



Gender Equality Action Plan 2022-2025

Gender Equality Action Plan

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Foreword

The South Gippsland Water **Gender Equality Action Plan 2022-2025** complements South Gippsland Water's Equity, Inclusion and Diversity Strategic Plan (2021-2024).

Both Plans demonstrate our commitment to an inclusive, respectful, and safe workplace.

We have learnt much as an organisation since the introduction of our first Equity, Inclusion and Diversity Strategic Plan in 2017; and more recently through collection and analysis of our workforce data and People Matter Survey feedback as required under the Gender Equality Act (the Act).

Whilst we have achieved greater gender balance and equity in leadership and in non-traditional roles since 2017 and our workforce has benefited from greater flexibility, we continue to rethink and redesign how we might approach roles and tasks in the future and take steps to address systemic barriers to equity.

This Plan outlines our approach to do that, with 17 actions under three overarching focus areas of:

- **Equity**
- **Safety**
- **Stereotypes & Bias.**

I commend this Plan to you and look forward to progressing the initiatives within and keeping you informed of progress.

Sincerely,



Robert Murphy

Managing Director

Background Context

The Gender Equality Act (2020) introduced a series of new measures for defined entities to comply with and show material progress against that relate to seven key indicators concerning gender inequality in the workplace. These indicators and their descriptors can be found on the following page.

One of these measures is the development and submission of a Gender Equality Action Plan (GEAP). To achieve gender equality in the workplace, the Commission for Gender Equality in the Public Sector states that organisations need to:

- Understand the importance of gender equality
- Identify where change is needed in our organisation; and
- Plan and implement actions that will achieve progress

In preparation for compilation of the Gender Equality Action Plan a workforce data audit was undertaken to determine the baseline level of gender equality in our workplace.

Data Audit

We have now analysed this baseline data and reviewed People Matter Survey additional questions that were undertaken in 2021, which have helped identify the current state of equality across our workplace.

This Gender Equality Action Plan provides our current state of equality against the seven indicators and details the actions to be undertaken to remediate the areas of concern.

Consultation

Extensive consultation has been undertaken with the workforce to determine the validity of these strategies and to prioritise actions. Details of the consultation activities can be found on pages 14-15.

Gender Equality Indicators

The seven workplace Gender Equality Indicators represent the key areas where workplace gender inequality persists – and where progress towards gender equality must be demonstrated under the Gender Equality Act (2020).

	Gender composition of all levels of the workforce	Women are often underrepresented in leadership roles, and overrepresented in <u>lower level</u> roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women in senior roles.
	Gender composition of governing bodies	Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table. The Victorian Government has made a commitment that at least 50% of all new appointments to courts and paid government boards will be women. Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms.
	Equal remuneration	The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.
	Sexual harassment	Sexual harassment in the workplace is common in Australia. Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is. By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community.
	Recruitment and promotion practices	Gender bias and gender stereotypes can influence recruitment, promotion, and career progression practices. This means that women may not have access to the same career opportunities as men. Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities.
	Utilisation of flexible work and other support practices	Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities. But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave. It's important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed.
	Gendered segregation	Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average is lower in industries and occupations dominated by women.

Figure 1 – Workplace Gender Equality Indicators

Source: [Workplace gender equality indicators | Commission for Gender Equality in the Public Sector \(genderequalitycommission.vic.gov.au\)](https://www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators)

Our Vision

At South Gippsland Water we wholeheartedly believe that 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.

We believe that 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.

And we are clear in our knowledge that diverse thinking, skills, perspectives and experience brings real strength to our team and delivers better outcomes for our employees, our organisation, our customers and our community.

This Plan complements our Equity, Inclusion and Diversity Strategic Plan 2021 – 2024. Within this plan we shared our 2024 Vision Statement – **“Diversity is celebrated and respected as important for our wellbeing and success.”**

Aligned to that vision are activities that seek to meet diversity targets set by the State Government and Victorian Water Industry. South Gippsland Water’s targets are based on local community profiles, achievements to date, and future priorities. By 2024 our aim is that there is equal gender representation in senior leadership roles, greater gender balance in roles that have historically been predominantly male or female (see Action Plan below for specific targets), 6% of our workforce identify as a person with a disability, 5% of our workforce speak a language other than English at home, 1% of our workforce identify as Aboriginal and/or Torres Strait Islander, 50% of our workforce identify as having caring responsibilities and 4% of our workforce identify as belonging to the LGBTQI+ communities.

