

NATIONAL GALLERY Gender Equity Action Plan 2021–2026

YEAR 1 ACHIEVEMENTS

IMPACT AREA 1: Accelerate Gender Equity

Accelerate efforts to embed gender equity in collections, programming, learning, content, marketing and communications – onsite, online, on tour and on demand.

Objective	Indicators of success	Target	Actions	Timeframe	Highlights
1.1 Increase gender equity in collection, research library, and archive development	<p>Increased ratio of women and gender-diverse artists in collection, library and archive development</p> <p>Increased number of acquisitions of women and gender-diverse artists</p>	<p>Uplift in 40:40:20* collection development (new acquisitions and commissions)</p> <p>*40% women, 40% men and 20% diverse gender. Applying a 40:40:20 approach is inclusive of those identifying outside of the gender binary. The 20% may be comprised of people of any gender, including non-binary, gender-diverse, cis and trans women, cis and trans men and those who wish to not identify¹</p>	Continue to acquire works across gender identities that represent equity in number and value by contemporary and historical artists	Ongoing	<ul style="list-style-type: none"> In 2022-23, women artists represented 55% of total works acquired.
1.2 Consistently present a gender-equitable artistic program	<p>Increased gender equity in number and percentage of exhibitions and publications</p> <p>Evidence that exhibition and publishing proposals refer to gender equity commitments</p>	<p>40:40:20 in exhibitions, touring, publishing, collection displays and floor space</p>	<p>Revise process for exhibition and publishing proposals to ensure gender equity in artistic programming:</p> <ul style="list-style-type: none"> stage significant exhibitions by women including historical, contemporary, solo and group consider gender equity when programming annual major exhibitions 	Year 1	<ul style="list-style-type: none"> In 2022-23, women artists represented 64% of the works in Special Exhibitions and 44% of the works in Touring Exhibitions Exhibitions and Acquisition policies updated to include gender equity commitments. Exhibition and Publishing proposals updated to reference gender equity strategic alignments.

¹ The Australia Council's 2020 report *Towards Equity: A research overview of diversity in Australia's arts and culture sector notes*, 'There is still no accurate data on the number of Australians who identify as non-binary or gender diverse, and limited data for the arts and cultural sector.' The report states that 11% of the population identify as LGBTQI+. This data is drawn from ABS Australian Census of Population and Housing (2016). Most equity reports acknowledge data collection and reporting on gender identity is relatively new and not yet fully explored. An action arising in the National Gallery's Gender Equity Action Plan at Impact area 5.1 is to review and update collection management systems and procedures to expand identity factors in relationship to artists.

IMPACT AREA 1: ACCELERATE GENDER EQUITY

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
<p>1.3 Increase the representation of all women and gender-diverse artists in learning programs, content, marketing and communications</p>	<p>Evidence that gender equity commitments have been implemented in the Gallery's Learning Framework and digital strategies</p>	<p>40:40:20 representation in learning programs, content and marketing materials and across the Gallery's digital channels</p>	<p>Ensure the Gallery's Learning Framework demonstrates gender equity commitments, empowers diverse voices, challenges stereotypes and provides opportunities for dialogue across:</p> <ul style="list-style-type: none"> ▪ public programs ▪ student and teacher learning ▪ touring and outreach 	<p>Year 1</p>	<ul style="list-style-type: none"> • The Gallery's Learning Framework is in development.
	<p>The number of new programs and content, including paid programs, produced to showcase women and gender-diverse artists</p>		<p>Continue to deliver and promote the Betty Churcher Annual lecture and content annually in association with International Women's Day</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Betty Churcher Memorial Oration established with the inaugural oration by Melissa Chiu, Director, Hirschorn Museum and Sculpture Garden. • In recognition of IWD 2023, the gallery issued a media release highlighting its gender equity achievements, the acquisition of three important works by women artists, and Natasha Bullock's Australian award for Excellence in Women's Leadership (ACT). National Gallery celebrates women artists for International Women's Day - National Gallery of Australia (nga.gov.au)
	<p>Evidence that the Gallery's Style Guide has been implemented across content, communications and marketing</p>		<p>Scope the development of content annually in association with major events such as:</p> <ul style="list-style-type: none"> ▪ International Day for the Elimination of Violence against Women ▪ Transgender Awareness Week 	<p>Year 1</p>	<ul style="list-style-type: none"> • Days of Significance acknowledged with different forms of internal communication to foster staff awareness and engagement.
	<p>Ensure the Gallery's new digital strategy and all channels embed gender equity commitments</p>		<p>Year 1</p>	<ul style="list-style-type: none"> • The National Gallery's digital strategy is in development. All channels mirror the equity commitments of the artistic program and associated activities. 	

