role of unconscious bias and	Year 1-2 and then every year	Executive Leadership Team People, Performance	Through the Gender Equality and Diversity and Inclusion (GEDI) committee, AGPC will celebrate and participate in at least two international recognition events annually.	Executive Leadership Team People, Performance and Culture team	FA3 Action 3

	stereotypes at AGPC		and Culture team		Gender Equality and Diversity and Inclusion (GEDI) committee. External consultants to provide training to all staff on the role of unconscious bias and stereotypes at AGPC	
		Year 2-3 and then annually	Executive Leadership Team Gender Equality and Diversity and Inclusion (GEDI) committee.	An internal campaign will be designed and delivered that illustrates and communicates how the organisational values are practiced and how they benefit all employees - with specific reference to intersectional gender equality	Gender Equality and Diversity and Inclusion (GEDI) committee.	Linked to OCI and Values Project
3.	Marketing and Communications Campaigns	Year 1	General Manager – Marketing & Experience	<ul style="list-style-type: none"> Undertake a review of all existing outward facing marketing and communications collateral (websites, etc) to ensure gender 	Marketing and Experience department. Corporate Affairs and Communications department.	

			General Manager – Corporate Affairs & Communications	<p>and intersectional lens has been considered, and update/remove anything inconsistent from a gender/intersectional equity perspective</p> <ul style="list-style-type: none"> ◆ Embed an intersectional gender lens into the development of the AGPC’s marketing and communications campaigns, materials, and channels. Intersectionality to be a consistent consideration throughout the process of designing, developing, and marketing new products 	Partner with advertisement & creative agencies /consultants with experience in creating intersectional marketing campaigns.	
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4.	Build the awareness across AGPC about the drivers of workplace segregation (gender inequality)	Year 2	People, Performance & Culture team	Using existing professional development approaches, opportunities are expanded to include activities that build awareness about gender inequality and intersectional gender equality	20 hours for People, Performance and Culture team to develop training material.	
		Year 2	People, Performance & Culture team	Support is provided to people leaders/hiring managers to access to relevant networks and partnerships to continuously improve their knowledge and practice on intersectional gender equality	10 hours of People, Performance & Culture team time to communicate and distribute information on opportunities.	
		Year 2-3 then annually	People, Performance & Culture team with support from GEDI Committee.	Hold annual event with people leaders/hiring managers which focuses on current issues and matters on intersectional gender equality in major tourism and events industry.	25 hours for People, Performance and Culture team to organise and design event. 5 hours for GEDI committee to support event organisation.	FA3 Action 2

Focus Area 4 – Build an AGPC Capable of Sustaining Intersectional Gender Equality (FA4)

Aligned to Workforce Gender Audit Indicators:

- Gender Composition of all levels of the workforce (1)
- Gender pay equity (3)
- Sexual Harassment in the Workplace (4)
- Availability and use of leave and flexible work arrangements (5)
- Recruitment and Promotion Practices in the Workplace (6)

What is this about?

This focus area is about taking deliberate steps to build the skills, knowledge and behaviours across all AGPC staff to work together towards the achievement of the gender equality and intersectionality objectives.

Why is this important for us to work on?

Creating and sustaining a more equal and diverse organisation attracts the diversity of thought and perspective that we need to be successful.

How will we measure that this focus area is delivering outcomes for AGPC, across the life of this plan?

We will know that we are on track to achieve intersectional gender equality at AGPC when we can see that:

- A. Gender Equality KPIs to be introduced for all senior management. All Senior managers have attended relevant training by Year 4
- B. The percentage of staff who strongly agree that Senior leaders actively support diversity and inclusion in the workplace is above 90% across all genders, intersectionality experience and working arrangements. (People Matter Survey – currently 81% agree and 7% disagree). Gender equality, diversity and inclusion are priorities in budgeting activities and in strategic resource planning.