We remain committed to this vision and, while some gains have already been made, we stipulate our further commitment in implementing this Gender Equality Action Plan at South Gippsland Water **that we will proactively seek to address the systemic disadvantage that women and others who have historically experienced discrimination and disadvantage, to ensure equal access to roles and opportunities in our workplace.**

Our workforce supports this vision and intent. There are 17 actions outlined in this Plan. These actions have been developed to address – or explore further – areas identified through our workforce data and People Matter Survey feedback. A total of 49 staff members (36%) provided detailed feedback on the proposed actions in this plan.

Whilst support and feedback were overwhelmingly positive it is evident that there is a need for further education and support to strengthen understanding of gender and sexual diversity to ensure we foster a safe and inclusive culture at South Gippsland Water.

Our Current State

In 2021 we undertook a workforce data audit in line with requirements under the Gender Equality Act. The aim of this audit was to determine our baseline results against the seven key workplace indicators. Our annual employee engagement survey – The People Matter Survey (PMS) - in 2021 also contained additional questions to inform our Gender Equality Action Plans. A summary of findings is in the table below with further details following.

Workplace gender equality indicator	FINDINGS
Gender composition of all levels of the workforce	SGW employs 133 staff (data as at 1/7/2020 – 30/06/2021) 34% of whom are women. At the Executive level 25% are women, 75% are male. At the Executive and SEO level 29% are female, 71% are male. No self-described gender data is present. Only 26% of full time role occupants are women. There was no collection of ‘self described gender’ on recruitment and therefore no recorded employees of self described gender. People Matter Survey results (PMS) for 2021 show that 12% identify as ‘other or prefer not to say’ gender and 17% identify as “other or prefer not to say” sexual orientation. Workforce data shows 0% of employees identify as Aboriginal or Torres Strait Islander, however PMS data shows that 5% prefer not to say. Workforce data shows 0% identify as a person with disability, whereas PMS results show 6% identify as a person with a disability and 8% prefer not to say. Men are overly represented in all of the age brackets of the workforce.
Gender composition of governing bodies	The Governing body (excluding the chair) composition is 57% women, 43% men and 0% specified gender or preferred not to disclose and the Chair is male thus bringing the split to an equal 50/50. No one on the governing body identifies as Aboriginal or Torres Strait Islander, having a disability or as having a self-described gender. There was no age data provided for the governing body.
Gender pay equity.	Federal data shows the national gender pay gap as of May 2021 at 14.2%. In Victoria as of 2019 the Victorian Public Sector pay gap is 10%. South Gippsland Water has an overall Gender Pay Gap of 5.9% (calculated by mean annualized salaries across all employment types excluding casuals). However, there is significant variance when breaking down these figures by specific employment type and classification levels. For example; for full-time permanent roles there is a 5.2% gender pay gap in favour of women; however full-time contract roles show a gender pay gap of 20.5% in favour of men. By classification level (all employment types) there is a gender pay gap in favour of men.
Sexual harassment	No complaints of sexual harassment were received within this reporting period. Sexual harassment is non-consensual or unwelcome sexual behaviour that could cause an employee to feel offended, humiliated or intimidated. The People Matter Survey results (which can often vary due to the anonymity) reported 3% of people experienced sexual harassment in the reporting period.
Recruitment and promotion practices	There is a fairly equal gender split in recruitment in this period with 43% of new recruits being women. Higher duties and permanent promotion opportunities appear to favour men however this needs to be contextualised with the overall gender composition of the workforce currently. There were no recorded internal secondments. There were six women and five men who exited the organisation. Only 54% of respondents to the annual People Matter Survey agreed they had an equal chance at promotion at SGW.
Leave and flexibility practices	100% of women and 100% of men accessed flexible work arrangements in this 12 month period. However, women took a significantly higher amount of paid and unpaid parental leave over this period with 16 weeks of paid leave (compared to 2 weeks for men) and 10 weeks of unpaid leave (compared to zero weeks for men). This has enormous implications for women’s earnings and future superannuation – with economic insecurity a factor in gender based violence.
Gendered work segregation	Women represent 45% of the Professional and Manager categories combined. Techs & trades roles are heavily occupied by men with only 11% of these roles being held by women. Similarly machinery operators and labourer roles at SGW are male dominated, with just 7% of these roles occupied by women. Women are overly represented in clerical and administration roles at 79%.

Figure 2 – Analysis of South Gippsland Water workforce data and People Matter Survey findings 2021

Gender Composition of the Workforce

Gender representation across the levels is noticeably male dominant. Women occupy substantially fewer full-time roles at every level.

Only 26% of full-time roles are occupied by women (including permanent full time, and fixed term contracts). 65% of part-time roles are occupied by women. Of these 94% are classified at levels -3 to -5. There is no self-described gender data captured currently, and this forms a recommendation in this Plan.

