

acmi



ACMI CAN Gender Equality Action Plan: Towards Intersectional Equality 2022–25

Acknowledgement of Country

ACMI acknowledges the Traditional Owners, the Wurundjeri and Boon-Wurrung People of the Kulin Nation on whose land we meet, share and work. We pay our respects to Elders past and present and extend our respect to Aboriginal and Torres Strait Islander people from all nations of this land. We also pay our respects to Aboriginal and Torres Strait Islander women, who have been custodians of Indigenous culture for generations.

Contents

Introduction	4
The case for change	5
Our journey so far	7
What the data tells us	8
Our bold vision for Intersectional Gender Equality	10
Developing our GEAP	10
Creating an enabling environment	11
Action Plan	17
Action 1: ACMI Can – Use the Data to Level the Playing Field	17
Action 2: ACMI Can – Ensure Safety and Respect for All	23
Action 3: ACMI Can – Develop Creative Ways of Working for Intersectional Equality	29

Introduction

The launch of our first Gender Equality Action Plan (GEAP) is an exciting moment for ACMI. The Gender Equality Act (Vic, 2020) presents ACMI with an invaluable opportunity to strengthen our approach to intersectional gender equality across our museum.

We are clear that our commitment to diversity and inclusivity is ongoing work and must be continuously championed. Our Corporate Strategy 2020-2024 includes strategies to increase cultural diversity across our workforce, content, and audience; aiming to create a museum and brand with a focus on representative diversity.

The strategies and actions in this GEAP will guide us towards, and will ensure we are held accountable for, these commitments. ACMI has an important role to play in taking action to address discrimination and advance gender equality across our staff, programs, collaborations, and audience.

The GEAP also provides a platform for ACMI to take an intersectional approach to gender equality. Put simply, this requires us to recognise that gender inequality is not experienced in the same way by all women and all gender diverse people. We must consider the intersection of different forms of discrimination (such as racism, ableism, ageism, homophobia) that might affect groups of people in our workplace.

I would like to thank all ACMI staff who engaged with the GEAP consultation processes - sharing your time and expertise to bring this plan to life. I would like to thank Lesley Gillan for leading this process and Sarah Tutton, Nicole Jenkins, Rita Ruisi and Cynthia Bradley for all their hard work in developing this important plan.

Through this GEAP, ACMI Can:

- ✓ **Use the Data to Level the Playing Field**
- ✓ **Ensure Safety and Respect for All**
- ✓ **Develop Creative Ways of Working for Intersectional Equality**

We believe that ACMI can be a leader in this space, with this GEAP being the first step in creating a bold change agenda to address intersectional inequality in all that we do.

Katrina Sedgwick
ACMI Director & CEO

The case for change

“ACMI can. Because we are a leader in doing things differently... We can lead in this space.” – ACMI Board Member, GEAP Consultation.

ACMI is Australia’s national museum of film, TV, video games, digital culture and art. The most successful museum of its kind in the world, ACMI attracts millions of visitors to our museum and our touring exhibitions, nationally and internationally. We celebrate the past, present and future of the moving image through a vibrant calendar of exhibitions, screenings, commissions, festivals, and education programs.

At ACMI, we believe that all Australians should live in a safe and equal society and recognise that our museum can play an important role in advancing gender equality.

Working with practitioners, institutions, businesses and networks across the creative industries and education sectors, ACMI is uniquely placed to inspire discussion, shape narratives and challenge gender stereotypes and gender-based discrimination. In a world transformed by the COVID-19 pandemic, ACMI’s role in championing inclusion and diversity is more important than ever as screens take the pre-eminent role in connecting our society and communities.

ACMI views our commitments under the Gender Equality Act as an exciting opportunity

Intersectional Inequality

Gender inequality is not experienced the same way by all women. For example, an Anglo-Australian able-bodied woman is likely to have a very different experience of sexism in the workplace than an Indigenous woman or a woman living with a disability. Intersectional inequality recognises that different aspects of a person’s identity can expose them to overlapping forms of discrimination and marginalisation.^[1]

^[1] Our Watch. 2019. Equality and respect for all women: An intersectional approach, Practical Guidance.

ACMI views our commitments under the Gender Equality Act as an exciting opportunity to address inequality in all its forms across all domains including the Board, staff, programs, collaborations and audience. This plan centres on gender inequality with an intersectional lens, thereby addressing all forms of discrimination in our workplace.

The business case for gender equality at ACMI

- ACMI recognises that gender equality is not only a basic right but also brings significant benefits to social, economic and health outcomes for all Victorians.
- Evidence shows that a gender diverse and inclusive workplace brings increased innovation, creativity and employee engagement and leads to better decision making.
- A gender diverse and inclusive workforce is essential for ACMI to reflect the diversity of society, in our onsite and digital programs, collaborations and audience.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women, including sexual harassment in the workplace.
- Addressing intersectional gender equality is critical to achieve ACMI's vision of a museum which is accessible, reflective and welcoming of all our communities.

Our journey so far

ACMI recognises in our core values that our commitment to diversity and inclusivity is ongoing work and must be continuously championed. Our Corporate Strategy 2020-2024 aims to create a museum and brand with a focus on representative diversity, with strategies to increase cultural diversity across our workforce, content and audience.

In 2021, ACMI reopened after 18 months of capital works. This renewal enables ACMI to continue to expand its impact to deliver rich experiences both through digital channels and onsite in a safe and inclusive space. Significantly, ACMI's commitment to the First Peoples of Australia and championing of diverse artists and practitioners was a central tenet of the renewal project and has led to some significant shifts in ways of working and community engagement.

