

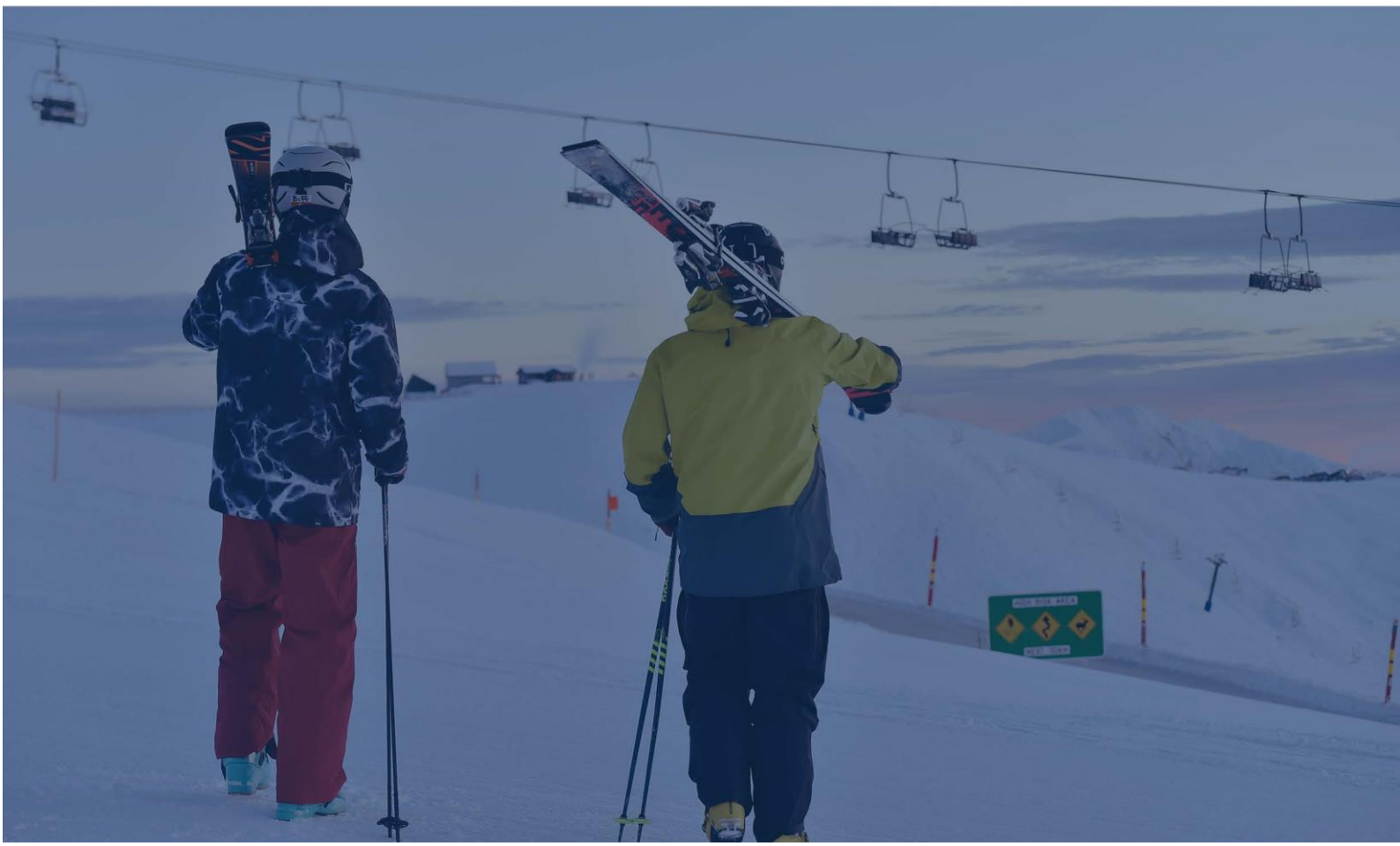
GENDER EQUITY ACTION PLAN

2022 - 2026



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SECTION 1.