IMPACT AREA 1: ACCELERATE GENDER EQUITY

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
1.4 Build public awareness of the social, cultural, ethical and identity issues informing gender equity	<p>Indication by media reports that public and stakeholder perception of the Gallery's commitment to gender equity is growing</p> <p>Demonstrated increased engagement with the Gallery's communication channels, such as the Know My Name microsite</p> <p>Increased stock by women and gender-diverse artists in the Art Store (Gallery shop)</p>	<p>10% increase in content for the Know My Name microsite</p> <p>Increase media articles and editorial advancing the Gallery's commitment to addressing gender equity</p> <p>A minimum of one Wikipedia event per year</p> <p>40:40:20 commissions of Art Store stock by women and gender-diverse artists</p>	<p>Promote annually the Gallery's gender equity activities and commitments across multiple platforms</p> <hr/> <p>Continue to promote and increase online content for Know My Name including resources, scholarship and artist profiles</p>	<p>Ongoing</p> <hr/> <p>Ongoing</p>	<ul style="list-style-type: none"> In the 2022/23 financial year, the Gallery's Know My Name initiative received 341 media mentions. This coverage reached a potential cumulative audience of more than 9 million people, with an editorial value estimated at over \$2.7 million (based on advertising equivalent). <hr/> <ul style="list-style-type: none"> To coincide with IWD 2023 a dedicated web presence – Know My Name – was created to aggregate all related content and initiatives. In the 2022/23 financial year, over 70% of content published on Stories & Ideas was on or by women artists, highlights include: <ul style="list-style-type: none"> Curatorial Essays on Clarice Beckett, Grace Cossington Smith and Olive Cotton commissioned to coincide with Know My Name: Making It Modern. Curatorial Feature on Ethel Spowers and Eveline Syme republished from IMPRINT magazine – Grace and Force. Two excerpts from exhibition publications – Emily Kam Kgnwarray: An artistic revolution and Haegue Yang: Changing From From to From. In partnership with Broadsheet Studio Visit: Lindy Lee and Studio Visit: Jenny Kee were commissioned and published across both websites.

IMPACT AREA 1: ACCELERATE GENDER EQUITY

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
1.4 (continued)			Promote existing content partnerships (e.g., Wikimedia Australia) and scope new partnerships to promote gender equity	Ongoing	<ul style="list-style-type: none"> Research Library & Archives delivered annual Wikipedia edit-a-thon in partnership with Wikimedia Australia to increase the representation of Australian women artists on the world's most popular research tool. 3% increase in representation.
			Ensure commercial merchandise and commissioned Art Store stock represents all women and gender-diverse artists, authors and producers	Year 1	<ul style="list-style-type: none"> 57% of the commercial inventory that is being offered at the Art Store has either been manufactured or marketed by women artisans, artist and/or distributed by women owned agencies.

**IMPACT AREA 2:
Advocate for sector-wide
collaboration**

**Advocate for and contribute to sector-wide collaboration
to achieve gender equity and empowerment of all in the
visual arts.**

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
2.1 Instigate gender equity conversations in arts and culture through advocacy, strategic policy and partnerships	Evidence that the Gallery is influencing the policy context for gender equity	<p>One new research partnership</p> <p>One peer-reviewed published article about gender equity</p>	Organise an annual sector ‘pulse’ check to assess the impact and encourage feedback about the Gallery’s Gender Equity Action Plan	Year 1	<ul style="list-style-type: none"> Complete and outcomes are being used to strengthen communication for the Know My Name initiative and Gender Equity Action Plan.
	Evidence that the Director and senior management share information and publicly advocate on the issue of gender equity	<p>Two meetings with the Department of Education, Skills and Employment to discuss 40:40:20 gender representation across the national education curriculum</p> <p>One annual ‘pulse’ check of sector feedback and assessment of the Gallery’s Gender Equity Action Plan</p> <p>Compiled research and case studies that demonstrate international examples of gender equity commitments in the visual arts</p>	Continue to research and benchmark national and international approaches to gender equity in the visual arts	Year 1	<ul style="list-style-type: none"> The Chair and Working Group continue to research and document approaches to gender equity by visual arts organisation across Australia and the world to inform and improve our approach.