Men were over-represented in all age groups, which can be explained by their overall greater numbers in the workforce. There is a relatively even split in the 45 – 54 age group and there are no employees in the 65+ age group (at the time of this data extract). 72% of all staff are under 54 years of age, with just 28% being between 55-64. Within this older age group 27% are women.

Additional intersectional data is limited.

Workforce Data Audit

Men are overly represented in all age groups. Women make up a greater percentage of the part-time permanent and part-time contract role occupants at 65%.

No employees have disclosed a self-described gender or elected not to disclose a response on recruitment paperwork or other identifiable forms. However, the People Matter Survey results (see below) show that there are in fact people in the workplace identifying as non-binary or using a different term, as well as sexual orientation other than heterosexual.

There are no people who identify as Aboriginal and Torres Strait Islander, and there are no people who identify as persons with disability; however, again People Matter Survey data reveal a variance.

People Matter Survey

People Matter Survey results (anonymous completion) show new insights across all intersectional categories.

The diversity profile obtained from the People Matter Survey dashboard revealed 5% of respondents preferred not to say if they identify as Aboriginal or Torres Strait Islander; 6% of people identify as having a disability with 8% preferring not to say; 1% of people identify as non-binary with 8% preferring not to say.

Regarding sexual orientation 13% prefer not to say and 3% identify as Bisexual.

It is unclear whether the differences in “prefer not to say” responses between Workforce Audit Data and the People Matter Survey indicates genuine discrepancies or is individuals declining to submit intersectional information in a survey.

Governing Body Composition

The Governing body composition includes 50% women, 50% men.

There were no intersectional data recorded for the Board, including age.

Gender Pay Equity

Federal data show the national gender pay gap as of May 2021 at 14.2%ⁱ calculated by mean annualised base excluding part time, casuals and juniors.

The gender pay gap is influenced by several factorsⁱⁱ, including:

- discrimination and bias in hiring and pay decisions
- women and men working in different industries and different jobs, with women-dominated industries and jobs attracting lower wages
- women’s disproportionate share of unpaid caring and domestic work
- lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles
- women’s greater time out of the workforce impacting career progression and opportunities.

Gender pay gaps are an internationally established measure of women’s position in economy.

The Victorian Public Sector Gender Pay Gap is 9.3%ⁱⁱⁱ (*as at June 2021*) calculated by median annualised base pay excluding casuals.

In comparison at South Gippsland Water our overall Gender Pay Gap calculated by median annualised base pay, excluding casuals, is -1.7%, which is slightly in favour of females. However, there is significant variance in how Gender Pay Gaps are calculated, the four calculations below represent the requirements of the Gender Equality Commission, the other three show a gap favouring males. We will report using all four methods going forward.

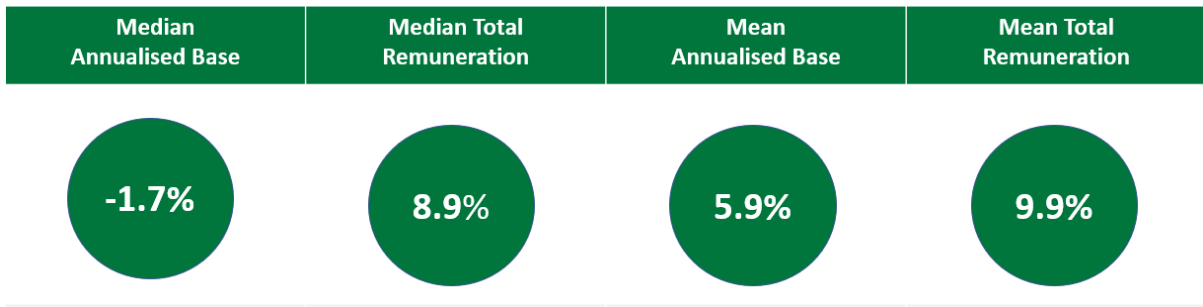
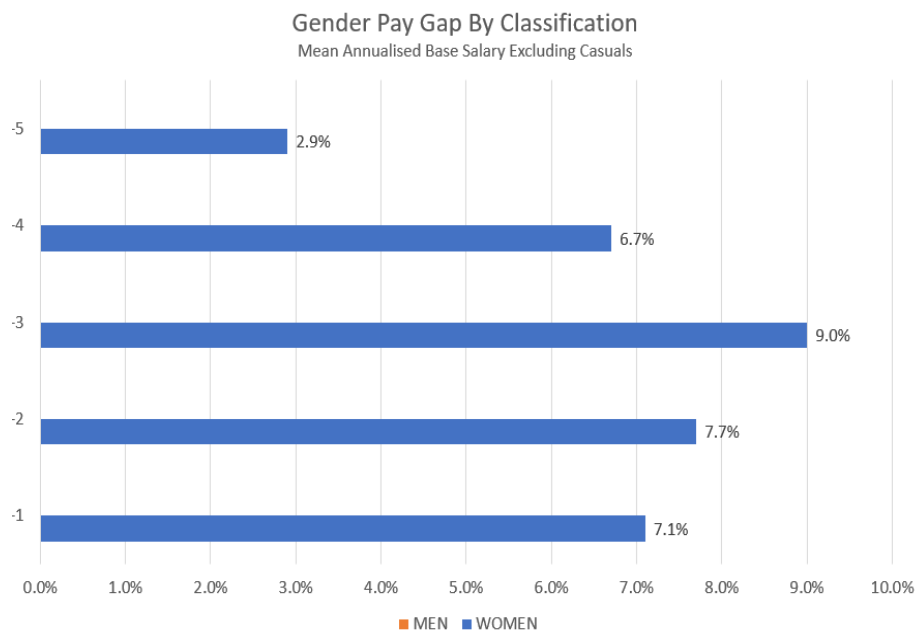


