GENDER EQUALITY ACTION PLAN

2022–25

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

Acknowledgement of advocates, victims and survivors

The City of Melbourne acknowledges the strength and resilience of those who have advocated and worked for gender equality, and those who have experienced harm while doing that work. We pay respect to those who have experienced harm from gender inequality, in particular victim survivors of gendered violence. We acknowledge the experiences of those who have been harmed and the loss of those who have not survived, and pay respect to them, their families and communities.

Council Plan 2021-25

The Council Plan 2021-25 sets out our strategic direction and commitment to the community for the next four years. Based on six strategic objectives for our city, this is our detailed plan for our city's revitalisation and considers the needs of all people who access and experience the City of Melbourne municipality. For more information visit **melbourne.vic.gov.au/council-plan**

Safety and wellbeing

Ensuring the city is safe, and that people feel safe when they come into the city is our priority. We will plan and design for the safety and health and wellbeing of all people in Melbourne, and we are committed to strengthening community social connections.

CONTENTS

To find out how you can participate in the decision-making process for City of Melbourne's current and future initiatives, visit **melbourne.vic.gov.au/participate**

MESSAGE FROM CEO

I am pleased to present to you City of Melbourne's first Gender Equality Action Plan 2022–25.

This is a welcome milestone in our equality, diversity and inclusion journey.

The City of Melbourne has made real progress in gender equality in areas such as increasing women in leadership, developing leading workplace support for new parents, and the superannuation top-up for women in our enterprise agreement. However, there is still work to be done to realise the fair treatment of all employees, volunteers and contractors, in line with our organisational values.

It is right to progress gender equality. Fairness and equality are values we all hold, and gender equality also offers very real benefits to our health, wellbeing, productivity, performance as an organisation, and our enjoyment of work.

Real change takes commitment, time and energy, and the work we have undertaken to understand where we are right now confirms we need to prioritise this work.

The strategies in our Gender Equality Action Plan will see us deepen our understanding and progress gender equality in various aspects of our work. Over the next four years, these themes will form the foundations of our work:

- leadership and enablement
- safety and respect
- participation and representation
- pay equity.

The themes are underpinned by our commitment to equality in our policies, practices and processes, so we can build an equitable and supportive culture and embed gender equality in our core business.

We thank everyone who has shared their experiences and worked on strategies to inform the Gender Equality Action Plan. We acknowledge the time you have invested, and the knowledge and experiences you have shared. We commit to delivering this plan and the actions it contains.

We have made great strides, but we have more to do. It is up to each of us to look for ways to improve equality and create a safe and respectful workplace. I ask every one of our team members to join us in taking action to make a real and long-term difference in gender equality.

Justin Hanney
Chief Executive Officer

GENDER EQUALITY

Gender equality is achieved when each individual or group of people, have equal rights and responsibilities, and are provided the same opportunities. It is an important goal: it prevents violence against women, is essential for economic prosperity, supports our health and wellbeing and is a human right. While gender inequality can affect everyone, it is women and people with self-described gender that are impacted the most.

Gender equity is recognising that strategies and measures are needed to realise equality. We need to be conscious that giving everyone the same resources and opportunities does not always result in the same or equal outcomes. When we understand and respond to the experiences of different people, and allocate resources accordingly, we can see access to the same outcomes.

It is also important that we take an intersectional approach to achieving gender equality. Experiences of gender equality can be greatly impacted by different and multiple identities and experiences that we have, such as our race, religion, age, ability, class, sexual orientation and languages spoken. These experiences exist within social norms, law, policies, history and structures, so inequality is often a range of overlapping and interdependent experiences of discrimination or disadvantage. Our work to increase equality must understand these range of experiences and include addressing structures, systems, policy, practice, culture, values and behaviours.

Figure 1.1: Understanding equality and equity.
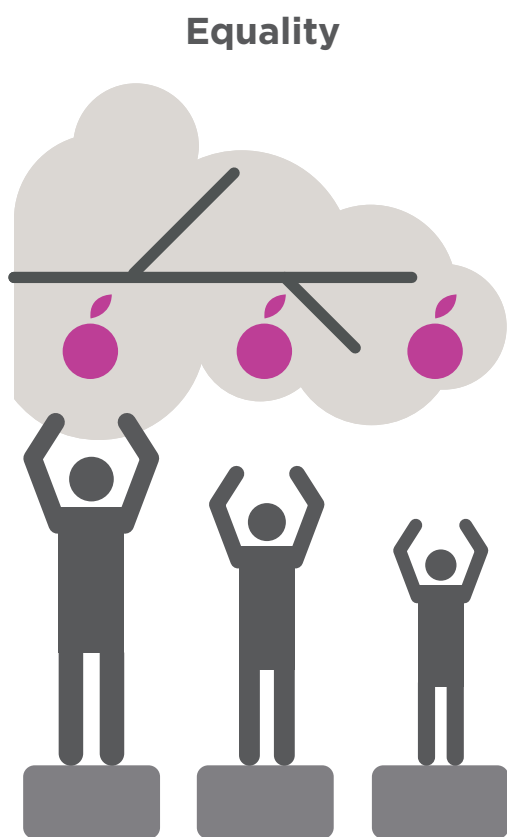
Equality

Treating everyone the same does not necessarily result in equal outcomes.
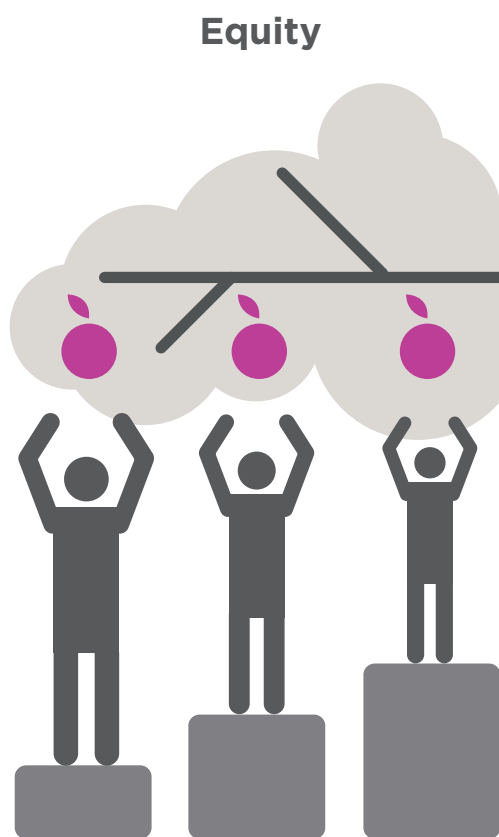
Equity

Equity recognises different circumstances and the different resources to provide equal opportunity.

WHY A GENDER EQUALITY ACTION PLAN?

On 31 March 2020 the *Gender Equality Act* come into effect, requiring local governments to take positive action towards achieving workplace gender equality. The Gender Equality Action Plan is the prescribed mechanism under The Act for understanding the status of gender equality in the workplace at City of Melbourne, the experiences of employees and maps out the path we will take to increase gender equality for people of all genders in our workplace. It is different to a plan that has an external focus, as it explores the status of our internal culture, policies, and practices.

OUR COMMITMENT

Our Gender Equality Action Plan is underpinned by the human rights and equality principles that are embedded in the *Gender Equality Act*.

City of Melbourne believes:

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.

- Gender equality benefits all Victorians regardless of gender.

- Gender equality is a human right and precondition to social justice.

- Gender equality brings significant economic, social and health benefits for Victoria.

- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.

- Advancing gender equality is a shared responsibility across the Victorian community.

- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.

- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

- Women have historically experienced discrimination and disadvantage based on sex and gender.

- Special measures may be necessary to achieve gender equality.

City of Melbourne has a gender equality statement of commitment – we commit to ensuring that everyone in the Melbourne municipality, regardless of their gender identity has access to equal power, resources and opportunities, and are treated with dignity, respect and fairness.

We strive for an equitable workplace and inclusive culture, where we all have access to the same opportunities, are welcomed, valued and supported, and able to fully participate and contribute. Our goal is to create a workplace that is equitable for people of all genders. To do this we will continue to build equality into the foundation of our organisation.

This plan articulates our commitment to increasing gender equality in our workplace, which in turn supports our work with community. Everyone in our workforce is contributing to the safety, wellbeing, and economic prosperity of our community, and the way we represent and lead. We will be leading as a workplace, as a member of our community and deepening our understanding of our role and implementing strategies to realise gender equality.

Achieving gender equality is the fair and right thing to do. It is also a key part of overall organisational performance and economic outcomes for community, both locally and nationally. The benefits of providing an equal and inclusive workplace are well documented. We are healthier, more engaged, motivated and productive when we have a workplace that is inclusive, safe and welcoming. Our teams are more innovative, creative and have a wider range of experiences and knowledge to draw on. We want to be able to draw from a wide talent pool, be an employer of choice to potential candidates and retain our talented and knowledgeable staff.

When we reflect the community we serve, and are engaged in what it means to progress equality, we are better positioned to understand and meet the community's needs. Our employees are also community members who are leaders, role models, volunteers, parents, carers, family members and part of the local economy. By being equitable and role-modelling gender equality we are collectively and individually contributing to social and economic outcomes.

STRATEGIC AND LEGISLATIVE CONNECTIONS

The Gender Equality Action Plan is an internal plan that supports the commitments of City of Melbourne and sits within a broader context of Australian and Victorian legislation.

City of Melbourne strategies

Our Gender Equality Action Plan supports the strategic objective of public safety and wellbeing in the Council Plan 2021–25. It directly contributes to people feeling safe and included when participating in community life, with zero tolerance of violence including family violence and violence against women, racism, and discrimination in all its forms.

City of Melbourne's Gender Equality Statement of Commitment is supported by the Gender Equality Action Plan. The Plan outlines how we will be working to improve access to power, resources and opportunities in the workplace. Our Women's Safety and Empowerment Action Plan 2021-24 is supported by the Gender Equality Action Plan in the following ways:

Strategic theme 1: Advance women and gender diverse people's leadership and participation in economic, social and civic life across the municipality.