**IMPACT AREA 3:
Strengthen organisational
culture**

Foster an equitable, diverse and inclusive professional environment for all staff, stakeholders and audiences while addressing bias, intersectionality and gender awareness.

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
3.1 Establish a gender-equitable, diverse and inclusive culture that is intuitive to all employees and defines how Gallery work is conducted	Majority participation of Council, staff, volunteers and guides in gender, unconscious bias and intersectionality awareness programs	A minimum 55% of staff participating in gender awareness surveys	Survey staff to establish a gender awareness benchmark that aims to appreciate the workforce's understanding of bias and intersectionality	Year 1	<ul style="list-style-type: none"> A staff survey to benchmark gender awareness was distributed and the outcomes are supporting activities.
	Increased perception by staff that the Gallery is an inclusive workplace	One champion per portfolio reporting biannually to Gender Equity Working Group	Establish gender equity champions in each portfolio who report on activities	Year 1	<ul style="list-style-type: none"> Gender Equity Champions established across all key areas of the National Gallery. The Working Group regularly reports on its activities and achievements.
	Evidence of compliance with the Workplace Gender Equality Act	Increased percentage, year-on-year, of existing staff completing gender, unconscious bias and intersectionality awareness programs: 45% in 2022, 55% in 2023, 65% in 2024, 80% in 2025	Update relevant Gallery policies with a gender equity lens as they come up for review	Ongoing	<ul style="list-style-type: none"> All collection development and exhibition policies have been updated to reference the Gender Equity Action Plan and equity commitments.
		Relevant Gallery policies reflect gender equity commitments by 2026	Evolve the GEAP Working Group to drive governance of the Plan.	Ongoing	<ul style="list-style-type: none"> The Gender Equity Working Group meets regularly to monitor the status of actions and communicate back to their respective departments. A calendar of activities has been established and a tracker monitors the continual progress of actions.

IMPACT AREA 3: STRENGTHEN ORGANISATIONAL CULTURE

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
<p>3.2 Promote and improve gender equity in employment and remove barriers to the full and equal participation of all genders in the workforce</p>	<p>Evidence that staff understand the flexible working arrangements available to them</p> <p>Evidence that staff have participated in prevention training for gender-based harassment and discrimination, sexual harassment and bullying</p> <p>Evidence that recruitment communications include a statement about the Gallery's commitment to gender equity, and the benefits and programs available to staff</p>	<p>Increased reported levels of employee satisfaction with the flexible work options they need</p> <p>Increased percentage, year-on-year, of existing staff completing training for the prevention of gender-based harassment and discrimination, sexual harassment and bullying: 45% in 2022, 55% in 2023, 65% in 2024, 80% in 2025</p> <p>Gender equity and diversity principles in recruitment and promotion processes</p>	<p>Review recruitment and promotion policies, processes and training to comply with best practice in relation to gender equity and diversity principles</p>	<p>Year 1 and ongoing</p>	<ul style="list-style-type: none"> The National Gallery's job advertisements and position descriptions outline gender equity commitments.
<p>3.3 Create safe and inclusive physical and psychological environments</p> <p><i>The Australian Human Rights Commission describes the characteristics of a healthy and safe workplace as one in which:</i></p> <ul style="list-style-type: none"> professional development is supported and encouraged obstacles to optimum mental health are identified and removed diversity is viewed as an organisation advantage staff turnover and sick/stress leave is low staff loyalty is high workers are productive members of a team <p><i>(Source: https://humanrights.gov.au/our-work/4-creating-safe-and-healthy-workplace-all)</i></p>	<p>Majority engagement of frontline staff in unconscious bias, cultural competency and accessibility training</p> <p>Evidence that women and gender-diverse people have been consulted in the development and implementation of further gender-inclusive spaces and that the result is inclusive</p>	<p>The Gallery described as safe and inclusive by most staff and visitors</p> <p>The refurbishment of staff accommodation meets inclusive and universal design best practice standards</p> <p>Gallery facilities are gender-inclusive and culturally safe</p>	<p>Continue to ensure that the Gallery provides a welcoming visitor experience by supporting professional development and training of frontline staff</p>	<p>Year 1</p>	<ul style="list-style-type: none"> This is an annually recurring action. Regular training is provided to the VE team to help ensure a positive visitor experience, including Pronoun and Gender diversity training.