To support the commitment to increasing representative diversity, ACMI launched its Disability Action Plan (DAP) in 2019 and its Reconciliation Action Plan (RAP) in 2021. Alongside these action plans, the First Nations Committee and the Universal Access Steering Group were established to monitor implementation of the RAP and the DAP respectively. There is a requirement that membership of the First Nations Committee be diverse in terms of gender and age. We also introduced an Interpretation Strategy in February 2022 which aims to ensure interpretation respects difference and diversity. This GEAP will support ACMI to strengthen these action plans and strategies with the application of a gender lens to this existing work.

ACMI's Enterprise Agreement (2020-2024) contains a new clause that operationalises gender pay equity principles and establishes a review process for workplace claims relating to systemic gender equality issues. ACMI also commits to work collaboratively with employees and the unions to eradicate the gender pay gap, gender inequality and discrimination. The Enterprise Agreement also includes an agreed statement defining gendered violence at work and a commitment to address this. There is also provision for family violence leave and gender transition leave.

What the data tells us

ACMI's workplace gender audit (2021) together with findings from the People Matters Survey (2021) provide a starting point for identifying potential workplace issues. A snapshot of the audit data and relevant findings from the People Matters survey are summarised below. This data was used to shape the design of the staff consultation process and to inform the development of this GEAP. See the appendix for more detailed gender audit data.

People Matters survey results (2021)*

'Gender is not a barrier to success in my organisation' and 'sexual orientation is not a barrier to success' were two of the highest scoring questions (96% for both).

Questions relating to disability received the lowest favourable scores in the equal opportunity data section.

Questions relating to fair recruitment, promotion and professional development also scored less favourably.

*These results were interpreted with caution given a low 19% response rate (47 staff) to the survey.

ACMI Gender Audit Data – Snapshot*

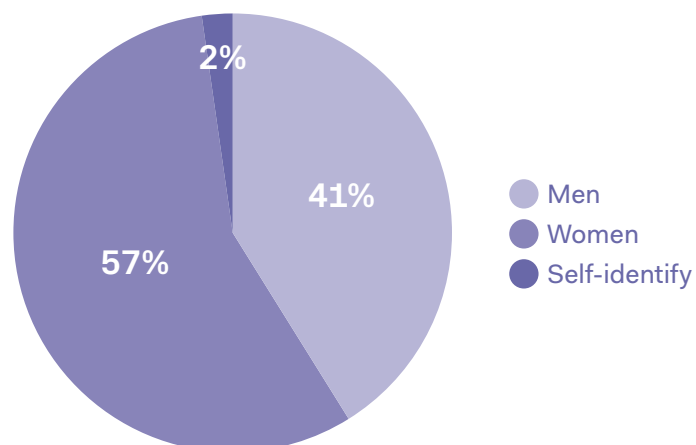
Across all employment types, the mean gender pay gap is 2.2%.

Women make up the majority of part-time staff.

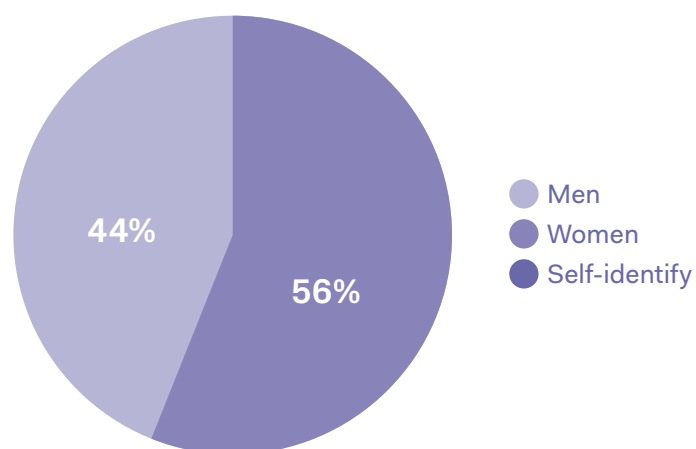
There are less part-time workers at more senior levels.

No senior managers are currently utilising formal flexible work arrangements.

Total employees by gender
(N= 263)*



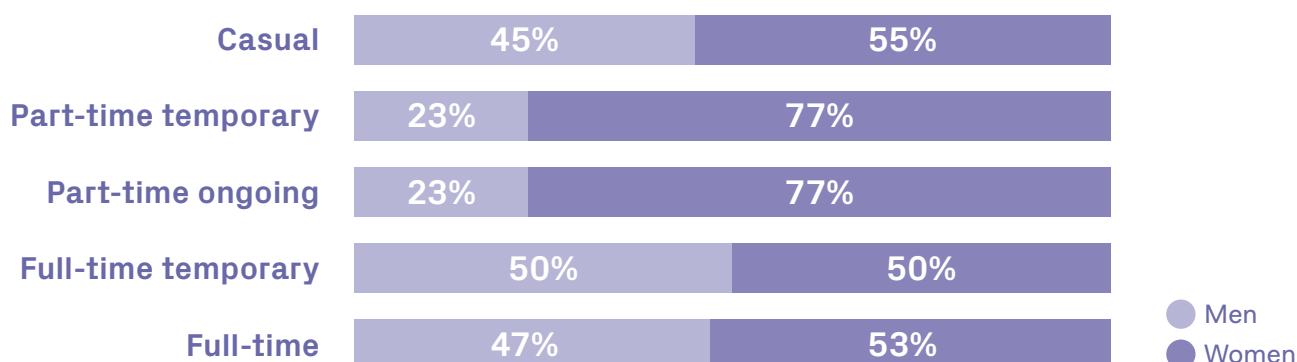
Gender composition
of ACMI Board



There were no sexual harassment complaints received from 1 July 2020 – 30 June 2021.