- Increase the representation and participation of women and people with self-described gender across the organisation including in leadership.

- Decrease the gender pay gap.

Strategic theme 2: Promote the safety of women and gender diverse people in our communities and public spaces.

- Increase prevention and response to sexual harassment, bullying and discrimination in the workplace.

- Increase prevention activities and cultures of safety and respectful behaviours through culture development, training, and participation in evidence based campaigns.

- Increase workplace spaces that support the diverse experiences of employees.

Strategic theme 3: Engage men and boys to shift unhealthy norms of masculinity and condoning of violence.

- Implement bystander training, toolkit and resources that increase men's confidence and assist them to understand and challenge harmful gender stereotypes, discrimination and bullying, and engage in work to increase gender equality.

Strategic theme 4: Achieve sustainable primary prevention for our municipality.

- Increase the internal profile of our commitment to and deliverables of gender equality strategies, increase visible support and advocacy by leadership, embed the gender impact assessment process across activities, and increase accountability for progress on metrics.

The Gender Equality Action Plan helps deliver on the Inclusive Melbourne Strategy priority action 1: Organisation, services, programs, and places for all. The Gender Equality Action Plan will assist in delivering an organisation that is diverse and inclusive, where people feel culturally safe, valued and belong by addressing barriers, developing culture, increasing safety, being equitable and increasing diverse representation.

Our Gender Equality Action Plan stands alongside, reaffirms and supports the goals and strategies in our Reconciliation Action Plan and the Disability Access and Inclusion Plan. It will directly support employment outcomes for Aboriginal and Torres Strait Islander people, and people with disability, build a positive culture towards diversity, and safe and respectful workplaces.

At the regional level, this action plan supports the objectives of Preventing Violence Together 2030, which is the strategy for preventing violence against women in Melbourne's west (Women's Health West, 2017). City of Melbourne adheres to the principles for preventing violence against women outlined in Preventing Violence Together 2030:

- women's rights to freedom from violence
- gender-transformative practice
- intersectional prevention practice
- evidence-based practice
- cultural safety for Aboriginal and Torres Strait Islander communities
- collaboration and participation
- accountability to women's lived experiences of violence and gender inequality.

The legislative environment for the Gender Equality Action Plan includes:

National

- *Fair Work Act 2009 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Workplace Gender Equality Act 2012 (Cth)*
- *Disability Discrimination Act 1992 (Cth)*
- *Age Discrimination Act 2004 (Cth)*
- *Racial Discrimination Act 1975 (Cth).*

State

- *Gender Equality Act 2020 (Vic)*
- *Local Government Act 2020 (Vic)*
- *Charter of Human Rights and Responsibilities Act 2006 (Vic)*
- *Equal Opportunity Act 2010 (Vic)*
- *Multicultural Victoria Act 2011 (Vic)*
- *Racial and Religious Tolerance Act 2011 (Vic)*
- *Occupational Health and Safety Act 2004 (Vic).*

International

The Gender Equality Action Plan supports and contributes to the Sustainable Development Goals of 5: gender equality, 8: decent work and economic growth, and 10: reduced inequalities. It also contributes to and aligns with the UN Convention on the Elimination of All Forms of Discrimination Against Women (1979; ratified by Australia in 1983).

OUR WORK SO FAR

Prevention of violence against women and gender equality

City of Melbourne has been working on advancing gender equality and in the prevention of violence against women for some time. Our work has included:

- Membership of the Western Region Prevention of Violence Against Women and Family Violence Network since 2006.

- An implementing partner in the Preventing Violence Together regional partnership and strategy since its inception in 2010.

- Membership of the Male Champions of Change program to achieve a significant and sustainable increase in the representation of women in leadership and non-traditional careers.

- Implementing the We Need to Talk: Preventing Violence Against Women Strategy 2013–16, which included our workplace as a setting for prevention work. The work resulted in:

  - Gender Equity Policy

  - Preventing Violence Against Women Policy, procedure and resource booklet

  - Bystander policy, toolkit and training

  - Refresh of the Family Violence Policy and procedure including workplace safety planning

  - The establishment of Contact Officers for staff.

- A public commitment in 2018 to prioritise gender equality in all current and future Council planning, policy, service delivery and practice through a Statement of Commitment to Gender Equality.

- Participation in the White Ribbon and 16 Days of Activism Against Gender-Based Violence campaigns and recognition and celebration of International Women's Day.

- Commencement of the implementation of activities that respond to the findings of the Sexual Harassment in Local Government research by the Victorian Auditor General's Office which has included refreshing policy, procedures, data capture, organisation wide communication and investigation of an anonymous reporting mechanism,

- Commencing the delivery of the new Prevention of Violence Against Women Action Plan 2021–24, advancing women's leadership and participation in economic, social and civic life, promotion of the safety of women and girls in community and public spaces, and engaging men and boys to shift unhealthy norms of masculinity and reduce the condoning of violence.

The employee life cycle

City of Melbourne has a range of workplace policies that support our diversity, equality and inclusion through the employee lifecycle, providing frameworks, guidance, building safe and respectful workplaces, as well as support and response when needed. The policies and tools that support this work include:

- Gender Equity Policy

- Preventing Violence Against Women Policy and the Prevention of Violence Against Women Staff Resource Booklet

- Bystander Policy and Procedure, Bystander Toolkit

- Response to Family Violence Policy and Procedure

- Assisting Victims of Family Violence Reference Guide

- Salary Advance for Women Experiencing Family Violence

- Individual Family Violence Workplace Safety Plan

- Sexual Harassment Policy and Procedure

- Equal Opportunity (Harassment and Discrimination Prevention) Policy and Procedure

- Recognition of Sex and Gender Information and Action Kit

- Work Flexibility Policy, resources and support materials

- Parental Leave Policy, Parental Leave Toolkit

- Recruitment Policy

- People Assist Policy

- Annual Superannuation Contribution for Women.

FIRE DOOR
DO NOT OBSTRUCT
DO NOT KEEP OPEN

AREA WARDEN

GENDER EQUALITY ACTION PLAN METHODOLOGY

This section is a summary of how the Gender Equality Action Plan was developed. A robust process has been undertaken to inform the strategies and supporting actions in our Gender Equality Action Plan. We have analysed our workplace data, surveyed and consulted with employees, and drawn on research and best practice. The findings from these activities build a picture of the current state of gender equality in our workplace on which we will build.

Workplace audit

The development of the Gender Equality Action Plan has included analysing our workforce data from 1 July 2020 to 30 June 2021 across seven indicators:

1. Gender composition at all levels of workforce

2. Gender composition of governing body

3. Gender pay equity

4. Workplace sexual harassment

5. Recruitment and promotion

6. Leave and flexibility

7. Gendered work segregation.

There are gaps in our workforce data – specifically employee data around cultural identity, disability, languages spoken, sexual orientation, place of birth and religion. Gaining diversity data for future workplace audits is a strategy to be implemented in the first year of our Gender Equality Action Plan.

Engagement and consultation

In the writing of the Gender Equality Action Plan, City of Melbourne carried out engagement and consultation reflecting the requirements under the *Gender Equality Act*. Consultation and engagement facilitated input from employees, their unions and representatives, and Councillors. The consultation and engagement has directly informed the priorities and strategies identified in the Gender Equality Action Plan.

People Matter Survey

In June 2021 the People Matter Survey was distributed to 1663 staff, of which 589 (35 per cent of the workforce) completed the survey. The survey captured a wider range of employee experiences than provided by the workforce data, including experiences of culture and levels of agreement on fairness, opportunities, barriers to success, and experiences of safety and respect.

Consultation

In early 2022 a working group was formed with internal specialists and those with lived experience across a range of diversities. The group brought together nine employees who are experienced and knowledgeable in disability and inclusion, Aboriginal experiences and employment, gender equality, prevention of violence against women, cultural diversity, and representatives of the diversity of the Melbourne Pride Network. This working group spent eight hours over several sessions deeply engaged with the workforce data, survey results and sharing workplace experiences.

Consultation was held with employees, unions and employee representatives between 31 March and 20 April 2022. During the consultation period workplace audit data and People Matter Survey results were available and promoted to all employees. A monitored email address was available for written input, workplace audit and People Matter Survey findings were circulated to members of the Consultative Committee and discussed in their meeting, and five workshops were hosted with 49 employees. In May 2022 City of Melbourne Councillors were presented a draft Gender Equality Action Plan for consultation.

What our consultation told us

The feedback from consultation provided additional insights to the workplace audit data and People Matter Survey. The results have directly informed the focus areas and actions to be delivered in the Gender Equality Action Plan. The themes that emerged include:

• The importance of the role of leadership to drive equality, and lead diverse, safe and respectful workplaces.

• The importance of cultures of safety and respect through the organisation as both protective factors and enabling environments to progress equality.

• The desire for increased prevention of, and responses to, sexual harassment, bullying and discrimination.

• Workplace flexibility and having a culture where people are able to talk about and be supported in their diversity, health, wellbeing, and external commitments are seen as important.

• The desire to see pay equality and a reduction in the gender pay gap.

• Strong support for increasing diversity across the organisation and the representation of all types of diversity and women in leadership.

• The development of emerging leaders, and celebration of a wide range of leadership demonstrated at lower levels – particularly by those who are diverse and/or leading equality activities.

• Development opportunities that deepen understanding and awareness raising activities for all staff in gender equality and diversity with regular events and awareness raising activities to celebrate who we are and keep momentum going.

• It was identified that champions, visible leadership, support, encouragement, and accountability are valuable tools that support equality and inclusion.

WHERE ARE WE NOW?

In this section we present the findings from the workplace audit and People Matter Survey.

Indicator 1: Gender composition of all levels of the workforce

By looking at the gender of employees across the organisation and in each level we can see where we could benefit from greater diversity.