IMPACT AREA 4: Empower participation

Ensure all genders are empowered and have access to, and equal opportunities in, leadership and professional development.

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
4.1 Commit to an inclusive leadership culture where diversity is embraced in decision-making <i>Inclusive leaders are collaborative, participatory, courageous, culturally intelligent, and aware of their own biases and preferences, actively seeking out and considering diverse views and perspectives to inform better decision-making</i>	Improvement in gender composition of governing bodies at the National Gallery	Women holding 50% of positions across governing bodies at the National Gallery, which is in alignment with Australian Government board commitments	Continue to implement the Australian Government's commitment to a gender diversity target of women holding 50% of Government board positions across governing bodies of the National Gallery, including: Council, Council Committees	Ongoing	<ul style="list-style-type: none"> The National Gallery has gender equity on Council and within governance committees. The National Gallery Foundation is working to achieve gender equity membership.
	Staff recognition of leaders for creating an inclusive workplace of active listeners, team players with diverse perspectives in their decision-making	Most staff describing the National Gallery as an inclusive and positive place to work	Implement gender equity principles across all other committees and boards of the National Gallery, including the National Gallery of Australia Foundation		
	Evidence that staff are involved and valued in strategic decision-making (e.g., town halls, brainstorming and creative sessions)	Increased uptake in inclusive leadership training and education across the Gallery			
Evidence that Council and staff are involved in inclusive leadership training and education	Application for funding submitted to the Women's Leadership and Development Program	Provide professional development programs in inclusive leadership	Year 1	<ul style="list-style-type: none"> The SBS Core inclusion program was established and is available to all staff. Psychosocial training for managers addressed the importance of inclusive leadership. 	
		Apply to the Women's Leadership and Development Program (WLDP) to fund professional development opportunities for women leaders and to promote training in 'non-traditional' roles	Year 1 and ongoing	<ul style="list-style-type: none"> This action may not be realised. The WLDP has allocated existing funding. 	

**IMPACT AREA 5:
Amplify data for equity**

Employ data to inform strategic and operational gender equity objectives

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
5.1 Improve the availability, quality, and use of data to support gender equity actions, progress and reporting	Evidence that reports indicate uplift in data disaggregated by gender across the following areas: <ul style="list-style-type: none"> ▪ New Acquisitions ▪ Collections ▪ Library ▪ Archives ▪ Artistic Program (exhibitions and collection displays) ▪ Learning ▪ Content ▪ Communications ▪ Human Resources Updated artist questionnaire	Biannual gender equity data statements across key target areas	Encourage staff to update their personal details with identification information through an annual reminder	Year 1	<ul style="list-style-type: none"> • Staff are annually reminded to update their personal details. This reminder now includes identification information.
<i>Data helps us understand where change is needed and what's changing over time. By publicly reporting data, we can also be transparent and accountable to employees and the community</i>			Continue to measure and report on progress, both internally and publicly, using data disaggregated by gender across the following areas to demonstrate gender equity commitments: <ul style="list-style-type: none"> ▪ New Acquisitions ▪ Collections ▪ Artistic Programs (exhibitions and collection presentations) ▪ Research Library and Archive ▪ Human Resources 	Year 1	<ul style="list-style-type: none"> • Targets met for Collection development and artistic programming. These were publicly announced as part of International Women's Day. Departments are establishing methodologies to track and demonstrate the uplift in gender equity, and this will come online in Year 2.

IMPACT AREA 5: AMPLIFY DATA FOR EQUITY

Objective	Indicators of Success	Target	Actions	Timeframe	Highlights
			Begin to measure and report on progress, both internally and publicly, using data disaggregated by gender across the following areas to demonstrate gender equity commitments: <ul style="list-style-type: none"> ▪ learning ▪ content ▪ communications 	Year 1	<ul style="list-style-type: none"> • This action is rolling into Year 2 as the Learning department establishes a methodology to report on progress.
			Continue to collaborate with Countess Report to supply data that accords with their collecting and reporting methodologies	Ongoing	<ul style="list-style-type: none"> • The National Gallery continues to supply data to the Countess Report.

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