In the ACMI People Matters Survey, 6% of respondents said they had experienced workplace sexual harassment in the last 12 months; higher than the comparator average (3%).

Employment basis and gender



* See Appendix One for detailed gender workplace audit data by indicator.

Our bold vision for Intersectional Gender Equality

By 2025, ACMI will be a leader in applying an intersectional approach to advancing gender equality. We will reflect our diverse society, providing a safe and equitable workplace for people of all genders.

Our museum is committed to playing an active role in advancing gender equality for the benefit of all Australians. We understand that our commitment to diversity and inclusivity is ongoing work and must be continuously championed.

ACMI will lead by example, with all levels of our workforce reflecting the diversity of our society. We will champion the importance of dignity, respect and fairness for people of all genders. Our museum will be a safe and inclusive space for everyone.

ACMI will work to address intersectional inequality across our staff, programs, collaborations, and audience through bold actions developed in collaboration and driven by evidence as to what works.

ACMI can do things differently.

Through this GEAP, **ACMI can**:

- ✓ **Use the Data to Level the Playing Field**
- ✓ **Ensure Safety and Respect for All**
- ✓ **Develop Creative Ways of Working for Intersectional Equality**

We will achieve this by:

- ✓ **Leading: Positioning ACMI as a leader in advancing intersectional gender equality through bold creative actions and strong leadership.**
- ✓ **Resourcing: Ensuring adequate funding and dedicated staff resources to deliver on our ambitions.**
- ✓ **Collaborating: Creating communication channels, across and between teams, so that collaboratively all staff can test new approaches and shape future directions.**
- ✓ **Measuring: Developing data collection and reporting processes to understand progress and continually strengthen intersectional approaches.**
- ✓ **Learning: Providing space for reflection and adapting our approach as we learn what works and what needs to change.**

Our Gender Equality Action Plan

ACMI has developed its GEAP through a process of data analysis and staff consultation processes, guided by the reporting indicators required by the Gender Equality Act (Vic, 2020). The GEAP will guide us to achieve best practice in advancing intersectional gender equality in our workplace.

The GEAP operationalises the commitment in the ACMI Business Plan 2021-22 to deliver on our obligations under the Gender Equality Act (Vic, 2020) and the commitment in ACMI's Corporate Strategy to achieve representative diversity. The GEAP will also complement, and bring a gender lens, to existing ACMI action plans, including the RAP and the DAP, and to other work to strengthen our approach to diversity and inclusion across the organisation such as the Interpretation Strategy and the recommendations of the ABSTARR cultural safety audit.

We recognise that our inaugural GEAP is just the beginning of the journey. To create real change, we need organisational systems and structural supports which will lead to the GEAP becoming an accepted and supported practice in our workplace. This enabling environment is essential for our success.

Developing our GEAP

Two rounds of consultation were held to enable development of our GEAP. The first round was open to all ACMI staff and was focussed on examining the findings from the ACMI gender audit and ideas for strategies and priorities. Across four open 90-minute staff sessions, 106 staff (40% of all ACMI staff) were separated into 17 breakout rooms. The fifth and final consultation session was attended by 5 members of the ACMI board. These sessions were facilitated by The Equality Institute.

These consultation sessions provided rich discussion and insights into ACMI workplace issues and suggested strategies, and six key priority areas for action were identified (see box).

Priority areas for action identified during staff consultations*

1. The business case for gender equality is not universally understood nor is the concept of intersectional gender equality.
2. The culture around part-time work limits opportunity and progression, especially for women.
3. ACMI's complaints and grievance process is not responsive to the needs of all staff, particularly those working with third parties.
4. Short term and casual contracts create power imbalances in the ACMI workplace.
5. There is a need for increased consistency in the application of People & Culture practices across ACMI.
6. Disability inclusion is largely invisible at ACMI. The organisational DAP and RAP require review using a gender lens.

*This is a summary of priority areas identified through staff consultation. These are described in detail in Section 5.

The second round of consultation provided an opportunity for the Executive, Board members and employee representatives to review and refine proposed strategies and actions.

Creating an enabling environment

ACMI is committed to creating long term sustainable change to advance intersectional gender equality in our museum. We recognise this requires investment, leadership and commitment over the lifetime of this GEAP and beyond.

ACMI commits to ongoing consultation and collaboration with the Community and Public Service Union (CPSU) and Media, Entertainment and Arts Alliance (MEAA) and to the following strategies to strengthen our enabling environment to support delivery of the actions outlined in our GEAP:

Leading

ACMI is committed to creating long term sustainable change to advance intersectional gender equality in our museum. We recognise this requires investment, leadership and commitment over the lifetime of this GEAP and beyond.