City of Melbourne staff

60% ♀ **40%** ♂
Women   Men
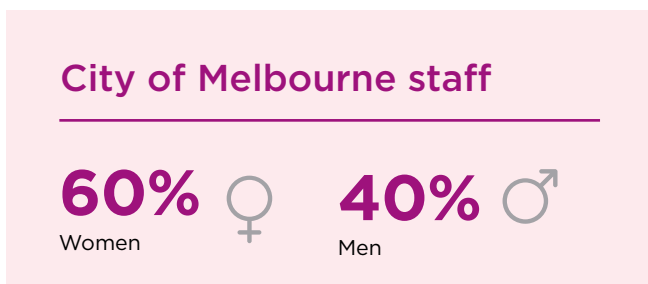
Figure 1.2: Number of employees by gender and classification.

Key

- ▮ Women
- ▮ Men
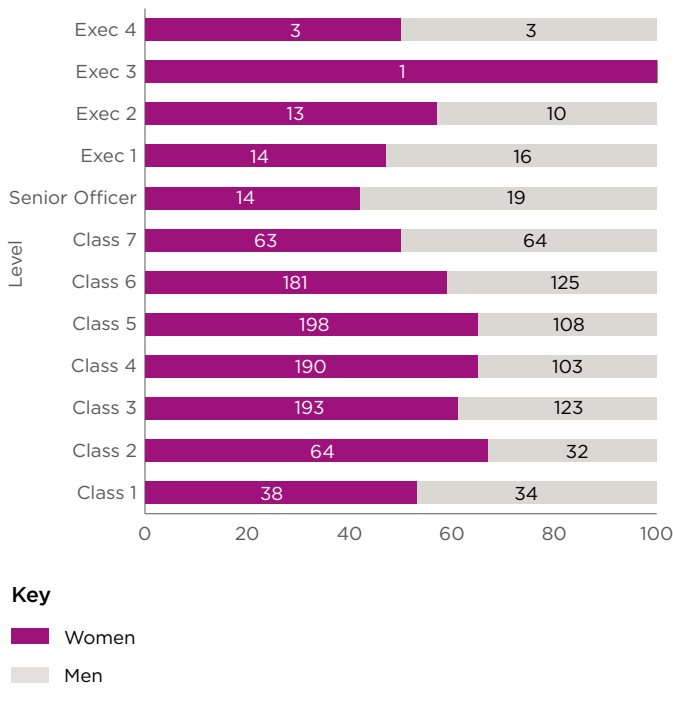
Types of employment

Full - time permanent roles

52% ♀ **48%** ♂
Women   Men

Full - time contract roles

59% ♀ **41%** ♂
Women   Men

Part - time permanent roles

82% ♀ **18%** ♂
Women   Men

Part - time contract roles

70% ♀ **30%** ♂
Women   Men

Casual roles

67% ♀ **33%** ♂
Women   Men

The responses to the People Matter Survey show that we are diverse. This data is important as we do not currently have diversity data in our employment records.

1% Identify as transgender or non-binary.

3% Identify as bisexual

6% Identify as gay or lesbian

2% Identify as pansexual

33% born overseas.

22% speak a language other than English with family or community.

36% identified as having a religion.

15% have a child or children under school age.

30% have school aged children.

2% support a person with disability.

6% support a person with a medical condition.

4% support a person with a mental illness.

12% support a frail or aged person.

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE THAT THERE IS A POSITIVE CULTURE IN THE ORGANISATION TOWARDS EMPLOYEES:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
Who identify as LGBTIQ+	82%	52%	85%	86%
Who are of different sexes / genders	74%	49%	74%	83%
Who are from varied cultural backgrounds	71%	43%	69%	83%
Who are Aboriginal and Torres Strait Islander	67%	48%	65%	76%
Who are of different age groups	62%	36%	60%	73%
With disability	50%	36%	45%	62%

Indicator 2: Gender composition of governing body

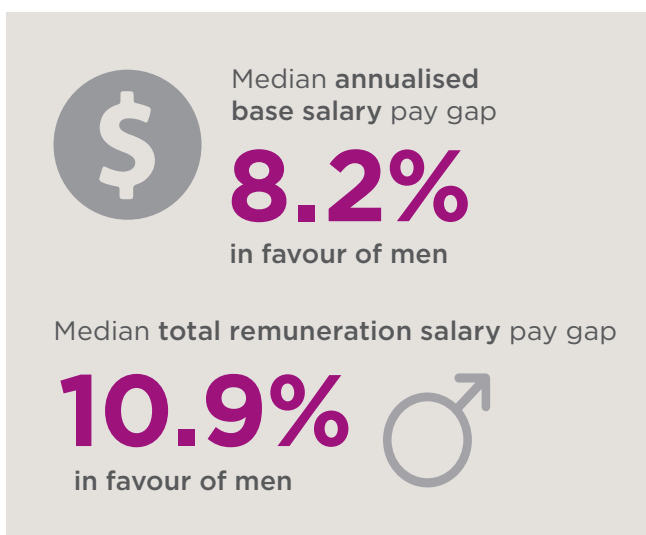This indicator shows the gender composition of Council as our governing body. It is a demonstration of the equity in access to civic participation for the community of City of Melbourne.

The whole of the governing body of City of Melbourne is 11 Councillors. The gender of councillors is 64 per cent men and 36 per cent women. This differs from the City of Melbourne community, which is 49 per cent men and 51 per cent women. At the time of the audit the Lord Mayor was a woman.

Indicator 3: Gender pay equity

The gender pay gap in Victoria is persistent. In November 2019 it was at 9.6 per cent, in the public sector it was 10 per cent. The gender pay gap is driven by several factors, including the unequal distribution of unpaid care, gender segregation in industries, stereotypes around gender, work and household roles, lower rates of pay in women dominated industries, lower rates of women in leadership and discrimination.

By collecting data for and analysing City of Melbourne's gender pay gap we see the need to prioritise the reduction of the gender pay gap.

Median **annualised base salary** pay gap

8.2%

in favour of men

Median **total remuneration salary** pay gap

10.9%

in favour of men

Indicator 4: Workplace sexual harassment

Sexual harassment causes psychological, physical and financial harm to victim survivors. It also has significant costs to organisations through loss of productivity, engagement and sometimes legal action. There is loss to the economy of Victoria and increased costs in the provision of health and response services.

By examining the reports and experiences of employees, City of Melbourne can direct resources to prevention activities, be more transparent and accountable to employees, and build a culture that supports confidence to report when sexual harassment occurs.

There were no reported cases of sexual harassment in 2020–21. In the People Matter Survey, however, 7 per cent of responders had experienced sexual harassment in the workplace in the previous 12 months.

Often victim survivors don't make a formal report due to barriers which include fears of reprisal or negative consequences for themselves, lack of confidence in the reporting system and sometimes a lack of understanding of what sexual harassment is.

PERCENTAGE OF SURVEY RESPONDENTS WHO HAVE EXPERIENCED SEXUAL HARASSMENT AT WORK IN THE PREVIOUS 12 MONTHS:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
	7%	13%	7%	5%

PERCENTAGE OF SURVEY RESPONDENTS WHO:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
Feel safe to challenge inappropriate behaviour at work.	65%	38%	64%	76%
Believe the organisation takes steps to eliminate bullying, harassment and discrimination.	64%	44%	60%	77%
Believe the organisation encourages respectful workplace behaviours.	76%	61%	74%	85%

Indicator 5: Recruitment and promotion

This section includes an analysis of career related training and development, recruitment, promotion, secondment, exits from the organisation and uptake of higher duties. Analysing this data assists in identifying strategies to increase access to opportunities in career development.

Figure 1.3: Gender of employees recruited.

40%

60%

Key
- Women
- Men
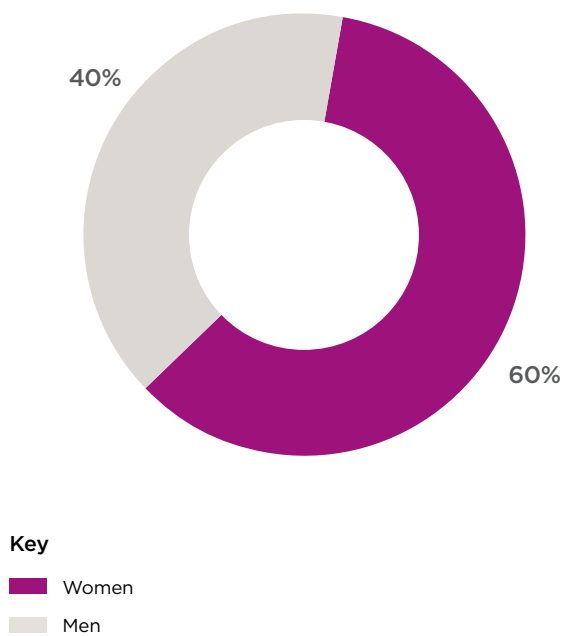
Figure 1.4: Number of women and men recruited by level.