Figure 3 – Overall gender pay gap by four calculation methods (including part time, excluding casuals).

Gender Pay Equity by Employment Type

The Gender Pay Gap varies when we look at pay gap by employment type and at band levels. There is a Gender Pay Gap in favour of men at every band level and in all but one employment type classification. The significant variance in gender pay equity forms a recommendation as part of this Plan for further analysis and investigation of the factors that contribute to these variances at South Gippsland Water.



Blue denotes a gender pay gap for women. Orange denotes a gender pay gap for men.

Figure 4 – Gender pay gap band level

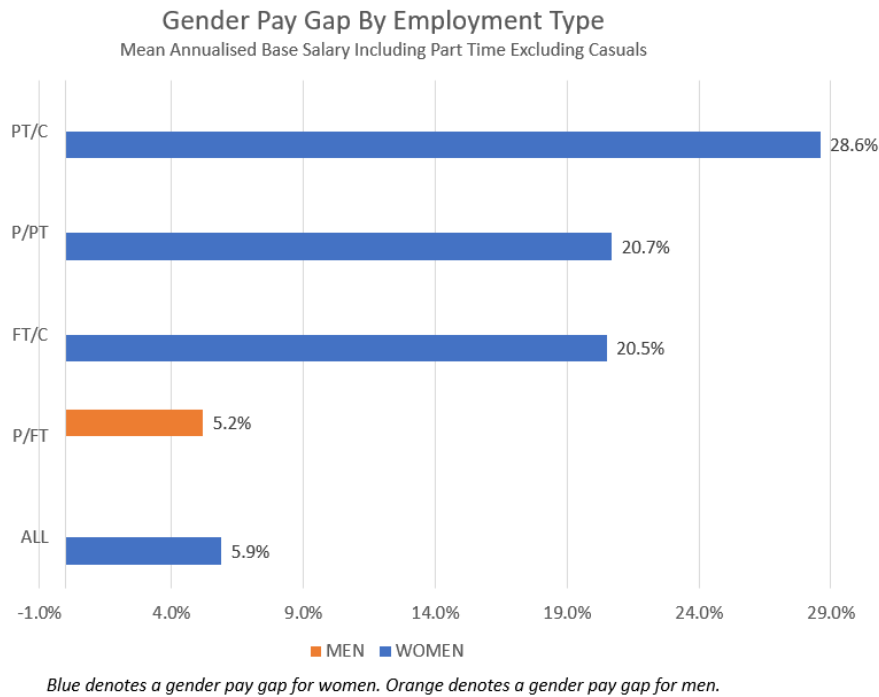


Figure 5 – Gender pay gap – employment type

Sexual Harassment

According to workforce data (maintained by human resources) there were no instances of sexual harassment formally or informally reported during this period within the organisation. Results can vary from HR system data due to the anonymity of the People Matter Survey and 3% of staff reported they had experienced sexually suggestive comments or jokes that made them feel offended (constitutes sexual harassment) across the workplace via the People Matter Survey response.

In terms of safety to speak up at SGW, only 69% agreed that they felt confident they would be protected from reprisal for reporting improper conduct.

Only 60% agreed that they felt confident that if they lodged a grievance, it would be investigated in a thorough and objective manner.

The results in this section form the basis for a recommendation within this Plan.

Recruitment & Promotion Practices

Workplace Data Audit

Recruitment is fairly equal in the reporting period with 43% of new recruits being women. Six women and five men exited the organisation during the reporting period. Promotions, higher duties, training and development activities were tipped in favour of men (67%, 85% and 66%). There were no internal secondments recorded.