INTRODUCTION

The Gender Equality Act 2020 (the Act) requires defined entities to develop a Gender Equity Action Plan (GEAP) every four years. The aim of the GEAP is to help plan, implement and measure change in the promotion of gender equality in the workplace.

The Mount Hotham Alpine Resort Management Board (RMB) has developed this GEAP in response to this requirement. This plan aligns with the framework provided by State Government, while being appropriate to the small size of the organisation and its relatively isolated operations.

While the GEAP is required to have a four-year view, the RMB acknowledges that it will cease operations when it is amalgamated into the new entity, Alpine Resorts Victoria (ARV), which is currently scheduled for October 2022. At that time, all gender equity considerations and obligations will sit with ARV.

The RMB understands that staff with intersectional attributes such as Aboriginal/Torres Strait Islander, transgender, non-binary and gender diverse or from culturally diverse communities are impacted on multiple levels when it comes to gender equality. However, data collection for intersectional attributes is unavailable.

SECTION 2.

BASELINE RESULTS & ANALYSIS

2.1 Workforce Gender Audit

In developing the GEAP, the RMB first considered the status of gender issues in the workplace through undertaking an audit. The RMB's Workforce Gender Audit provided baseline data and insights into areas where gender equality strategies have been successful. This also provided data to enable the RMB to focus on areas where it can impact meaningful improvements. This data is included in Appendix 1 and explored in further detail in the following areas.

2.2 Gender Composition

The RMB's gender composition varies according to the season, area of work and nature of employment. At the time of analysing the data, the leadership team and overall ongoing staff were gender balanced.

Imbalances occur within the governing body (the Board) and when indoor and outdoor ongoing staff in different work areas are compared.

The gender composition of casual workers (seasonal) who mostly work outdoors, is similar to those of ongoing outdoor staff.

	Women	Men	Undefined
Board Members	71%	29%	0%
Ongoing staff			
Indoor workers	68%	32%	0%
Outdoor workers	24%	76%	0%
Casual Staff	22%	78%	0%

2.3 Pay Equity

Across different employment classifications there was no notable overall average pay gap difference. However, within the classifications there are variations in gender representations.

There are more women represented in Bands 4 and 7A and more men in the remainder. Pay gaps are negligible in Bands 3 and 4 and vary from 7-10% in the more senior roles. Gender pay differences favoured women in bands 5 and 7B and men in Bands 6 and 7A. These gaps ranged from 7-10%. A lack of intersectional data precludes commentary in this area.

2.4 Workplace Culture and Behaviours

The data from the RMB's 2021 People Matters Survey provided positive data in a number of areas including 100% favourable result for sexual harassment and favourable scores of 84% or above for a positive and fair workplace culture correlating with similar results for respectful workplace behaviours.

Despite this, results indicate a need to focus attention in three main areas to provide ongoing awareness and training in maintaining a safe and respectful workplace.

These are:

- Professional development and promotion
- Threatening and aggressive behaviours
- Diversity and inclusion



SECTION 3.

CONSULTATION & ENGAGEMENT

Meaningful consultation was conducted with relevant groups to assist in developing the GEAP. In all sessions, a copy of the gender data slides was provided for discussion. These were circulated on email prior to meetings, then provided on screen or in large format print for review during the discussions.

A summary of who was consulted and in what format is reflected in the following table.