	<i>Action</i>	<i>Delivered by</i>	<i>Accountable</i>	<i>Process Indicators and Deliverables</i>	<i>Resources Required</i>	<i>Link to</i>
1.	Capability of AGPC to sustainably implement reviewed policies and procedures	Year 2	People, Performance and Culture team	<p>An AGPC specific training session (4 hours) on Sexual Harassment and Gender Equality (Understanding Sexual Harassment and Gender Equality) will be scoped and a contractor secured to cover:</p> <ul style="list-style-type: none"> ◆ Defining and describing sexual harassment ◆ The role of intersectional gender inequality in sexual harassment ◆ Describing what zero tolerance is and how we achieve it 	<p>15 hours for People, Performance and Culture team to undertake needs analysis and define brief of work for external consultancy team.</p> <p>External consultancy to design and deliver training to staff and develop a model that can be implemented on an ongoing basis by internal staff at AGPC</p>	
		Year 3-4	Executive Leadership Team	Managers and People Leaders are trained in the new model to assist in the	25 hours for People, Performance and Culture team to deliver capacity building training to managers	FA2 Action 4

			People, Performance and Culture team	implementation of new policies and procedures.	1 hour per manager to be trained in model and approach.	
			All AGPC People Leaders/Managers			
2	Build skills and knowledge of staff on sexual harassment and zero tolerance	Year 2	People Leaders/Managers with support from People, Performance and Culture team	People Leaders/Hiring Managers capability to deliver session on sexual harassment (Understanding sexual harassment and Gender Equality) will be developed.	External consultancy to design and develop capability building program (Train the Trainer) for People Leaders/Hiring Managers to deliver the program on an ongoing basis.	
		Year 2	People, Performance and Culture team	An AGPC specific training session (4 hours) on How to be an Active Bystander and Manage Resistance/Backlash scoped and a contractor secured to cover: <ul style="list-style-type: none"> ◆ The principles of active bystander (including managing disclosures) ◆ Overview of managing resistance and backlash to gender equality from the 	15 hours for People, Performance and Culture team to undertake needs analysis and define brief of work for external consultancy team. External consultancy to design and deliver training to staff and develop a model that can be implemented on an ongoing basis by internal staff at AGPC	

				perspective of an active bystander		
		Year 3 and then every year onwards	People Leaders/Managers with support from People, Performance and Culture team	People Leaders/Hiring Managers will deliver sessions on understanding sexual harassment on an ongoing basis including as part of induction for new staff and, as part of any initiative where new laws or information on sexual harassment in the workplace are released.	Each people leader to deliver 2 x 2 hours sessions per year.	
		Ongoing	People, Performance and Culture team	As required, when new information or regulation is released, the AGPC training session on understanding sexual harassment will be updated	8 hours for People, Performance and Culture Team to update materials and session.	
3	Build organisational capability to be an active bystander to create a	Year 2	People, Performance and Culture team	Open an EOI to members of AGPC to be trained as internal trainers to deliver the Bystander training to AGPC staff.	People, Performance and Culture team	

gender equal workplace through a team of Peer Educators			Internal Peer Educators identified and selected		
	Year 2	People, Performance and Culture team	Develop Peer Educators' capability to deliver session on How to be an Active Bystander and Manage Resistance/Backlash	External consultancy to design and develop capability building program (Train the Trainer) for People Leaders/Hiring Managers to deliver the program on an ongoing basis	
	Year 3 and then every year onwards	Peer Educators with support from People, Performance and Culture team	Peer Educators will deliver sessions on understanding sexual harassment on an ongoing basis and it will be incorporated into AGPC schedule of training and capability building	Each people leader to deliver 2 x 2 hours sessions per year.	
	Ongoing	People, Performance and Culture team	As required, the AGPC training session on Bystander Action is updated	7 hours for People, Performance and Culture team to update materials and session.	