People Matter Survey

- 3% of People Matter Survey respondents reported experiencing discrimination.
- 6% of respondents indicated they had witnessed discrimination of a colleague.
- 38% felt there were satisfactory opportunities to move between roles in the organisation.
- 54% of respondents agreed that they had an equal chance at promotion at SGW.
- 59% agreed there is a positive culture in relation to employees with disability (59% also agreed disability is not a barrier to success in the organisation).
- 65% agreed there is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander (73% agreed that this was not a barrier to success).
- 73% said there is a positive culture in relation to employees who identify as LGBTIQ+ (75% said sexual orientation is not a barrier to success at SGW).
- 77% said there is a positive culture in relation to employees of different sexes and genders (82% agreed this was not a barrier to success).
- 85% of respondents agreed that senior leaders actively support diversity and inclusion in the workplace.

There are several recommendations within this Plan that seek to influence internal and external acceptance of equity, diversity and inclusion in recruitment practices.

Leave and Flexibility Practices

Workplace Data Audit

100% of staff accessed flexible work arrangements in the period 1 July 2020 – 30 June 2021.

Women took a significantly higher amount of paid and unpaid parental leave over this period with 16 weeks of paid leave (compared to two weeks for men) and 10 weeks of unpaid leave compared to no unpaid leave for men.

AVERAGE WEEKS TAKEN

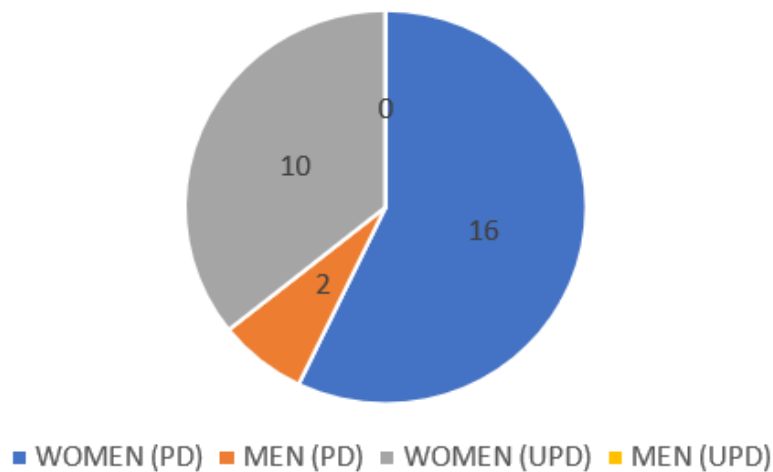


Figure 6 – Average weeks leave taken paid and unpaid by gender

This has implications for women’s earnings and future superannuation, contributing to long term economic insecurity.

There are opportunities to promote/normalise carers/parental leave for men and non-primary carers, removing gendered stereotypes around care giving roles.

This forms a recommendation within this Plan.

Gendered Work Segregation

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements^{iv}.

Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women.

At South Gippsland Water, consistent with the water sector more broadly, we have a higher proportion of men in the workforce overall and in the majority of roles, with the exception of Clerical & Administration roles, which are heavily occupied by women. Our Professional roles are evenly split, with all trades, field and labourer roles heavily male dominated.

One of the recommendations within this Plan is to consider how as a single organisation and more broadly the industry we can seek to break down gendered norms and stereotypes about traditional male and female roles and remove barriers to recruitment and retention to ensure

all people have access to explore and participate in roles that align to their skills and interests and are not limited by outdated beliefs or systemic discrimination.

There is an opportunity to explore intersectional data further in regard to occupation types and this is included in the recommendations.