Strategy	Deliverables	Timeframe	Responsibility
Develop an overarching organisational-wide strategy focussed on ACMI's intersectional approach to inclusion, diversity and equality	Scope leadership and Board agreement regarding the development of a strategy.	October 2022	Director First Nations, Equity and Social Policy
	Create a strategy steering group, with diverse representation, to guide the development and implementation of this organisation-wide strategy and ensure it covers all action plans (DAP, RAP, GEAP).	October 2022	Director First Nations, Equity and Social Policy
	Develop a process driven by staff engagement and meaningful community consultation to ensure the lived experiences of diverse community members informs ACMI's strategic approach.	Nov–Jan 2023	Steering Group & Director First Nations, Equity and Social Policy
	Launch of ACMI strategy and develop communication and engagement plan.	April 2023	Steering Group & WER Coordinator
Apply a gender lens to the ACMI Business Plan and existing action plans	Review the Business Plan so that strategies focussed on increasing representational diversity also include gender.	Development of 2022-23FY business plan	ACMI Executive team
	Review and revise ACMI's Disability Action Plan, Reconciliation Action Plan, and Interpretation Strategy to incorporate actions to advance gender equality.	Review period for each policy.	Action Plan Committees plus Head of People & Culture.
Demonstrate leadership commitment to the GEAP	Appoint and maintain an internal GEAP Champion from Senior Leadership to ensure the GEAP remains on the organisational agenda.	August 2022	ACMI Executive team
Apply an intersectional approach to recruitment	Develop a toolkit on inclusive HR practices for culturally diverse recruitment, supporting the full life cycle of First Nations women and Women of Colour (WoC) at ACMI	October 2022	Head of People & Culture

Resourcing

Ensuring adequate funding and dedicated staff resources to deliver on our ambitions.

Strategy	Deliverables	Timeframe	Responsibility
Dedicated staff resources	Creation of a Director First Nations, Equity and Social Policy role to support development of the ACMI strategy and implementation of the action plans.	May 2022	CEO & Director
	Attempt to procure funding for a Workplace Equality and Respect (WER) Coordinator to support the development of the ACMI strategy and implementation of the action plans.	September 2022	CEO & Director
Adequate and sustainable funding	Ensure adequate resources for GEAP implementation as part of annual business plan cycle.	April (annually)	CEO & Director

Collaborating

Creating communication channels, across and between teams, so that collaboratively all staff can test new approaches and shape future directions.

Strategy	Deliverables	Timeframe	Responsibility
Establish a GEAP Action Group, including representatives from the CPSU and MEAA to actively monitor GEAP implementation and drive staff engagement	Develop terms of reference and establish a working group of no more than 15 members with diverse representation.	Sept 2022	Head of People & Culture and Director First Nations, Equity and Social Policy
Effectively communicate 'the case' for gender equality and create organisational 'buy-in' for action towards intersectional gender equality	Develop a GEAP roll out guidance which ensures managers and teams understand and are able to action their responsibilities against the GEAP.	August 2022	Head of People & Culture
GEAP communications strategy	Develop a GEAP communications strategy to communicate progress, reinforce key messages, provide avenues for feedback, and build ownership of the GEAP. Consider elements including methods for regular staff updates (such as meeting agenda items, feature blogs or regular newsletters), methods for staff engagement, promotional materials (such as posters) and ACMI campaign actions linked to international days such as international women's day and the 16 days of activism.	Sept 2022	Director First Nations, Equity and Social Policy & WER Coordinator

Measuring

Developing data collection and reporting processes to understand progress and continually strengthen intersectional approaches.

Strategy	Deliverables	Timeframe	Responsibility
Measure progress against creating an enabling environment for intersectional equality	Develop indicators for each of the enabling environment strategies, together with a process for reporting on these indicators and sharing success stories.	Sept 2022	Director First Nations, Equity and Social Policy & Head of People & Culture.
Reporting on progress against the GEAP	GEAP working group to meet quarterly, and provide progress reports to P&C, the Executive and at all-staff meetings.	Quarterly	Director First Nations, Equity and Social Policy & GEAP Action Group
	Six monthly progress status reports to be provided to the Board	Six monthly	Director First Nations, Equity and Social Policy & GEAP Action Group and Head of People & Culture
	Publicly report our GEAP achievements, experiences and challenges through a dedicated page on our website.	Monthly	Director First Nations, Equity and Social Policy
	Publish an annual GEAP report.	Annual	Director First Nations, Equity and Social Policy consulting with GEAP Action Group
Ensure the application of an intersectional gender lens to other action plans	Draw on the expertise of specialist organisations, such as Women with Disabilities Victoria, Diversity Council of Australia and The Jumbunna Institute to apply a gender lens to the RAP and the DAP and report on progress.	Six monthly	Director First Nations, Equity and Social Policy, Universal Access Group & First Nations Committee.

Learning

Providing space for reflection and adapting our approach as we learn what works and what needs to change.

Strategy	Deliverables	Timeframe	Responsibility
Provide mechanisms for feedback on the GEAP and space to generate ideas for improvement	Carry out an annual anonymous survey to provide space for staff to reflect on the GEAP implementation, identify key issues in the working environment, including how safe workers feel in the workplace, and to suggest ideas for continual improvement.	Annual	Director First Nations, Equity and Social Policy & WER Coordinator
	Annual progress report on team actions against the GEAP for inclusion in annual GEAP report.	Annual	Team Managers
	Schedule several consultation sessions for staff and the board to reflect on progress and review and adapt the GEAP as needed in preparation for the annual progress report.	Late 2023	Director First Nations, Equity and Social Policy & WER Coordinator
Learning from our diverse society	Draw on diverse expertise in the community to inform the work of the GEAP Action Group, the GEAP communications strategy, and the development of the next GEAP.	Ongoing	Director First Nations, Equity and Social Policy & WER Coordinator
	Create a register to log achievements and ideas for the next GEAP.	October 2022	Director First Nations, Equity and Social Policy & WER Coordinator

Action Plan

The following three ACMI Can action areas capture ACMI's commitments against the Gender Equality Commission Indicators. These action areas are:

- ✓ **Use the Data to Level the Playing Field**
- ✓ **Ensure Safety and Respect for All**
- ✓ **Develop Creative Ways of Working for Intersectional Equality**

The following tables provide measurable strategies and indicators which will guide ACMI's intersectional gender equality work until 2025.