4	Develop intersectional gender lens capability of AGPC People Leaders	Year 2-3	People, Performance and Culture team	<p>AGPC commissions design and delivery of specific training for People Leaders/Hiring Managers that covers:</p> <ul style="list-style-type: none"> ◆ Defining and understanding what Intersectional Gender Equality is and why it is important ◆ Building understanding of what contributes to gender inequality – systems and structures, understanding bias and its role as a manager ◆ Building understanding of the role of People Managers at AGPC in addressing gender inequality ◆ Applying the skills and knowledge of creating a gender equal 	<p>10 hours to undertake feedback from across the organisation to understand how the program can create value and be credible and relevant for AGPC</p> <p>10 hours of People, Performance and Culture team to undertake needs analysis and define brief of work for external consultancy team and evaluating tender responses including liaising with key leadership.</p> <p>External consultancy to design and deliver training to staff and develop a model that can be implemented on an ongoing basis by internal staff at AGPC</p>	
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				workforce at AGPC - covering workforce issues including pay equity, sexual harassment, and workforce segregation.		
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Gender Composition of Governing Bodies (GCGB)

Aligned to Workforce Gender Audit Indicators:

- Gender composition of governing bodies (2)

What is this about?

This focus area is about ensuring that the AGPC Board is equitable from both a gender and intersectional perspective. That its recruitment, retention and development practices are based on intersectional gender equality principles.

The Board has primary responsibility and accountability for the implementation of the AGPC’s Gender Equality Action Plan, via the Culture and Remuneration Committee.

Why is this important for us to work on?

There is a strong body of evidence that boards that include Directors of diverse intersectional experience and are gender equitable make better decisions and are able to return better results to the organisations that they oversee. In 2020 the Workplace Gender Equality Agency released research undertaken with Curtin University and Bankwest that found that “an increase of 10 percentage points or more in women

on Boards leads to a 6% increase in the likelihood of (organisations) outperforming their sector on three or more key metrics⁴. An AGPC Board that reflects intersectional gender equality practices and principles will lead to a more productive and higher performing organisation.

How will we measure that this focus area is delivering outcomes for AGPC, across the life of this plan?

We will know that we are on track to achieve intersectional gender equality at AGPC when we can see that:

- A. The AGPC Board will continue to demonstrate gender equitable representation
- B. The AGPC Board composition consists of Directors who have an intersectional experience (language groups, indigeneity, cultural background, disability, LGBTQIA+ .
- C. The Board demonstrates visible leadership and appropriate oversight and governance over culture, sexual harassment, and gender equality.

	<i>Action</i>	<i>Delivered by</i>	<i>Accountable</i>	<i>Process Indicators and Deliverables</i>	<i>Resources Required</i>	<i>Link to</i>
1.	Review and reform of AGPC Board Capability Framework to strengthen intersectional gender	Year 1	CEO office, People Performance and Culture Division Manager and General Counsel with Board	Skills matrix of the Board is reviewed with an intersectional gender lens to understand how current matrix can be strengthened to increase intersectional diversity.	12 hours of Board representative overseeing Board nominations and skills matrix over 2month period to collaborate with CEO and General Counsel. Involved in leading this action area at the Board level. Board members to attend sector-wide Gender Impact Assessment workshops and/or training sessions delivered by a	All focus areas and actions, as evidence indicates that equality on Boards creates

4 <https://www.wgea.gov.au/media/gender-equity-insights-2020-women-on-boards-outperform-sector>

composition of the Board				Panel of Providers that the Gender Equality Commission has set up. 20 hours of CEO and General Counsel time to assist	equitable organisations
	Year 2	CEO office and General Counsel with Board	Opportunities identified are implemented and the matrix is updated	12 hours for each Director for a Board meeting cycle to discuss and consider opportunities (inclusive of Board meeting, discussions between Directors, work of the Chair, and review of papers) 20 hours for CEO and 20 hours for General Counsel to implement and action Skills Matrix Review	
	Year 2	CEO office and General Counsel with Board	Recruitment practices and procedures of the Board are reviewed with an intersectional gender lens to ascertain what barriers may be present that prevent increased levels of diversity	12 hours for Board representative overseeing Board nominations and skills matrix over 2-month period to collaborate with CEO and General Counsel. Involved in leading this action area at the Board level 20 hours for CEO and General Counsel	
	Year 3	CEO office and General Counsel with Board	The Board discusses and determines the best way for it to strengthen the intersectional experience	12 hours for each Director for a Board meeting cycle to discuss and consider opportunities (inclusive of Board meeting,	