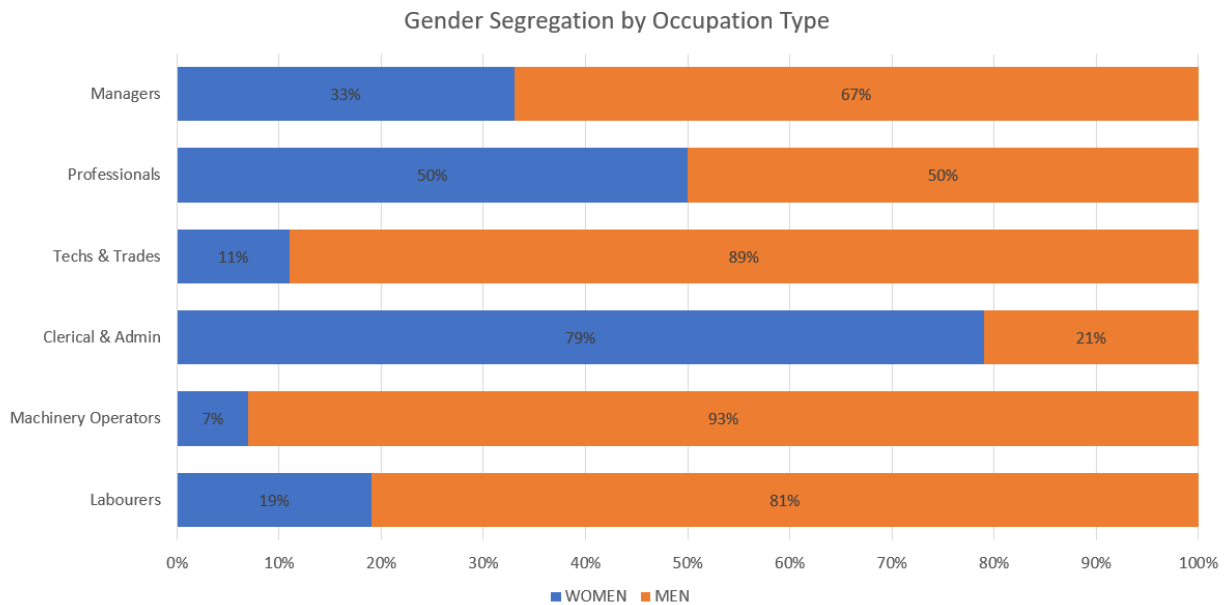


Figure 7 – Gendered Workforce Segregation by Occupation Type at SGW

Consultation

There is no doubt that COVID posed additional challenges for us in consulting broadly and extensively to influence this Gender Equality Action Plan. Despite these challenges we are extremely proud of the input of staff and the constructive contributions to the final recommendations and priorities.

Our consultation activities have included:

- Presentation to whole of organisation by General Manager of People, Culture and Customer on the Gender Equality Act, the workforce data audit results and opportunities to inform the Gender Equality Action Plan.
- Provision of a detailed analysis report and recommendations distributed via email and stored on staff intranet for review of data audit results, findings and draft recommendations for discussion and open invitation for feedback.

- Comprehensive staff survey to obtain further ideas and support for proposed recommendations (with 49 responses).
- Sharing of data analysis and draft recommendations with all staff and Executive.
- Detailed review and discussion of analysis report, summary of survey feedback and design of recommendations with Equity, Inclusion and Diversity Champions Group who refined the draft recommendations and influenced the priority of activities outlined in this plan. This group represents 13 people from all functional areas of the organisation.
- Review and input into the Plan by the Board People, Safety, Culture Committee.
- Review and input into the Plan by the Board of Management.
- Submission of a summary report on the data audit findings and draft recommendations to the Australian Services Union Vic/Tas.

Going Forward

We will continue to report on and inform all staff on our progress and invite contributions as we progress implementation of this plan.

We will do this through regular updates through our Cascade meetings with whole of staff present, through regular newsletter updates and intranet portal updating with key documents and activities.

We will be supporting our Equity, Inclusion and Diversity Champions Group with change implementation training and other support activities to ensure they are well equipped to continue to communicate and influence positive change and progress of these actions within our organisation.

Further Governance arrangements are outlined in the implementation section on pages 20-21.

Our Areas of Focus

We have 17 actions outlined within this Plan that fall into three overarching focus areas:

Equity

Encompassing actions that address our workforce gender composition and gender pay equity. This language also aligns to our Equity, Inclusion & Diversity Strategic Plan and reinforces the work we have done in preceding years to advance the concept of equity^v rather than equality.

Safety

Encompassing actions that focus on building a psychologically safe environment, and where our reporting and investigation processes are clear, safe and effective.

Stereotypes & Bias

Actions that are transformational and help shift attitudes and beliefs whilst also addressing systemic factors within our workplace that may contribute to continuing inequity.

The seven Gender Equality Indicators underpin these focus areas with our 17 actions sitting under these indicators.

Actions in Italics are those actions that are contained within the Equity, Inclusion & Diversity Strategic Plan 2021-2024.

Equity		Safety	Stereotypes & Bias		
Gender Composition	Gender Pay Equity	Sexual Harassment & Prevention, Reporting & Investigation	Recruitment & Promotion Practices	Gendered Work Segregation	Leave & Flexibility Practices
3 Actions	2 Actions	4 Actions	3 Actions	2 Actions	3 Actions