Group	Date	Process
<ul style="list-style-type: none"> Administration staff in the office and working from home 	1 February 2022	Two formats offered: <ul style="list-style-type: none"> Face-to-face discussion Online (Teams) discussion
<ul style="list-style-type: none"> Outside crew 	2 February 2022	Face-to-face discussion
<ul style="list-style-type: none"> All staff 	2-4 February 2022	Online, anonymous survey
<ul style="list-style-type: none"> AWU 	8 February 2022	Data presentation slide pack sent to union rep for consideration and comment.
<ul style="list-style-type: none"> Mount Hotham Alpine Resort Management Board members 	8 February 2022	Data presentation slide pack provided to board members for consideration prior to February board meeting. Discussion included in board meeting agenda.
	18 March 2022	GEAP presented to group for consideration and feedback.
<ul style="list-style-type: none"> DELWP Diversity & Inclusion Team 	23 February 2022	Teams meeting with DELWP Diversity & Inclusion team to discuss approaches to GEAP, challenges and issues
	16 March 2022	GEAP provided for consideration and feedback.

Key feedback themes from these channels have guided the identification of strategies identified in this GEAP.

SECTION 4.

CASE FOR CHANGE

3.1 Change Case

The RMB recognises the importance of understanding and progressing gender equality in the workplace. It is committed to working towards a diverse and inclusive workplace. In so doing, it is looking to position itself as safe employer and an employer of choice that operates consistently with Victorian Government expectations. As such, addressing gender discrimination and inequality is considered foundational to safety at work.

80% of the RMB employees who participated in the 2021 People Matters Survey (PMS) believed there is a positive culture in relation to employees of different genders, and that gender was not a barrier to success at work. While this is a positive result, gender diversity exists in some areas and is lacking significantly in others.

A. Progress in gender equality

The RMB demonstrates reasonably balanced gender distribution in corporate office and administration roles. From 2017 until this year, the RMB's board changed from 70% female 30% male to a 60%-40% female/male distribution. Senior leadership roles have had similar distributions moving from 60:40 female/male representation to 80:20 in the current year. The same progress is yet to be realised in outside roles where distribution is skewed towards male participants.

B. Gender pay gap analysis

The RMB's pay gap results from the 2021 Workforce Gender Audit varied across levels and work types, pointing to the need for a more systematic approach to determining remuneration levels. Through this work and continuous data collection and review, along with policy development and streamlining of human resources procedures, the RMB is gaining a better understanding of areas to be addressed.

C. Safe and respectful workplaces

The RMB is committed to maintaining a safe and respectful workplace for all. This incorporates the prevention and response to sexual harassment, violence against women and bullying in all its forms. The RMB has taken a proactive approach to these matters in the past, responding with the development of training programs, consultation and the establishment of a set of co-created values and code of conduct.

In 2020, a number of online mandatory compliance training was introduced for all employees. It is the RMB's intention to refresh this training every two years to maintain ongoing awareness and education of workplace participants. A program of face-to-face training offered through the Learning and Development Plan, will further enhance positive workplace behaviours, and recognition of inappropriate conduct associated with harassment and bullying.

3.2 Gender Equality 2022-2026

The RMB's Gender Equality Action Plan seeks to address the underlying and systemic barriers to gender inequality, discrimination and poor behaviours. To achieve a sustainable, long-term focus on diversity, equity and inclusion, the RMB is required to increase awareness of the incumbent conditions and foster acceptance and active engagement in creating a force for change. Education and training will be a critical component in this endeavour.

Achievements to date include:

- An increased representation of women in senior leadership roles since 2019.
- Reduction in bullying, harassment and discrimination in the workplace each year since 2019.
- An increased uptake of and provision for flexible work arrangements for all workplace participants.

RMB commitment to the Gender Equality Act 2020

In line with the Gender Equality Act 2020, it is the intention of the RMB to take positive action towards achieving workplace gender equality. Section 4 outlines a range of strategies to address this. These include promotion of gender equality in policies, programs and services; completion of reviews and gap analyses of current practices; development of action plans and capability development within the existing workforce; and the attraction of new talent.

To inform the strategies and measures in this plan, the following gender equity principles have been considered:

- 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

SECTION 5.

STRATEGIES & MEASURES

The RMB gathers data from surveys and consultation with its small, multi-functional workforce. Seasonal changes to workforce composition and the nature of work undertaken, means much of the RMB's fact finding is captured through qualitative evidence gathering.