				and input into its decision making (recruitment, and or professional development)	discussions between Directors, work of the Chair, and review of papers) 20 hours for CEO and 20 hours for General Counsel to implement and action Skills Matrix Review	
2.	The Board, via the Culture and Remuneration Committee oversee the implementation of the organisation's GEAP.	Ongoing	CEO office and General Counsel with Board Culture and Remuneration Committee	<ul style="list-style-type: none"> ◆ Review and clearly define the data it expects to be collected and reported by management and People, Performance and Culture team to assist in monitoring progress towards gender equality and intersectionality. ◆ Establish the frequency for full board discussion and evaluation on a quarterly basis. ◆ Prioritise corporate culture 		

				in board discussions, review gender equality related targets in strategic plans, and demonstrate zero tolerance to sexual harassment.		
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Alignment of GEAP to Pay Equity Principles

The AGPC GEAP undertakes a range of activities to address and support our work to operate in keeping with the principles of pay equity as outlined by the Commission for Gender Equality in the Public Sector.

The following table shows how our plan will align with and support these principles.

Focus Area Principle	FA1	FA2	FA3	FA4	Gender Composition of Governing Boards
Establishing equal pay for work of equal or comparable value		Action Item 3 – Remuneration Review			
Freedom from bias and discrimination		Action Item 2 – Procedural Fairness	Action Item 2 - Raise organisational awareness on the role of unconscious bias and stereotypes at AGPC	Action 4 - Develop intersectional gender lens capability of AGPC People Leaders	
		Action Item 1 - Explore how transparency can be			

Transparency and accessibility		improved in work practices and adopt findings			
		Action Item 4 - Transparently provide staff with information on how improved policies positively benefit intersectional gender equality			
Relationship between paid and unpaid work	Action Item 2 - AGPC policies are reviewed with an intersectional lens		Action Item 3 - Build the awareness across AGPC about the drivers of workplace segregation (gender inequality)		
Sustainability	Action Item 2 - AGPC policies are reviewed with an intersectional lens		Action Item 1 - Integrate Intersectional Gender Equality into AGPC Values	Action Area 1 – Capability of AGPC to sustainably implement reviewed policies and procedures	Action item 1 - Review and reform of AGPC Board Capability Framework to strengthen intersectional gender composition of the Board

Participation and engagement	Action item 1 - Establish a Gender Equality and Diversity and Inclusion (GEDI) Committee for AGPC to oversee and guide the work of the Gender Equality Action Plan.		Action Item 2 - Raise organisational awareness on the role of unconscious bias and stereotypes at AGPC	Action 4 - Develop intersectional gender lens capability of AGPC People leaders	
	Action Item 2 - AGPC Policies are reviewed with an intersectional lens				

Appendix A – United Nations – Sustainable Development Goals

The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. Learn more and take action.

Goal 5: Achieve gender equality and empower all women and girls

Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

There has been progress over the last decades: More girls are going to school, fewer girls are forced into early marriage, more women are serving in parliament and positions of leadership, and laws are being reformed to advance gender equality.

Despite these gains, many challenges remain: discriminatory laws and social norms remain pervasive, women continue to be underrepresented at all levels of political leadership, and 1 in 5 women and girls between the ages of 15 and 49 report experiencing physical or sexual violence by an intimate partner within a 12-month period.

The effects of the COVID-19 pandemic could reverse the limited progress that has been made on gender equality and women's rights. The coronavirus outbreak exacerbates existing inequalities for women and girls across every sphere – from health and the economy to security and social protection.

Women play a disproportionate role in responding to the virus, including as frontline healthcare workers and carers at home. Women's unpaid care work has increased significantly as a result of school closures and the increased needs of older people. Women are also harder hit by the economic impacts of COVID-19, as they disproportionately work in insecure labour markets. Nearly 60 per cent of women work in the informal economy, which puts them at greater risk of falling into poverty.

The pandemic has also led to a steep increase in violence against women and girls. With lockdown measures in place, many women are trapped at home with their abusers, struggling to access services that are suffering from cuts and restrictions. Emerging data shows that, since the outbreak of the pandemic, violence against women and girls – and particularly domestic violence – has intensified.



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