Level	Women	Men
Exec 2	4	2
Exec 1	6	3
Senior Officer	1	2
Class 7	5	6
Class 6	22	19
Class 5	22	11
Class 4	19	13
Class 3	25	14
Class 2	10	2
Class 1	15	15
All	129	87

Key
- Women
- Men
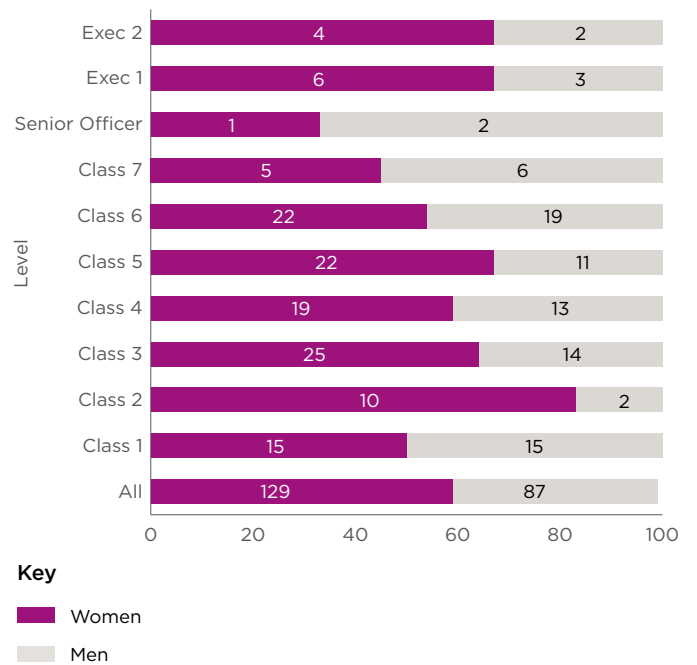
Figure 1.5: Percentage of women and men who have left City of Melbourne.

34%

66%

Key
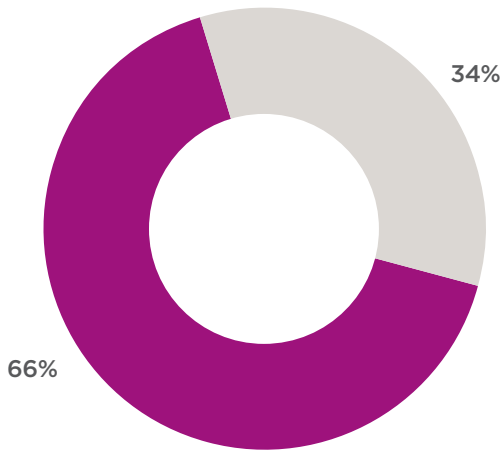
Women

Men

Figure 1.6: Number of women and men who have left City of Melbourne by level.

Level	Women	Men
Exec 2	5	
Exec 1	6	4
Senior Officer	4	2
Class 7	9	4
Class 6	36	22
Class 5	21	12
Class 4	26	11
Class 3	15	5
Class 2	16	6
Class 1	10	11

Key
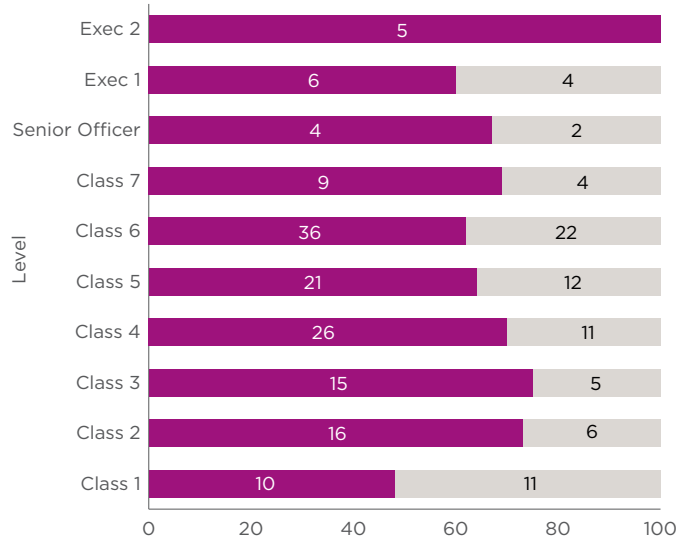
Women

Men

Figure 1.7: Percentage of women and men who received promotions.

49%

51%

Key
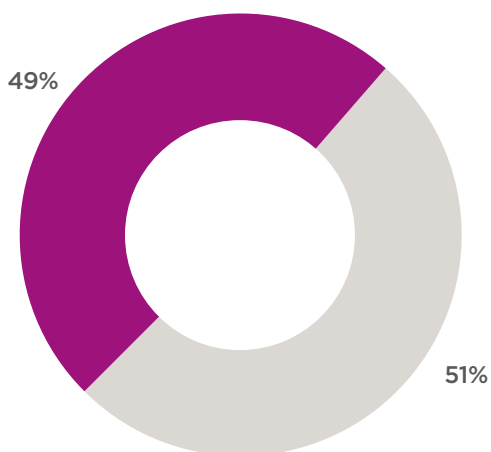
Women

Men

Figure 1.8: Number of women and men who received permanent promotions by level.

Level	Women	Men
Class 6	3	1
Class 5	4	6
Class 4	1	3
Class 3	2	2
Class 2		
Class 1	1	
All	11	12

Key
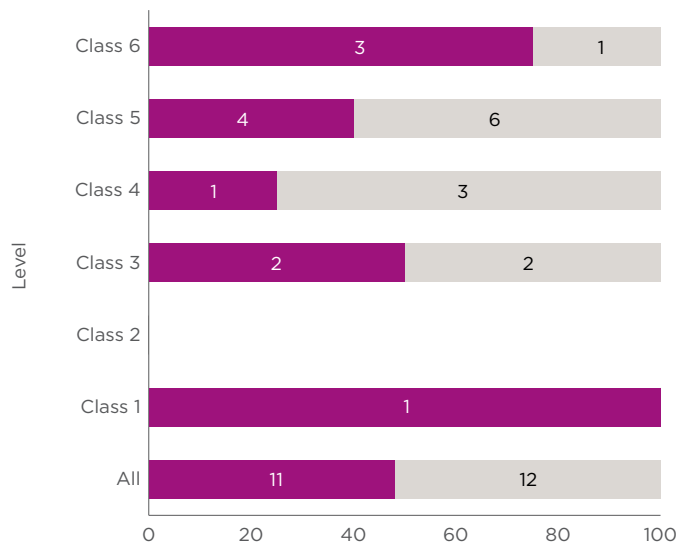
Women

Men

Figure 1.9: Percentage of women and men who undertook higher duties.

41%

59%
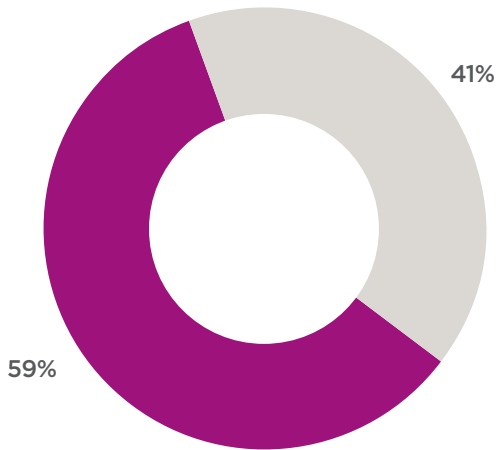
Key
■ Women
■ Men

Figure 1.10: Number of women and men who undertook higher duties by level.

Level	Women	Men
Exec 4	1	
Exec 3		
Exec 2	3	2
Exec 1	6	3
Senior Officer	2	2
Class 7	6	7
Class 6	28	18
Class 5	19	17
Class 4	19	15
Class 3	18	16
Class 2	18	16
Class 1	18	16
All	46	32
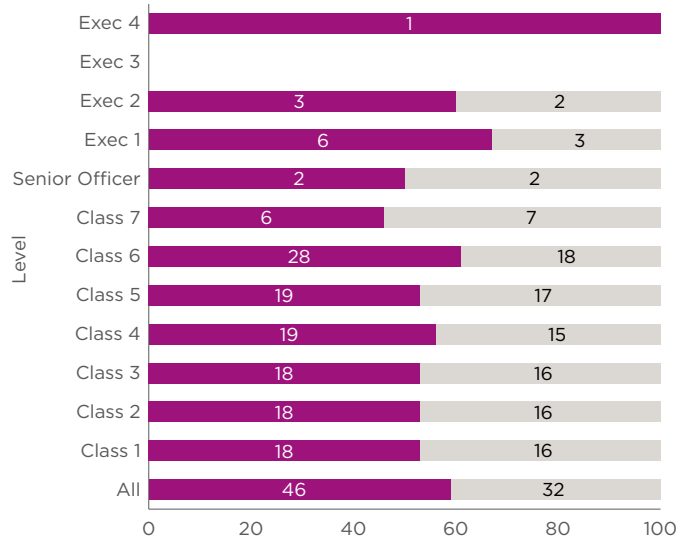
Key
■ Women
■ Men

Figure 1.11: Percentage of women and men who were awarded internal secondment.

34%

66%
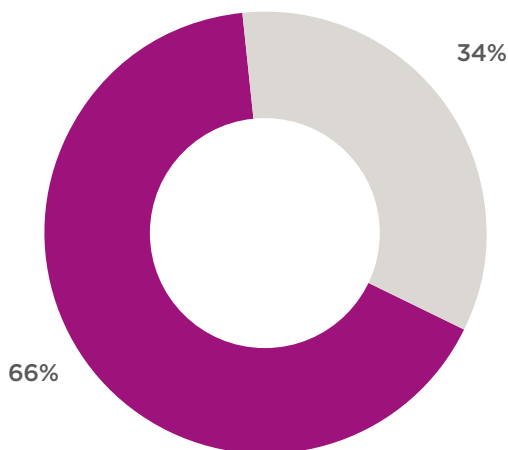
Key
■ Women
■ Men

Figure 1.12: Number of women and men who were awarded internal secondment by level.