South Gippsland Water Gender Equality Action Plan 2022 - 2025

Focus 1 - Equity				
Indicator	Action What we will do	Activities How will we do it	Who	When
Gender Composition	Increase collection of self-select gender and intersectional data	- Make changes to the HRIS and onboarding documentation to enable (optional) collection of non-binary genders, sexual orientation and other intersectional data points for more meaningful workforce composition data.	People & Culture	Year 1-2
Gender Composition	<i>Aim to achieve 50:50 gender balance in Leadership Roles</i>	- <i>Achieve 50:50 gender balance in senior leadership roles (Executives and SEO Managers including technical specialists) as per 2024 targets within the EID Strategic Plan 2024</i>	Executive Leadership Team	Year 3
Gender Composition	<i>Aim to achieve a more Gender Balance in other roles</i>	- <i>Achieve a 70:30 M:F Gender Balance in Engineering, Maintenance and treatment Roles and 40:60 M:F in Corporate Support and Customer Service Roles.</i>	Executive Leadership Team	Year 3
Gender Pay Equity	Ensure pay equity for all employment types and band levels	- Undertake employment type and classification level analysis to provide deeper insights into the causes of the reported gender pay gap. Include data on gender segregation in role types and leave and flexibility practices that impact overall remuneration. Assess the findings against the known contributors of gender pay inequity.	People & Culture	Year 1-2
Gender Pay Equity	Ensure pay equity principles are in place for all recruitment and promotion decisions to eradicate gender pay gap.	- Take action to address pay inequity, set pay equity targets along with gender balance targets in the EID Strategic Plan, and implement strategies to remediate identified gender pay inequity causes as per above. - Continue to create awareness of the systemic factors that influence pay inequity	Executive Leadership Team with People & Culture	Year 1-2 Year 1-2

Focus 2 - Safety

Indicator	Action What we will do	Activities How will we do it	Who	When
Sexual Harassment	Ensure we identify and address barriers to reporting	- Review reporting mechanisms and identify barriers that prevent people from reporting inappropriate behaviours including sexual harassment.	People & Culture	Year 1
		- Ensure reporting pathways are available for incidents involving customers / community and avenues for staff reporting.	People & Culture with Health, Safety & Wellbeing	Year 1
		- Implement Psychological Safety training across the organisation.	Learning & Org Dev	Year 1
Sexual Harassment	Educate all staff on reporting processes	- Communicate reporting processes ensuring employees are aware of confidential reporting options and feel safe to report.	People & Culture with Champions Group	Year 1
Sexual Harassment	Educate and role model appropriate workplace behaviours	- Undertake specific activities to increase awareness of sexual harassment and other inappropriate behaviours in the workplace.	Executive Leadership Team with People & Culture and Champions Group	Year 1-2
		- Ensure all staff and leaders across the organisation role model appropriate behaviours.		Year 1
		- Provide guidance, support and education to increase capability of all staff to challenge inappropriate behaviour in a safe and constructive way.		Year 1-2
		- Provide guidance for all staff to increase awareness of appropriate language and terminology specifically in regard to gender and sexuality.		Year 1-2
Sexual Harassment	Train Managers in appropriate management of incidents	- Ensure managers are aware of appropriate follow up and investigation after misconduct reports.	People & Culture	Year 1-2
		- Provide guidance, support and education to increase capability of managers in addressing inappropriate behaviour.	People & Culture	Year 1-2

Focus 3 – Stereotypes & Bias

Indicator	Action What we will do	Activities How will we do it	Who	When
Recruitment and Promotion Practices	Ensure more inclusive approach to job advertisements.	- Review recruitment advertising to further promote inclusive workplace and encourage diverse applicants by ensuring advertising includes messaging welcoming applications from people of all ages, cultural backgrounds, Aboriginal and Torres Strait islander people, genders (including if you identify as transgender or gender diverse), sexual orientations, as well as people living with disability or who have family or carer responsibilities.)	People & Culture	Year 1
		- Implement internal training for hiring managers to promote more inclusive job advertisements, including consideration of inherent requirements.	Learning & Org Dev	Year 1-2
Recruitment and Promotion Practices	Promote SGW's approach to equity, inclusion and diversity	- Use our social media channels to promote human rights and challenge outdated stereotypes in relation to gender diversity, sexuality and other diverse characteristics historically subjected to discrimination and bias.	Communications	Year 1
		- Ensure our website and social channels contain updates on our activities to progress EID activities internally and in our community (where appropriate).	Communications	Year 1-2
Recruitment and Promotion Practices	Undertake a review of our recruitment, promotion and higher duties systems and practices	- Undertake a review of recruitment, promotion and higher duties practices, systems, policies and procedures, including composition of interview panel members, to mitigate any perception or reality of unequal recruitment, promotion or higher duties opportunities	People & Culture with Champions Group	Year 1-2
		- Implement training on the concept of inclusion safety, to seek to rectify inherent bias in selection process.	Learning & Org Dev	Year 2-3
		- Ensure recruitment activities target, support and safely onboard people from diverse backgrounds.	People & Culture	Year 2-3