Within the context of data gathered to date, the RMB's aims to make reasonable and material progress through six high impact actions listed below.

Key themes	Action (Objectives)	Who	When
Indicator 1. Gender composition of the workforce			
Lack of diversity (gender, intersectional factors) across work areas	Widen talent pools to recruit more diverse cohorts of talent and leverage new talent channels	Management team – all depts People & Culture (key implementation role)	2026 Ongoing
Indicator 2. Gender composition of governing body			
Gender balance has changed to be more even since data was gathered	Advocate to DELWP for consideration of gender composition and intersectional attributes in future board appointments	CEO/Management team	Oct 2022
Indicator 3. Pay equity			
Equal pay for equal work	Establishment & maintenance of a systematic approach to setting and managing remuneration through development of policy and procedures to ensure equity and transparency	People, Culture & Remuneration board sub-committee Corporate Services	2026
Indicator 4. Sexual harassment and negative behaviours			
Maintain a workplace free from discrimination, aggression and violence.	Implement ongoing training through an inclusive culture lens at all levels in interpersonal skills covering topics including: <ul style="list-style-type: none"> active bystander training safe and respectful workplaces 	Board CEO Management Team	Ongoing Mandatory for 100% of staff, by 2026
Indicator 5. Recruitment and promotion			
Need for professional development and promotion opportunities	Establish a program of Learning & Development at all levels to broaden and build capability within the RMB with a range of offerings including: <ul style="list-style-type: none"> diversity and inclusion unconscious bias interpersonal behaviour and cross-cultural communication Review of position descriptions to ensure barriers for women are removed	People & Culture Management Team	2022 - Ongoing

Key themes	Action (Objectives)	Who	When
Indicator 6.	Leave and flexibility		
Leave and flexibility options mostly taken up by female staff.	Promote support for parental leave, family violence leave, carer's leave and flexible work options for staff of all genders	CEO Management Team	2022 - Ongoing
Indicator 7.	Gendered segregation		
Remove gender bias from all communication – oral and written	Conduct a systematic review of communication to identify and neutralise gender bias in the language the RMB uses	Management Team People & Culture	2022 – ongoing

SECTION 6.

LEADERSHIP & RESOURCES

Leadership plays a critical role in long term sustainable success in gender equality. As part of the RMB's intention to broaden and build capability, its learning and development program will include inclusive leadership development. The intention of this development is to challenge and address ways of thinking that puts equality as its central tenet. This aligns with the RMB's business plan strategic actions in improving organisational capability.

As a small organisation, Hotham RMB will collaborate with other RMBs and the Diversity and Inclusion Team at DELWP in developing and implementing its workplace gender equity initiatives. This 'professional community of practice' enables the RMB to leverage capability across the resorts for more effective and efficient use of limited resources.

To ensure the ongoing success of the plan, the RMB has resourced the People and Culture team to oversee its key change activities and initiatives. The Senior Manager People & Culture will act as chair for a Gender Equality working group to comprise key employees across the organisation. The working group will be responsible for driving key GEAP actions. The Senior Manager also reports directly to the CEO, which ensures all of organisation visibility and holistic implementation.

As part of the budget process, resources have been allocated for the engagement of suitably qualified consultants to assist in the implementation of proposed diversity and inclusion development work.

SECTION 7.