Level	Women	Men
Exec 1	2	4
Senior Officer	1	1
Class 7	6	6
Class 6	35	16
Class 5	12	12
Class 4	16	11
Class 3	15	8
Class 2	1	2
Class 1	5	2
All	93	62
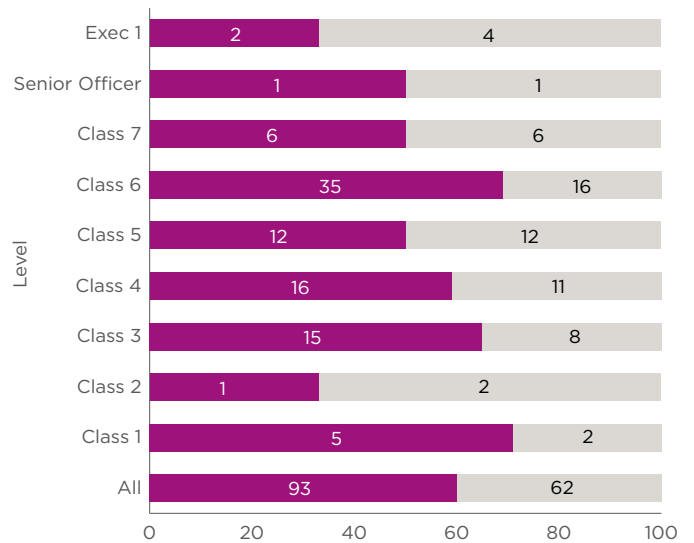
Key
■ Women
■ Men

Figure 1.13: Gender of employees who participated in career development training.

25%

75%

Key
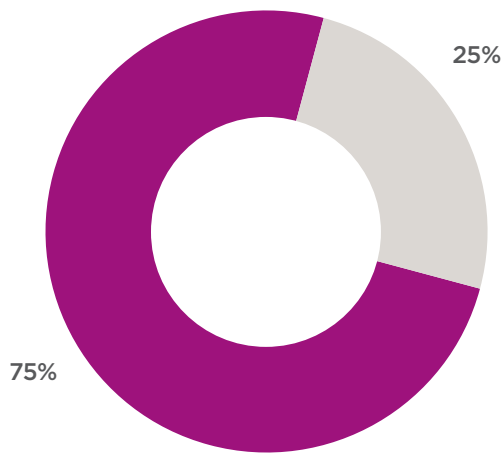
■ Women

■ Men

Figure 1.14: Number of employees who participated in career development training by gender and level.
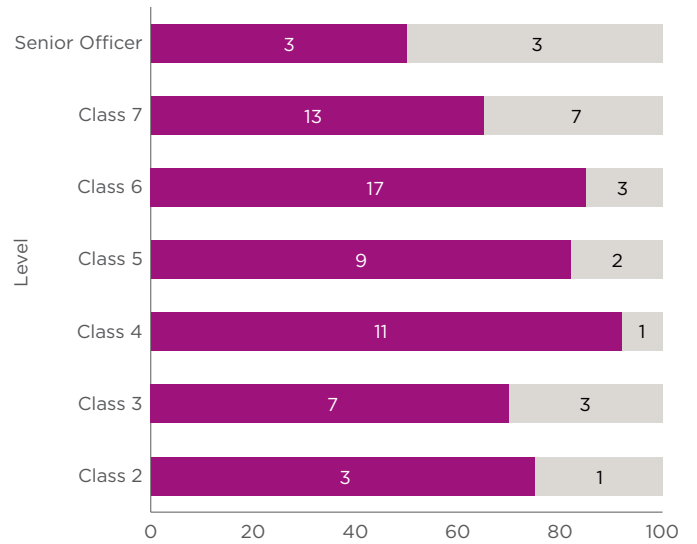
Key

■ Women

■ Men

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
The organisation makes fair recruitment and promotion decisions, based on merit.	43%	15%	41%	56%
They have an equal chance at promotion in the organisation.	45%	26%	43%	55%

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
I am satisfied with the way my learning and development needs have been addressed in the last 12 months.	52%	39%	51%	57%
There are adequate opportunities for me to develop skills and experience in my organisation.	53%	41%	50%	63%

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE THAT:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
Sexual orientation is not a barrier to success in my organisation.	72%	51%	71%	81%
Cultural background is not a barrier to success in my organisation.	64%	44%	58%	80%
Gender is not a barrier to success in my organisation.	64%	51%	60%	76%
Being Aboriginal or Torres Strait Islander is not a barrier to success in my organisation.	57%	46%	53%	68%
Age is not a barrier to success in my organisation.	56%	43%	53%	66%
Disability is not a barrier to success in my organisation.	50%	33%	45%	63%

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
Senior leaders actively support diversity and inclusion in the workplace.	59%	33%	55%	72%
My manager works effectively with people from diverse backgrounds.	84 %	70%	83%	92%
People in my workgroup actively support diversity and inclusion in the workplace.	81%	66%	81%	86%

Indicator 6: Leave and flexibility

Access to leave and flexibility assists employees to balance paid work with other responsibilities, aspirations and interests. Leave includes support for people who are experiencing family violence. By providing access to a range of leave and flexibility options, City of Melbourne can support wellbeing, safety and equality.

Figure 1.15: Percentage of employees using formal flexible working arrangements.

55%

45%
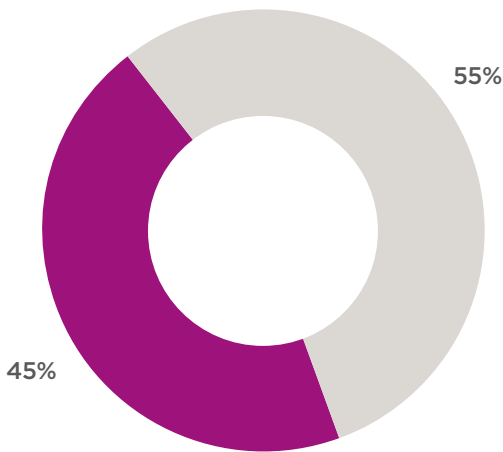
Key

■ Using flexible working

■ Not using flexible working

Figure 1.16: Gender of employees that are using formal flexible arrangements.

44%

56%

Key
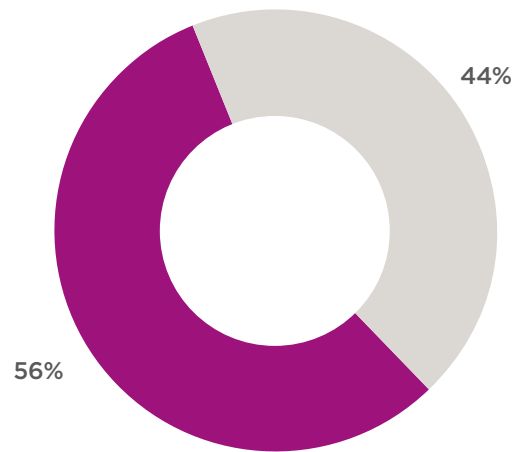
■ Women

■ Men

Figure 1.17: Number of men and women that are using flexible working arrangements.

Men: Using 317, Not using 322
Women: Using 408, Not using 563

Key
- Using
- Not using
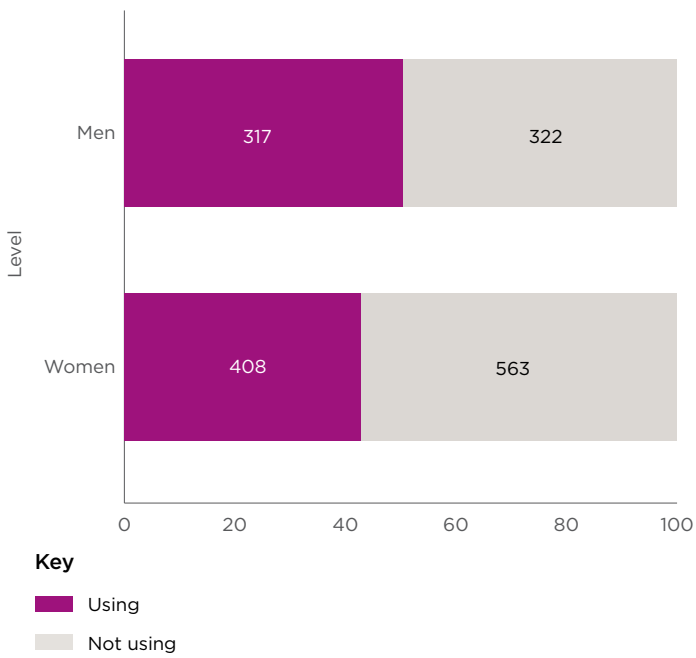
Figure 1.18: Number of employees who use flexible work arrangements by gender and level.

Level	Women	Men
Exec 2	3	
Exec 1		
Senior Officer	2	1
Class 7	36	37
Class 6	80	90
Class 5	98	67
Class 4	88	56
Class 3	84	60
Class 2	16	5
Class 1	2	1

Key
- Women
- Men
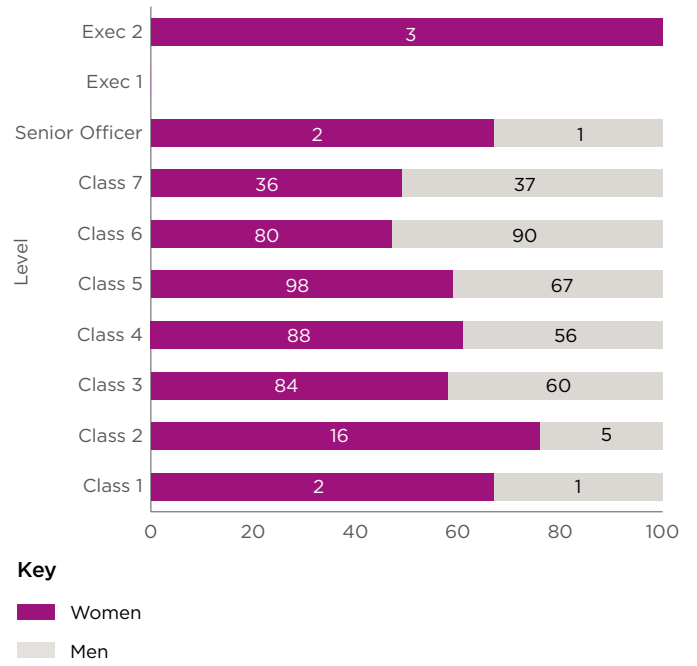
Figure 1.19: Gender of employees who took parental leave.