Action 1: ACMI Can – Use the Data to Level the Playing Field

Overview¹

Through this action area, ACMI commits to using workforce composition, segregation and remuneration data to level the playing field, addressing intersectional gender inequalities.

We are committed to improvements in intersectional gender equality, data collection and analysis in order to give us insight into issues experienced by different cohorts of staff in our workplace. Data will also increase visibility of issues related to gender segregation in ACMI's workforce.

ACMI recognises this is a long-term process. In the short-term, we will work to identify data gaps and develop processes to collect better and more targeted information based on identity data. This will enable us to develop intersectional approaches and understand progress over the lifetime of this GEAP.

¹ ACMI has drawn from the work of the Our Watch Workplace Equality and Respect Program in the development of our strategies and measures against Action Area 1.

ACMI's GEAP Consultation – what did we learn?*

- There was agreement that ACMI senior leaders demonstrate commitment to gender equality and there have been efforts to increase diversity at the Board and leadership levels.
- It was reported that staff at ACMI support gender equality in theory, however the business case for gender equality is not universally understood nor is the concept of intersectional gender equality.
- There is a desire for ACMI to do more to promote disability inclusion, cultural diversity, LGBTIQ+ inclusion and intersectional gender equality including introducing clear measures and targets.
- Staff noted evidence of gender segregation in the gendered language used to refer to the technical team / roles ('tech guys'). It was felt that this gender segregation was a structural problem that could be addressed through innovative schemes and recruitment practices.

*See Annexure 2 for detailed findings from the ACMI consultation process.

ACMI Can – Use the Data to Level the Playing Field

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Gender composition of all levels of the workforce					
Address intersectional gender equality data, knowledge and diversity gaps.	There are more women than men working at ACMI however women make up the majority of part time staff. ACMI's gender audit identified significant data gaps including identity specific data.	Develop a process for collecting workplace gender composition and identity data.	ACMI HR system collects identity and diversity data required by the GEA. 60% of staff participate in GEA monitoring, reporting and consultations.	Dec 2022	Head of People & Culture
		Build capacity and confidence of staff, managers and executive through training in intersectional gender equality and cultural safety.	100% of executive and management level staff have completed intersectional gender equality and cultural safety training. All staff have conducted a Intersectional Gender Equality capability self-assessment and put forward a training request.	Dec 2023	Head of People & Culture
		Implement and track the effectiveness of the GEAP Communications Plan (see enabling environment section above).	80% of staff indicate that they feel they understand and actively contribute to the GEAP.	Dec 2024	Director First Nations, Equity and Social Policy & WER Coordinator

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Gender composition of all levels of the workforce					
Increase board diversity alongside board capability to oversee diversity and inclusion strategies.	ACMI does not currently collect comprehensive gender composition data by other intersectional identity categories. ACMI's board of 9 people has 5 women and 4 men.	Review the ACMI board to include membership guidelines which set diversity targets.	ACMI board includes a representative from the gender & disability sector.	Dec 2022	Board President
		Develop a board remuneration strategy to address the barrier being voluntary creates for low-income candidates.	ACMI Board members are remunerated for their work in line with the remuneration strategy .	Jan 2025	Board President
		Redefine and clarify board sub-committees including charging the Diversity Sub-Committee with responsibility to oversee and report on ACMI's progress towards intersectional gender equality. Increase the depth of P&C reporting to the board including a regular intersectional equality update.	Diversity and Inclusion Board Sub-Committee Terms of Reference Board members indicate increased visibility and input into P&C at ACMI.	Dec 2022	Board President Head of People & Culture

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Gendered segregation within the workplace					
Better understanding of, and reduction in, gender segregation within technical and administrative roles.	Rough analysis of data presented in Figure 6 (Annex 1) indicates that 76% of staff in technical / ICT / facilities roles are men (51 men, 16 women, 1 person self-defined gender). Women outnumber men in administrative, guide/education and design/curation roles. Some staff questioned why there was a need to address team-based gender segregation. Some staff felt that part-time and job-share could not be considered for certain areas of ACMI, therefore precluding those with caring responsibilities.	Decide on a system for categorising roles and measuring intersectional gender segregation at ACMI. Understand why these industries are segregated at ACMI and commit to directly addressing the barriers identified.	Categorising system is in place which allows ACMI to measure intersectional gender segregation.	Dec 2023	Head of People & Culture
		Set specific targets for gender balance in the technical, ICT, facilities, education/guide, design/curation, and administrative teams. Use the GEAP communications strategy to plan for and communicate to staff the difference between the barriers women and men have faced / face in accessing particular professions	Diverse women and gender diverse people make up 30% of technical, ICT and facilitates roles. 80% of staff indicate that they support and understand efforts to address workforce gender segregation.	Dec 2025	Head of People & Culture
		Implement a traineeship program in partnership with Jobs Victoria and CPSU to support diverse entry into technical roles (consider a University partnership).	Traineeship program established and first round of trainees employed.	Dec 2023	Chief Experience Officer