MEASURING PROGRESS

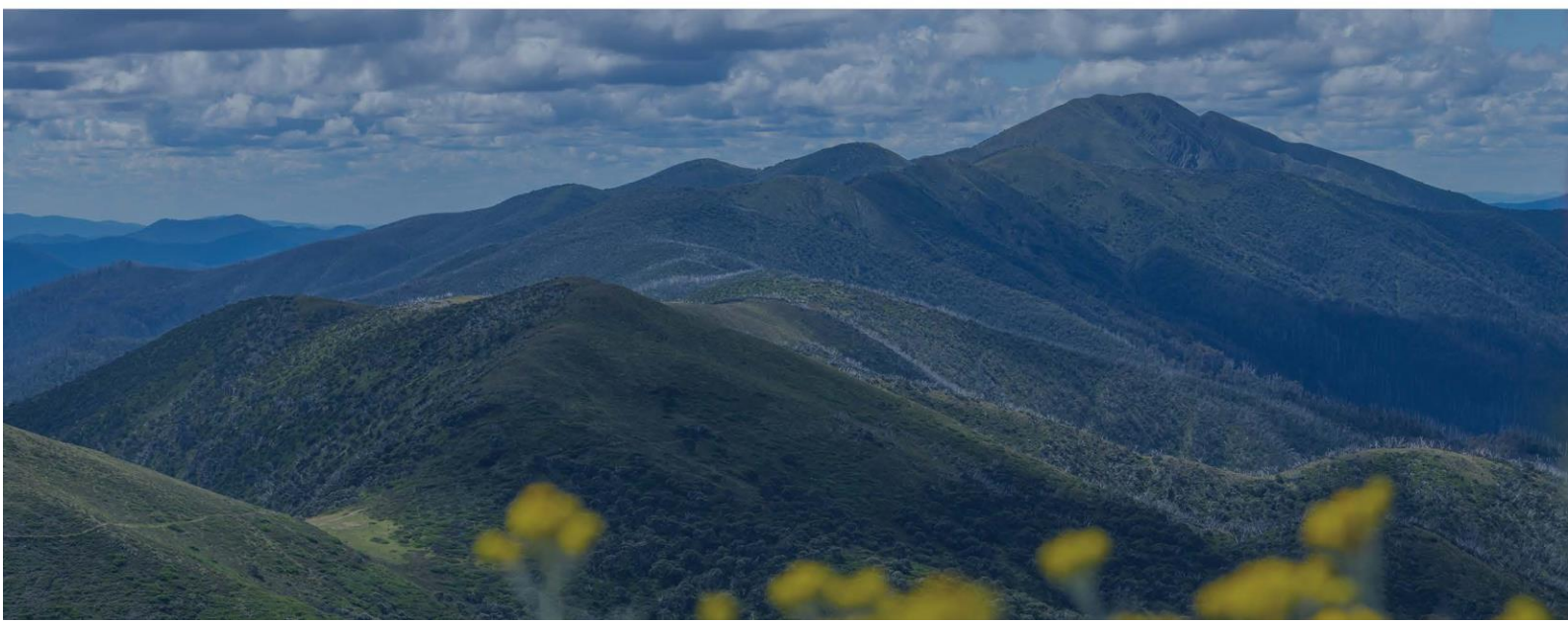
Progress in implementing GEAP will be regularly reported to the People, Culture and Remuneration (PCR) Sub-committee and the Board. The GEAP and its implementation will be monitored and communicated by the CEO and leadership team continuously through their regular meetings.

Measure of progress	Responsibility
The RMB is committed to transparency and will ensure this plan is lodged with the Commission for Gender Equality in the Public Sector	People & Culture Senior Manager
The RMB will provide meaningful and measurable outcomes on the progress of this plan in the annual report.	People & Culture Senior Manager
Regularly monitor and review actions and communicate outcomes to: <ul style="list-style-type: none"> • PCR committee meetings (quarterly) • executive team meetings (quarterly) • staff through staff briefings (half yearly) 	CEO & Leadership team People & Culture Senior Manager
Progress report to the Commission every two years	People & Culture Senior Manager

Progress will be measured by yearly data comparisons with the baseline outcomes reported in Appendix 1. Consultation with staff will be conducted throughout the duration of the plan, in seeking feedback on training and results from annual PMS.

The RMB will ensure that communication about the GEAP is provided to staff through a range of communication channels including:

- Staff meetings and briefings
- Staff newsletters and Employment Hero dashboard notices (HRIS)
- Provided as part of onboarding
- Induction of winter casual staff



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