Women 67%
Men 33%

Key
- Women
- Men
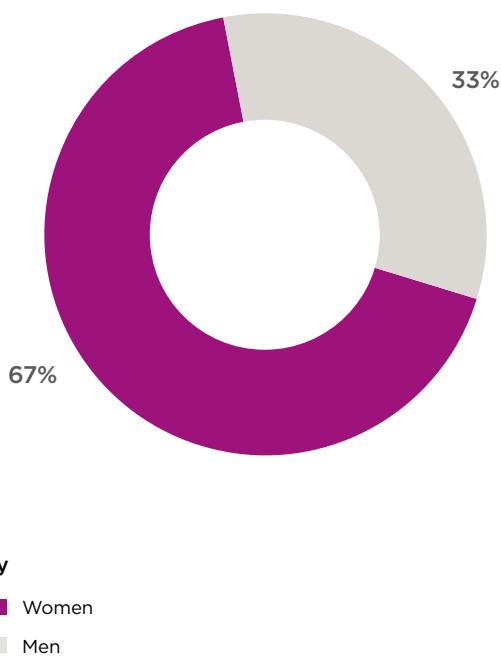
PERCENTAGE OF SURVEY RESPONDENTS WHO:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
Agree the organisation would support me if I needed to take Family Violence Leave.	84%	70%	86%	84%
Are confident that if they requested a flexible work arrangement, it would be given due consideration.	58%	39%	57%	67%
Agree the organisation supports employees with family or other caring responsibilities.	74%	62%	71%	84%
Agree they have the flexibility they need to manage work and non-work related activities and responsibilities.	67%	48%	67%	74%

PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
Using flexible work arrangements is not a barrier to success in the organisation.	45%	33%	41%	56%
Having caring responsibilities is not a barrier to success in the organisation.	52%	39%	45%	67%
Having family responsibilities is not a barrier to success in the organisation.	54%	39%	48%	70%

Indicator 7: Gendered work segregation

This indicator shows the gender composition of occupations using the ANZSCO (Australian and New Zealand Standard Classification of Occupation) codes. Exploring the gender balance in occupations indicates where genders are either over or underrepresented. These patterns of representation are caused by gender norms and stereotypes about roles and work appropriate for each gender as well as structural barriers in some industries, such as lack of workplace flexibility, that limit the participation of people of all genders.

Workplace cultures are important in this indicator as they ensure safety and respect at work, particularly for those who are working in non-gender traditional roles.

Figure 1.20: Gender composition by occupation group (ANZSCO Codes).
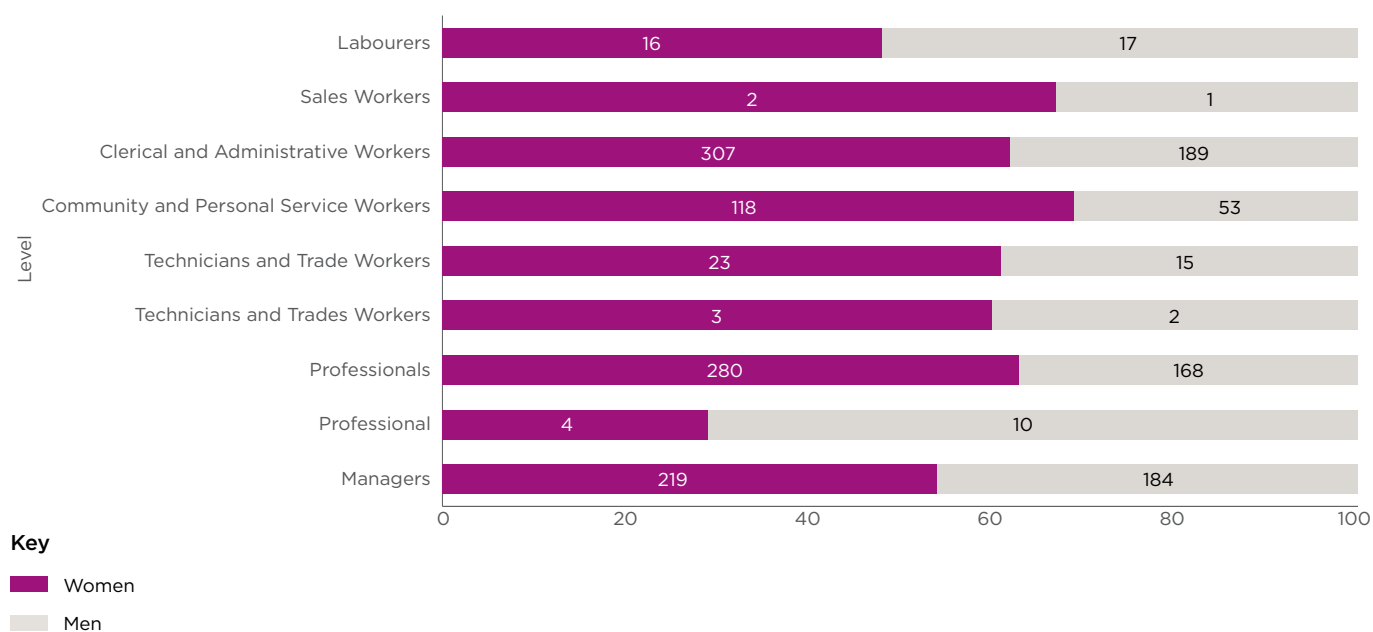
PERCENTAGE OF SURVEY RESPONDENTS WHO AGREE:	ALL RESPONDERS	SELF-DESCRIBED GENDER	WOMEN	MEN
They feel culturally safe at work.	73%	49%	72%	83%
The organisation uses inclusive and respectful images and language.	84%	67%	83%	89%
In their workgroup work is allocated fairly, regardless of gender.	82%	69%	80%	90%

STRATEGIES AND ACTIONS

Vision

City of Melbourne's gender equality statement of commitment is:

- City of Melbourne commits to ensuring that everyone in the municipality – regardless of their gender identity – has access to equal power, resources and opportunities, and is treated with dignity, respect and fairness.

The Gender Equality Action Plan supports this commitment with the vision:

- City of Melbourne is a place where all employees have access to equality in pay, conditions, resources and opportunities, and are treated with dignity, respect and fairness.

The way forward

City of Melbourne is achieving gender equality in some areas and these are cause for recognition and pride. We are committed to not losing ground across these results and ensuring they continue to be supported:

- **59%** of higher duties are awarded to women and **41%** to men.

- There is **84%** agreement that managers work effectively with people from diverse backgrounds.

- **45%** of employees use formal flexible work arrangements, **56%** of those arrangements are for women and **45%** men.

- **84%** of staff agree that the organisation would support them if they needed to take family violence leave.

- **84%** of staff agree that the organisation uses inclusive and respectful images and language.

- City of Melbourne has increased women in leadership to **48%.**

The Gender Equality Action Plan themes and strategies are informed by Our Watch Workplace Equality and Respect standards. These standards ensure our strategies and actions, are meaningful and sustainable systemic and cultural improvements are included and are supported by policy and practices that realise positive and enduring outcomes. The Our Watch Workplace Equity and Respect standards are:

- commitment
- conditions
- culture
- support
- core business.

These standards, workplace data and consultation have been used to inform our themes and goals to guide our action over the next three years. Each of the themes and goals is supported by strategies that encompasses a range of actions to ensure progression of gender equality. Generally the first year focusses on improving policy, increasing understanding and preparation of projects to be implemented in year two and three.

Theme 1: Leadership and enablement

Goal: City of Melbourne has a clear commitment to gender equality, an empowering culture to progress equality and the capability to progress our equity and inclusion goals.

STRATEGY	ACTION	MEASURE	LEAD	YEAR			INDICATOR
				1	2	3	
1.1 Increase leadership, visibility of, and engagement with our gender equity goals.	1.1.1 Internal promotion and communication about commitment to and progress on gender equality, including some being led by ELT and MLT.	Number of communications.	Executive Leadership Team. People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.1.2 Leaders promote and celebrate projects and employees that are working to increase gender equality.	% employees that agree that senior leaders support diversity.	Executive Leadership Team.				1, 3, 4, 5, 6, 7
	1.1.3 Leaders ensure that employees access training and support to increase gender equality outcomes in their projects and work.	Number of employees that access training.	Executive Leadership Team.				1, 3, 4, 5, 6, 7
	1.1.4 Report to leaders on branch employee uptake of training in gender equality, reconciliation, cultural safety and awareness, diversity and inclusion, bystander action and bias and unconscious bias.	% employees agree on positive culture towards diversity. % employees that feel culturally safe at work.	Executive Leadership Team.				1, 4, 7
	1.1.5 Provide a calendar of events, and ensure employees are supported to attend these, for gender equality, prevention of violence against women, and other days of significance.	Number of attendees at events and activities.	People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.1.6 Support Councillors to play leadership and spokesperson roles in events and communication activities that tackle gender equality and celebrate diversity.	Number of events.	Governance.				2
	1.1.7 Provide training and support to leaders on gender equality, working with diversity and in inclusive ways.	Number of leaders that participate in training.	People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.1.8 Plan for and implement strategies in gender equality and diversity projects and activities that mitigate and address resistance and backlash.	Strategies implemented.	People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.1.9 Recognise, promote and celebrate the strength and skills that our diversity in the workplace brings, and in service of community, through employee and project recognition.	% employees agree on positive culture towards diversity.	Executive Leadership Team.				1

STRATEGY	ACTION	MEASURE	LEAD	YEAR			INDICATOR
				1	2	3	
1.1 Increase leadership, visibility of, and engagement with our gender equity goals.	**1.1.10** Ensure induction covers CoM activities in and commitments to progress gender equality and inclusion.	Induction presentations.	People, Culture and Leadership.				1
	1.1.11 Ensure that images and communications reflect City of Melbourne's commitment to diversity, inclusion and gender equality including through use of the City of Melbourne and WHV's Gender Equality Advertising and Communications: Guidelines for Local Government.	Documents comply, internal communications representative.	Communications. People, Culture and Leadership.				4
1.2 Have an internal profile of our progress.	**1.2.1** Regular updates to ELT, MLT, Councillors and staff on GEAP progress and projects delivered.	Number communications.	People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.2.2 Provide a dashboard that includes workforce and gender equality statistics across the organisation, division and branches.	Dashboard provided and updated.	People, Culture and Leadership.				1, 3, 4, 5, 6, 7
1.3 Employees at every level are equipped and involved in progression of gender equality.	**1.3.1** Training on gender equality and intersectionality is provided to employees.	Number of employees in number of training sessions by gender.	People, Culture and Leadership.				1, 4
	1.3.2 Develop and deliver training for leaders in gender equality and working with diversity.	Number of employees accessing training and development.	People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.3.3 Equip employees to carry out gender impact assessments with resources, opportunities to learn, access training, support and connect with colleagues at other councils.	Number of employees in number of training sessions by gender.	Community Development . People, Culture and Leadership.				1, 3, 4, 5, 6, 7
	1.3.4 Support membership by Councillors in networks and associations aimed at promoting diverse participation and leadership in local government.	Number of associations and networks.	Governance.				2

Theme 2: Safety and respect

Goal: City of Melbourne has a culture of respect, safety and a workplace free from harmful behaviours.