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Gendered segregation within the workplace					
		<p>Promote job-share across all levels of the organisation including examples of successful job-share arrangements. Ensure careful job mapping and embed cross over time for job-share staff to ensure success.</p> <p>Review roster and shift work at ACMI to understand barriers to flexibility and explore options to increase access to flexible working arrangements in these areas.</p> <p>Analyse the career progression and retention of parents returning from parental leave, especially in male-dominated and rostered roles at ACMI, inclusive of regular and/or long-term contract/casual workers.</p> <p>ACMI leader's role-model positive gender equitable behaviours.</p> <p>ACMI highlights and champions senior leaders (board and exec level) who work part-time or flexibly.</p>	Staff working job-share indicate that they feel valued and supported in their role and that their workload is managed effectively.	Dec 2023	<p>Team managers</p> <p>Head of People & Culture</p> <p>Leadership group and Managers Forum</p> <p>CEO & Director</p>

Equal Remuneration for work of equal or comparable value

Address organisational pay gap inconsistencies and reduce the existing pay gap.	ACMI's mean total remuneration pay gap is 2.2% in favour of men.	Conduct gender pay gap audit by classification (employment type, occupation, age, identity demographics, parental leave implications on progression) every 2 years. Where gaps are identified, actions will be developed to rectify them in partnership with staff, CPSU and MEAA.	ACMI 2025 mean total remuneration pay gap is 1.1% or less. Mean pay gap variation within different classifications is < 8%	Dec 2025	Head of People & Culture
---	--	--	--	----------	--------------------------

Action 2: ACMI Can – Ensure Safety and Respect for All

Overview

Through this action area, ACMI commits to safeguarding staff working with third parties and addressing their experiences of sexual harassment in the workplace.

ACMI will also work to strengthen our prevention and response systems and provide comprehensive training and support to all staff, increasing their confidence in ACMI's capacity to support them towards appropriate and transparent outcomes.

We understand our obligations under the Equal Opportunity Act and Occupational Health and Safety Act and have drawn from best practice evidence to review and re-develop the approach we will take to addressing workplace sexual harassment, using a victim / survivor centred approach.²

² Including our positive duty to act regardless of whether a complaint has been made, the actions to prevent sexual harassment recommended by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) and recommendations from Work Safe. ACMI will also consider additional information from the Victorian Public Service Commission in the development of the new Sexual Harm Prevention and Response Policy.

ACMI's GEAP Consultation – what did we learn?*

- While staff report that the People & Culture team are respectful and responsive, this confidence was tempered by limited understanding of reporting processes and inconsistent application across teams and employment levels.
- Staff indicated that employees on short term contracts, at junior levels, working with external third parties and casual staff may find it difficult to report inappropriate behaviour due to power imbalances in the workplace.
- Consultation responses also suggest that staff currently working in external work environments are not sufficiently able (or confident) to recognise, respond to and report / refer instances of sexual harassment and other inappropriate behaviours by third parties.
- Overwhelmingly, staff wanted a better and more consistent understanding of the reporting / complaints system and policies, regular communication to embed this understanding and training which is specifically tailored to ACMI.

*See Annexure 2 for detailed findings from the ACMI consultation process.

ACMI Can – Ensure Safety and Respect for All

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Sexual harassment in the workplace					
Ensure ACMI's reporting / disclosure system is victim/survivor centred and that ACMI has strong prevention and response systems and processes.	<p>Whilst 6% of PMS respondents said they had experienced sexual harassment, there were no formal complaints during the past 12 months. 6% was higher than the comparator average (3%).</p> <p>Staff consultation suggested higher rates of sexual harassment and inappropriate behaviour is experienced by staff working with third parties.</p>	<p>Review the existing system for making sexual harassment complaints, with a focus on barriers that may exist for employees in insecure work.</p> <p>Develop a sexual harm specific prevention and response policy, in consultation with HSRs and both unions, which is framed by a victim / survivor centred approach (includes multiple pathways of reporting and anonymous reporting and addressing third party harassment and gendered violence.</p> <p>Invest in a system of identifying, reporting and preventing discrimination and bias. Ensure that mechanisms are in place to encourage more safe and confidential reporting of discrimination and harassment, including from casual and contracted staff, with a commitment to acting on issues raised.</p> <p>Use race experts in any race discrimination complaints, mediation, or conciliation processes, rather than relying on P&C to facilitate.</p> <p>Create a framework for responding to incidents of racism or discrimination in a way that is proactive rather than reactive.</p> <p>Remove sexual harm from the general 'Grievance and Complaints Resolution Policy'.</p>	<p>Sexual harm prevention and response policy is promulgated.</p> <p>The ratio of reports to P&C against PMS sexual harassment incidence data has increased to 60%.</p>	July 2023	Head of People & Culture

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Sexual harassment in the workplace					
		Set up a harassment and discrimination officer (HDOs) staff network.	5 HDOs (ratio 1 per 50 staff) trained and confident supporting staff to access support and use relevant policies.	Dec 2023	Head of People & Culture
		Provide training to HDOs in recognizing, responding to and referring disclosures, confidentiality requirements, ACMI reporting processes and systems and acting as a support person to someone raising a complaint.			
		Conduct a review of ACMI's onboarding and induction process to ensure contract/casual staff have a relationship with People & Culture.	ACMI's onboarding and induction process includes a specific reach-out from P&C to all new staff.	Dec 2022	Head of People & Culture
		Conduct a review of ACMI's induction and compliance modules, ensuring the products used are fit for purpose and align with ACMI processes. Roll out the free online training provided by Safe & Equal.	Contract and casual workers know who to contact in P&C if they have a problem.		
		People & Culture, managers, union delegates and other support role positions ensure they are familiar with ACMI's family violence leave.	Induction and compliance modules adequately address gender equality, prevention of violence against women and responding to disclosures and reporting systems in the ACMI context.		
		Mandatory training around sexual harassment and reporting for all ACMI managers. Follow up any reports made with a review/survey of the manager's confidence levels using the system.	Managers and staff report increased clarity around reporting systems as a result of increased manager accountability.	Dec 2022	ACMI Executive team

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Sexual harassment in the workplace					
		Review ACMI's internal process for managing Family Violence Leave, including structural or individual factors that may lead to privacy mismanagement, and ensure safety measures are in place for employees who report they are experiencing family violence and their colleagues	2 compulsory all staff information sessions to explain Family Violence Leave provisions and support conducted. The CPSU and MEAA to attend.	Sept 2022	Head of People & Culture
		Communicate leave entitlements contained within the new EA, including family violence leave, supported by provision of family violence support and referral information.	Family violence support, reporting and referral information is available in all team areas and bathrooms at ACMI.		
		Run a case study-based bystander intervention campaign and associated, targeted training program (inclusive of reporting processes and promotion of VEOHRC, CPSU and MEAA for complaints and support.)	90% of staff feel safe to challenge inappropriate behaviour at work.	Dec 2023	Head of People & Culture
Staff working externally for ACMI are safe and confident in ACMI's prevention, response and reporting/disclosure systems.		Urgently clarify complaints / reporting / disclosures process for staff working externally with third parties. Conduct a risk assessment and develop mitigation and safety procedures specifically addressing the external work environment. Review annually.	100% of staff working with third parties indicate that they: <ul style="list-style-type: none"> • understand their rights, • are confident in the quality of the reporting process, • feel encouraged to make complaints about inappropriate behaviour. 	Sept 2022	Head of People & Culture

Action 3: ACMI Can – Develop Creative Ways of Working for Intersectional Equality³

Overview

Through this action area, ACMI commits to addressing the cultural and systemic barriers to staff working and thriving in part time roles.

We acknowledge the need to review use of short-term contracts and their impact on staff uptake of ACMI employment rights and benefits.

ACMI will also review and address organisational inconsistencies with regard to implementation of P&C policies and practices. We will use the GEAP as an opportunity to review and re-communicate expectations and measures designed to minimise unconscious bias.

Additionally, we will use the GEAP as impetus to review other intersectional plans using a gender lens, recognising where we need to do better structurally and where there are opportunities for targeted promotion, professional development and recruitment of diverse staff.

³ ACMI has considered recommendations from the 'Recruit Smarter' project in developing these strategies and measures. and Human Rights Commission (VEOHRC) and recommendations from Work Safe. ACMI will also consider additional information from the Victorian Public Service Commission in the development of the new Sexual Harm Prevention and Response Policy.

ACMI's GEAP Consultation – what did we learn?*

- Staff reported a range of flexible working arrangements, with the COVID-19 pandemic expanding the opportunities and normalisation of flexible work.
- There was evidence of a culture at ACMI which devalues part-time working arrangements. Promotion and development opportunities appear to be limited for part-time staff and workload and availability requirements do not support success in part-time roles.
- Disability inclusion is largely invisible at ACMI, although staff acknowledged there are new promising initiatives which may improve this.
- Staff on short term and casual contracts in a competitive sector (and the resulting power imbalance) face additional challenges using flexible work and leave provisions, requesting part time work and creating work life balance.

*See Annexure 2 for detailed findings from the ACMI consultation process.

ACMI Can – Develop Creative Ways of Working for Intersectional Equality³

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Recruitment and promotion practices in the workplace					
Comprehensively understand and reduce the barriers to recruitment and promotion opportunities at ACMI.	<p>Women account for 76% of part time staff.</p> <p>19% of staff at ACMI work part time.</p> <p>There are no senior managers working part time, job-share, or using flexible work arrangements.</p> <p>Only 43% of staff responded positively to the statement 'I feel I have an equal chance at promotion in my organisation.'</p> <p>There is evidence of a negative culture at ACMI towards part-time work and assumptions that part time staff do not contribute as effectively as full-time staff.</p> <p>The combination of structural issues and work culture creates barriers to recruitment and promotion for women.</p>	<p>Conduct a review of internal and external recruitment processes using Gender Impact Assessment tools.</p> <p>Develop a transparent recruitment strategy, ensuring a consistent approach across teams, including addressing direct appointment and higher duties processes.</p>	<p>Recruitment strategy reviewed and communicated.</p> <p>A decrease in the number of discretionary recruitment decisions.</p> <p>An increase in the amount of part-time workers gaining promotion and higher duties appointments.</p>	Dec 2022	Head of People & Culture

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Recruitment and promotion practices in the workplace					
		Create a recruitment panel pool, mandating that all members have undertaken gender inequality, unconscious bias and disability inclusion training.	All ACMI staff involved in recruitment are trained to mitigate unconscious bias and ensure disability inclusion in recruitment processes.	Dec 2023	Head of People & Culture
		Review and action the ABSTARR cultural safety audit with a gender lens, actively seeking and representing the unique perspectives of Aboriginal and Torres Strait Islander women.	First Nations staff and Board Diversity Sub-Committee indicate that the voice of diverse First Nations Women are clearly defined within cultural safety action plans.	July 2023	Director of Development
		Use Arts Access Victoria partnership to conduct a review and redevelopment of the Disability Action Plan with support from Women with Disabilities Victoria to ensure a gender lens is applied. Socialize and expand the remit of the Universal Access Committee to include workplace disability inclusion, including a gender lens. Develop and promote budget availability for workplace adjustments.	Women with Disabilities Victoria endorse the ACMI DAP. 80% of staff that indicate that they have a good awareness of actions ACMI is taking to improve disability inclusion.	July 2023	Head of People & Culture