STRATEGY	ACTION	MEASURE	LEAD	YEAR 1	2	3	INDICATOR
2.1 Increase responses to sexual harassment, bullying and discrimination.	2.1.1 Provide an anonymous reporting platform for experiences of sexual harassment, bullying and discrimination which also includes information on supports, services and referral options.	Number of reports made. Number of contacts with the anonymous reporting platform that turn in to formal complaints.	People, Culture and Leadership.				4
	2.1.2 Utilise the data from the anonymous reporting platform to inform strategies to prevent harmful behaviour from taking place and inform response and support.	People Matter Survey result % employees that experienced sexual harassment reduces.	People, Culture and Leadership.				4
	2.1.3 Include the data from the anonymous reporting system in GEAP workforce data analysis.	Data analysed.	People, Culture and Leadership.				4
	2.1.4 Provide and promote the People Assist Program that can support those who have experienced harmful behaviours, and provides supports for a range of diversities.	Number of employees that access EAP due to sexual harassment.	People, Culture and Leadership.				4
	2.1.5 Provide Contact Officers who are representative of our diversity, promote their availability and expertise to staff.	Contact Officers provided. Number employees that make contact. Number and type of contacts.	People, Culture and Leadership.				4
	2.1.6 Provide support to and ongoing development opportunities for Contact Officers.	Number of meetings per year. Number training or development opportunities.	People, Culture and Leadership.				4
2.2 Involve everyone in prevention of harmful behaviours and providing safe and respectful workplaces.	2.2.1 Increase the likelihood that employees would take action when they see sexual harassment, discrimination and bullying through campaigns, policies, role modelling, training, and providing support to bystanders and whistle-blowers.	People Matter Survey % employees that agree they would take action when they see harmful behaviours increases.	People, Culture and Leadership.				4

STRATEGY	ACTION	MEASURE	LEAD	YEAR 1	YEAR 2	YEAR 3	INDICATOR
2.2 Involve everyone in prevention of harmful behaviours and providing safe and respectful workplaces.	**2.2.2** Ensure the gender impact assessments on programs, policies and projects that impact community include prevention of sexual harassment, bullying and discrimination for employees and community.	Included in gender impact assessment templates. Number of reported cases. % employees that experienced sexual harassment reduces.	People, Culture and Leadership.			▓	4
	2.2.3 Refresh CoMWeb pages about sexual harassment, respectful behaviours at work, related polices and supports.	Pages refreshed.	People, Culture and Leadership.			▓	4
	2.2.4 Review policies and procedures to ensure best practice including prevention and response to sexual harassment bullying and discrimination for employees, including when working with community.	Number of policies reviewed.	People, Culture and Leadership.		▓		4
	2.2.5 Provide training to staff, leaders and Contact Officers on how to prevent and respond to sexual harassment, bullying and discrimination.	Training delivered.	People, Culture and Leadership.		▓		4
	2.2.6 Review the Councillor Code of Conduct and supporting policies including Respectful Conduct Policy and access to an Independent Respectful Conduct Adviser.	Review complete.	Governance.		▓		4
	2.2.7 Provide learning and development opportunities for Councillors in areas such as sexual harassment and discrimination, gender equality and inclusiveness.	Number of reports of inappropriate communications.	Governance.		▓		2, 4
	2.2.8 Provide policy, training and support mechanisms to employees that raise awareness of standards of behaviour, encourage behaviours to prevent harmful behaviours and support when they occur.	Number of employees attending sessions by gender.	People, Culture and Leadership.		▓		2, 4
	2.2.9 Bystander action resources and training refreshed, provided and promoted.	Resources Reviewed. Number employees attending training.	People, Culture and Leadership.		▓		4
	2.2.10 Cultural safety, diversity, LGBTIQ, unconscious bias, positive ageing/ageism and human rights training delivered.	Number of employees attending sessions by gender.	People, Culture and Leadership.		▓		1
	2.2.11 Investigate and implement ways to engage a wider range of employees from all areas of council in gender equality and diversity training and development.	Number of employees in sessions by gender and workgroup.	People, Culture and Leadership.		▓		1, 4

STRATEGY	ACTION	MEASURE	LEAD	YEAR			INDICATOR
				1	2	3	
2.2 Involve everyone in prevention of harmful behaviours and providing safe and respectful workplaces.	**2.2.12** Provide and promote events, awareness raising activities, training and development opportunities in gender equality and prevention of violence against women.	Number of employees participating in learning, events, training sessions.	People, Culture and Leadership.	▨	▨	▨	4
2.3 Provide supports for employee wellbeing.	**2.3.1** Analyse workplace safety and wellbeing data by gender and where relevant develop strategies to increase equality based on the findings.	Analysis complete.	People, Culture and Leadership.		▨		1
	2.3.2 Include 2023 workplace safety and wellbeing data in the Gender Equality Action Plan workplace audit.	Data provided for GEAP audit.	People, Culture and Leadership.			▨	1

Theme 3: Participation and representation

Goal: City of Melbourne is an equitable and inclusive organisation that is free of barriers.

STRATEGY	ACTION	MEASURE	LEAD	YEAR			INDICATOR
				1	2	3	
3.1 Policy and frameworks are in place to promote and advance gender equality.	3.1.1 Have in place and implement the Gender Equity Policy.	Policy in place.	People, Culture and Leadership.				1
	3.1.2 Provide a Bystander Policy and toolkit with training to support implementation.	Policy, toolkit and training in place.	People, Culture and Leadership.				1, 4, 7
	3.1.3 In partnership with the Melbourne Pride Network, write and approve a policy and toolkit for transition and affirmation of gender in the workplace.	Policy and toolkit provided.	People, Culture and Leadership.				1, 4
	3.1.4 Promote and monitor the transition and affirmation of gender in the workplace policy to ensure employees can confirm their gender identity in a supportive environment.	Policy provided and promoted.	People, Culture and Leadership.				1, 4
	3.1.5 Ensure gender impact assessments on new or reviewed services and programs that impact community incorporate support of gender equality for employees.	Number of GIAs complete for services that include equity for staff.	People, Culture and Leadership.				1, 6
	3.1.6 Ensure that any new or revised internal policy, process or program that can increase gender equality undergoes a gender impact assessment and encompasses human rights, LGBTIQ+ and diversity lenses.	Number internal policies, programs and processes that undergo a gender impact assessment.	People, Culture and Leadership.				1, 4, 5, 6
3.2 Increasing evidence and understanding of workplace gender equality.	3.2.1 Increase employee diversity data collected, analysed and used to inform activities to increase equality.	Data sets complete, reports produced.	People, Culture and Leadership.				7
	3.2.2 Assign ANZSCO Codes to roles to ensure compliance with 2023 workplace audit requirements.	Data sets complete.	People, Culture and Leadership.				1
	3.2.3 Analyse the diversity of the community to understand the diversity we are aiming for.	Analysis complete.	People, Culture and Leadership.				1
	3.2.4 Report on recruitment, training, workplace flexibility, gender representation in all levels and employment types for each branch, informing branch plans for diversity and equality.	% of genders in each level, types of employment.	People, Culture and Leadership.				1, 5, 6
	3.2.5 Analyse exit surveys and feedback by gender and by diversity and based on the results implement findings.	Number of exit surveys analysed.	People, Culture and Leadership.				1, 5

STRATEGY	ACTION	MEASURE	LEAD	YEAR 1	YEAR 2	YEAR 3	INDICATOR
3.3 Increase equality in representation and participation in all levels, employment types, leave, flexibility, career development and progression.	**3.3.1** Advertise in media and with employment agencies that reach diverse communities to increase the diversity of applicants.	% gender and diversity of applicants for roles.	People, Culture and Leadership.	X	X		1, 7
	3.3.2 Build training and systems in to the recruitment process that minimise bias and unconscious bias.	Training prepared and delivered to all hiring managers.	People, Culture and Leadership.	X	X		1, 7
	3.3.3 Ensure that advertising of roles and on boarding information includes diversity, accessibility and inclusion options and information.	Advertisements include appropriate wording.	People, Culture and Leadership.	X	X		1
	3.3.4 Ensure gender representation on interview and selection panels.	Panel information collected, monitored and reported.	People, Culture and Leadership.	X	X		1, 7
	3.3.5 Review and scope for a systemised solution to assist with the consistent application of gender neutral language in position descriptions and advertisements.	Completion.	People, Culture and Leadership.	X	X		1, 7
	3.3.6 Review and amend recruitment procedures and policies to remove barriers to employment for people of all genders and diversities.	Complete.	People, Culture and Leadership.	X	X		1, 7
	3.3.7 Track the pathway of employees that enter leadership positions and design strategies informed by that data.	Number of promotion or higher duties by gender and diversity.	People, Culture and Leadership.	X	X		1, 5
	3.3.8 Produce reports on participation rates in training and development for people of all genders, diversity and in part-time and flexible work, consult with employees and implement strategies that address the findings.	Reports completed.	People, Culture and Leadership.	X	X		5
	3.3.9 Update the Parental Leave Policy and process of application to ensure that it does not exclude any gender from taking up paid and unpaid parental leave.	% gender and diversity of parental leave takers.	People, Culture and Leadership.	X	X		6
	3.3.10 Identify key industries or branches with gender segregation and implement pilot projects to reduce gender segregation.	% gender and diversity by ANZSCO Code.	People, Culture and Leadership.			X	7
	3.3.11 Provide graduate programs, traineeships, scholarships and work experience opportunities that see more diverse candidates enter in to non-traditional careers.	Number and diversity of those on traineeships, work experience and scholarships.	People, Culture and Leadership.	X	X	X	1

STRATEGY	ACTION	MEASURE	LEAD	YEAR 1	YEAR 2	YEAR 3	INDICATOR
3.3 Increase equality in representation and participation in all levels, employment types, leave, flexibility, career development and progression.	**3.3.12** Develop opportunities for employees to change careers within the organisation, especially in to gender dominated industries, and provide support as they do that.	Number and diversity of employees that change careers.	People, Culture and Leadership.		▨		1
	3.3.13 Establish a leadership program for emerging leaders, ensuring representation of women and diversity.	Leadership program established. Number of participants by gender and diversity.	People, Culture and Leadership.	▨	▨	▨	1
	3.3.14 Celebrate and acknowledge the different types of leadership at many levels of the organisation, particularly of women.	Communications and recognition given to a wide range of staff.	ELT MLT.	▨	▨	▨	1
	3.3.15 Support local government sector initiatives and programs seeking to increase participation by women in 2024 council election.	Number activities complete. % gender and diversity of governing body.	Governance.			▨	2
	3.3.16 Undertake a review of Council's 'Diversity Policy - Appointments to key Melbourne City Council advisory committees, bodies and boards of subsidiary companies'.	Review complete.	Governance.				2
	3.3.17 As part of a review of Council Expenses Policy explore opportunities to further enhance access to resources and services to support a diverse and inclusive Council.	Review complete.	Governance.				2
	3.3.18 As part of review of Councillor Protocol, explore opportunities to promote gender equality in the sharing of city representation opportunities.	Analysis of representation.	Governance.		▨		2
	3.3.19 Provide increased opportunities to participate in the decision-making process of Council through virtual participation in meetings and holding meetings in community locations across the municipality.	Variety of participation modes provided.	Governance.	▨	▨	▨	2

STRATEGY	ACTION	MEASURE	LEAD	YEAR 1	YEAR 2	YEAR 3	INDICATOR
3.4 Response to and support of the diverse experiences of employees.	3.4.1 Review and promote the workplace adjustments policy and process and ensure employees know how to request a review.	Number of adjustments applied for and granted. % employees agree that their adjustments needs were met.	People, Culture and Leadership.		●		6
	3.4.2 Review and communicate family violence leave policy and processes to ensure they are survivor / victim-centric.	Review complete.	People, Culture and Leadership.		●		6
	3.4.3 Ensure access to information about family violence leave is easily sourced and relevant to employees and leaders.	Internal communication strategy.	People, Culture and Leadership.	●	●		6
	3.4.4 Provide a culture of support for employees to ensure that those that disclose experiences of family violence are supported, issues raised are taken seriously and dealt with appropriately and effectively.	Number training. Number applications for FV leave.	People, Culture and Leadership.	●	●	●	6
	3.4.5 Provide specialist training to leaders regularly about family violence support, workplace safety planning and leave and flexibility arrangements to support employees experiencing family violence.	Number and gender of leaders accessing training.	People, Culture and Leadership.	●	●	●	6
	3.4.6 Promote services, supports and the availability of Contact Officers to employees that may be experiencing family violence.	Promotion complete.	People, Culture and Leadership.	●	●		1
	3.4.7 Provide training for Contact Officers and union delegates on family violence as a workplace issue and LGBTIQ+ awareness.	Number of sessions and attendees.	People, Culture and Leadership.	●	●		1
	3.4.8 Audit for, develop and maintain a range of spaces that support our diversity including, but not limited to, easily modifiable workspaces, all gender toilets, reflection room, change spaces, nursing and family rooms.	Number spaces. Feedback from users on quality.	People, Culture and Leadership.	●	●	●	1
	3.4.9 Collect data on formal and informal flexible working, including feedback from employees, to better reflect and understand their experiences.	% employees and gender of employees with flexible work arrangements.	People, Culture and Leadership.		●		6
	3.4.10 Increase confidence that requests for flexible work would be given due consideration through leadership promotion of flexible work and transparency.	% employees with flexible work by gender and diversity.	People, Culture and Leadership.	●	●	●	6

Theme 4: Pay equity

Goal: City of Melbourne has equal pay for equal work and no gender pay gap.

STRATEGY	ACTION	MEASURE	LEAD	YEAR			INDICATOR
				1	2	3	
4.1 Increase understanding of the workplace contributors to the gender pay gap.	**4.1.1** Complete a gender pay gap assessment on reporting level to CEO.	Audit complete.	People, Culture and Leadership.				3
	4.1.2 Complete a gender pay gap analysis across employee diversity data.	Analysis complete.	People, Culture and Leadership.				3
	4.1.3 Map the policies and processes that can impact the pay gap.	Project complete.	People, Culture and Leadership.				3
4.2 Implement strategies that will decrease the gender pay gap.	**4.2.1** Based on the mapping of policies and procedures that impact the gender pay gap, implement revisions and interventions that reduce the pay gap.	Number of information sessions delivered.	People, Culture and Leadership.				1, 3, 5, 6
	4.2.2 Collect data from and report on the impact that the policies that reviewed polices have on the gender pay gap.	Report.	People, Culture and Leadership.				3
	4.2.3 Provide reports to branch leaders on branch gender pay gaps.	Reports complete, plans in place.	People, Culture and Leadership.				3
	4.2.4 Leaders indicate strategies in their work areas to decrease the gender pay gap.	Plans in place.	People, Culture and Leadership.				3

Strategic resource plan

Under the *Gender Equality Act* City of Melbourne is required to ensure adequate resources are invested to implement the Gender Equality Action Plan. Resourcing for implementation is critical to deliver on the commitments outline in this Gender Equality Action Plan and ensure that City of Melbourne makes reasonable and material progress in workplace gender equality.

Oversight, guidance and assistance with implementation of the Gender Equality Action Plan will be provided by People, Culture and Leadership, resourced through the

Culture and Development team by the Diversity and Inclusion Senior Officer roles, supported by Systems and Payroll for reporting, and in partnership with Learning and Organisational Development for delivery of training and development. The Gender Equality Action Plan implementation will also draw on expertise, engage and partner with the Community Development and Aboriginal Melbourne branches.

Below is a summary of the staff resource that is allocated to the implementation of the Gender Equality Action Plan 2022-25:

	ROLE RESOURCE (PER YEAR)	GENDER EQUALITY ACTION PLAN ROLE
People, Culture & Leadership roles: **Diversity and Inclusion Senior Advisers** **Manager Culture and Development** **Manager Systems and Payroll** **Learning and Organisational Development**	1.2 FTE	Coordinate and lead Gender Equality Action Plan implementation. Monitoring, preparation and delivery of data. Learning and development delivery.
Community Development Branch **Aboriginal Melbourne Branch**	0.5 FTE	Internal expertise and partnership.
Executive Leadership Team **Management Leadership Team**	1.3 FTE	Leadership, sponsorship, capacity building and champions of the Gender Equality Action Plan.

In 2022-23 financial resources are allocated to the Gender Equality Action Plan through the reallocation of existing resources. This will ensure staff support to deliver the strategies identified, including a calendar of events, refreshing and developing new training in gender equality, the prevention of and response to harmful behaviours, and bystander training. In years 2023-25 budget bids will ensure resources are allocated to progress and deliver the identified actions and continue training and development across gender equity, diversity and inclusion. Annual monitoring and evaluation of the strategies, and tracking the progress made in advancing gender equality, will assist in identifying resources required and their allocation.

APPENDIX 1 - GLOSSARY OF TERMS

Gender: is the socially constructed differences between genders which have in the past been based on the binary 'feminine' and 'masculine' norms. Gender is expression of identity and is not always consistent with biological differences or consistent with the gender assigned to a person at birth. Gender identities can include women, man, non-binary, transgender, intersex, gender diverse and a wide range of other identities, including those that are self-described.

Gender equality: is where people of all genders have equal rights and opportunities. Equality does not mean that all people will become the same, rather their rights, responsibilities and opportunities will not depend on their gender.

Gender equity: is the provision of fairness and justice to achieve gender equality. It recognises that each person has different circumstances and allocates resources and opportunities that are required to reach equal rights and opportunities outcomes. It means that some people might be given extra resources and opportunity to achieve equal outcomes with others.

Gender norms: Ideas about how people should be and act according to the gender they are assigned or identify with. These norms are constructed, learnt, and internalised early in life and set up a life-cycle of gender socialisation and stereotyping.

Gender stereotypes: Generalisations about the gender attributes, differences and roles. When stereotypes are applied they often restrict the opportunities of individuals and groups.

Intersectionality: The acknowledgement and consideration of overlapping or intersecting social identities and the related systems of oppression, domination, or discrimination that exist.

Self-described gender: is the term used in the Gender Equality Action Plan to refer to a range of genders that include gender diverse, non-binary, transgender and other terms used by people to describe their gender.

How to contact us

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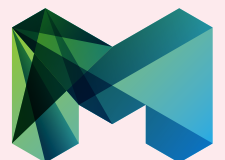GPO Box 1603
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