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Recruitment and promotion practices in the workplace					
		Review options for how contract staff and regular casuals can receive a form of progression, e.g. recognising their prior service with ACMI and starting them on a higher salary/ hourly wage on their new contract, acknowledging that certain areas of ACMI rely on insecure work (e.g. short-term contracts required for exhibitions). Conduct a salary audit of contract and casual staff every two years to measure the progress of the above action.	Salary audit confirms that contract and casual staff have received salary progressions.	January 2023 & every 2 years ongoing	Head of Finance & Governance
		Communicate to all staff that superannuation will be paid on unpaid parental leave under the Enterprise Agreement entitlement for primary carers, including to long term casuals.	All staff are advised of superannuation entitlements for parental leave and this information is included on Confluence.	Sept 2022	Head of Finance & Governance

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Recruitment and promotion practices in the workplace					
	Address women's career stagnation following periods away from work due to primary caring duties.	Develop a formal check-in process before parental leave addressing the rights of an employee whilst on parental leave, including access to flexible leave, keeping-in touch days and an annual performance review to ensure staff on parental leave are entitled to a salary progression in line with ACMI's performance review process.	The process is implemented. Managers lead this process with support from P&C.	Dec 2022	Head of People & Culture
		Develop a formal check-in process for managers to meet with employee's when they return from a period of parental leave or extended leave due to caring responsibilities to canvas flexible work arrangements, reduction of hours, reasonable adjustments, career planning and development opportunities.	The process is implemented. Managers lead this process with support from P&C.	Dec 2022	Head of People & Culture
		Ensure staff on long periods of leave e.g. parental leave, have access to ACMI systems eg email and SLACK so they can be notified about recruitment and promotion opportunities, opportunities that become available whilst they're on leave.	Staff on parental leave maintain access to their ACMI email and Slack.	Dec 2022	Head of Technology

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Recruitment and promotion practices in the workplace					
	There are currently 24% staff (excluding casuals) on short term contracts	Support managers to review all contract staff length of tenure and job focus and commit to moving staff completing core business, or who have been with ACMI for >3 years, into ongoing roles.	Reduction in the percentage of staff at ACMI on short term contracts.	Dec 2024	ACMI Executive
	The PMS shows that only 43% of staff at ACMI agree that they have enough time to do their job effectively. This is well below the comparator average of 56%.	Support managers to implement a workload mapping exercise (including consideration of part time FTE V actual hours), collate centrally, and address resourcing / support requirements where significant issues are identified. Continue the workflow mapping process to improve the way teams work together.	Staff indicate reduced workload pressure and a reduction in the need to work significant overtime. Staff indicate that part time hours and hours worked are aligned.	July 2024	CEO & Director

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Flexible arrangements and arrangements supporting caring responsibilities					
By 2024 all staff at ACMI feel able to work flexibly and discuss changes to employment type without it having an impact on their career.		Establish and roll out training for managers to adequately understand the options for workload management, flexible, part-time and job-share work.	100% of managers have undertaken P&C training.	July 2023	Head of People & Culture
			Increase in the % of staff (and senior managers as a separate group) utilising flexible work provisions.	Jan 2024	Head of People & Culture
		Include flexibility and part-time options as a core component in all position descriptions for new hires as a condition of employment	All position description templates updated.	Dec 2022	Head of People & Culture
		Create a communications strategy to encourage men to uptake parental leave and flexible working arrangements	Increased uptake of men utilising parental leave and flexible working arrangements.	Dec 2024	Head of People & Culture
		Develop a communications campaign which supports managers to foster a greater acceptance and utilisation of flexible, job-share and part-time options with staff.	Gender audit consultations suggest an improved acceptance and appreciation for part time staff.	Dec 2024	Head of People & Culture

Goal	Relevant Data	Strategy	Progress Indicator	Timeframe	Responsibility
Flexible arrangements and arrangements supporting caring responsibilities					
Reduce the barriers to professional development opportunities at ACMI.	Use PD budget uptake as baseline measure and record proportion of PD budget unspent in 2021 and 2022 financial year.	Develop a targeted organisational PD plan incorporating creative ways that staff can utilise PD outside of training. For example, secondments, time off for volunteer work, supporting creative pursuits, supporting requests for study leave, encouraging cross-business unit upskilling, assisting people returning from parental leave to transition their career to family friendly hours if they wish to.	The professional development plan and communications to promote opportunities have resulted in increased uptake of professional development opportunities across staff cohorts.	Dec 2023	Head of People & Culture
	The PMS shows that only 49% of respondents feel ACMI places a high priority on learning and development of staff.	Implement a communications plan to promote these professional development opportunities at ACMI.	Increase in the % of staff who feel that ACMI places a high priority on learning and development.	Dec 2023	Head of People & Culture

ACMI

Fed Square, Melbourne

acmi.net.au

Phone: 61 3 8663 2200

Email: info@acmi.net.au

Mail PO Box 14

Flinders Lane VIC 8009