Focus 3 – Stereotypes & Bias *continued...*

Indicator	Action What we will do	Activities How will we do it	Who	When
Gendered work segregation	Research barriers to attract and retain people into non-gender stereotypical roles	- Undertake a research project to identify the barriers at South Gippsland Water and more broadly across the Victorian water sector and community to the attraction, recruitment and retention of non-dominant genders into previously gender stereotypical roles (i.e. men into clerical roles, women into field / labourer roles).	People & Culture with Champions Group	Year 3-4
		- Table for discussion at the Diversity & Inclusion Steering Committee auspiced by Vic Water to explore on an Industry level.	General Manager People, Culture & Customer	Year 3-4
Gendered work segregation	Analyse a sample of recruitment campaigns	- Retrospectively analyse a sample of recruited roles to assess effectiveness of recruitment processes in attracting and selecting diverse meritorious candidates	People & Culture	Year 3-4
Leave & Flexibility Practices	Address challenges, inconsistencies and barriers to flexibility.	- <i>As per EID Strategic Plan 2021 – 2024 Year 2 and 3 actions, leverage off flexible work practices, including working remotely, while addressing challenges and inconsistencies and identifying and addressing barriers to flexibility</i>	All People Leaders, with People & Culture and Champions Group	Year 2-3
		- Consider 24/7 service delivery requirements when determining innovative solutions to address barriers.		Year 3-4
Leave & Flexibility Practices	Promote stories of equality of leave taking	- Share stories and encourage equal participation of parental and carer leave provisions across all genders and non-primary carers within our workforce. - Continue breaking down stereotypes and bias to enhance uptake.	All People Leaders, with People & Culture Champions Group	Year 3-4 Year 3-4
Leave & Flexibility Practices	Promote types of leave and how to request flexibility provisions.	- Promote types of leave available and flexibility options available across SGW and how individuals can access provisions.	All People Leaders, with Champions Group	Year 3-4

Resourcing Strategy

In accordance with the principles of the Gender Equality Act (2020) and our commitment to achieving the actions listed within this plan we are pleased to outline our resourcing strategy below.

Strategies
<p>Board & Executive Oversight</p> <ul style="list-style-type: none">• Reporting of progress against actions to the Board People, Safety, Culture Committee• Active and visible sponsorship from the Executive of the principles of gender equality• Our Executive commit to providing support to break down barriers that get in the way of progressing the actions within this plan
<p>Resources</p> <p>The General Manager and Team Leader within our People & Culture department will project manage and guide the actions within this plan, supported by the broader Executive Team to eradicate barriers that may impede our progress.</p> <p>In addition, we have a dedicated and large Equity, Inclusion and Diversity Champions Group who will support on the ground activities and an external consultancy to support this initiative. Specific resource breakdowns are as follows:</p> <ul style="list-style-type: none">• The General Manager of People, Culture & Customer is the Executive Sponsor of this program of works.• The Team Leader of People & Culture reports directly to the General Manager and will have 0.2 EFT allocated for the coordination of the actions within this Plan.• The Champions Group will be coordinated by the Team Leader of People & Culture and meet every two months to discuss and progress actions as they fall within their area of control.• An external Change Management consultant has been secured who will provide support and guidance on the implementation activities and long-term transformational nature of this work. The consultant liaises directly with the General Manager and Team Leader and have regular monthly meetings.• Additional support will be provided on recruitment to a currently vacant role – Senior Advisor Learning & Organisational Development. It is anticipated this role will provide coordination and support of the education components of this action plan and will report directly to the General Manager.• The Team Leader and General Manager will be supported with specialised knowledge and change management support via the change manage consultant.

The Team Leader is also part of an implementation support group made up of sector representatives that share learnings, challenges, and knowledge with each other to progress this work.

Workload and progress will be monitored through routine 1:1 meetings between the Team Leader and General Manager and the General Manager will escalate any concerns to the Executive.

Leadership Support & Modelling

- The Executive and other senior leaders within SGW will be kept informed of progress of actions against this Plan on a quarterly basis through the SLT/ELT forum.
- The Executive and Leadership group will be provided with the necessary skills and knowledge to assist drive implementation of actions within this Plan as identified during the implementation of the actions. This may include training on leading successful change.

Implementation & Communication Plan

The General Manager and Team Leader within our People & Culture department will project manage and guide the actions within this plan, supported by the broader Executive and Leadership teams within the organisation recognising the role senior leaders play in setting and modelling workplace culture and behavioural expectations.

In addition, our Equity, Inclusion & Diversity Champions Group will play a pivotal role in informing implementation strategies to address specific actions, supporting on-the-ground activities and influencing positive change within the workplace.

Our external consultancy support will guide us on change management initiatives and provide specialist support for successful cultural change where required.

Committee Oversight

The following committees will oversee our progress and ensure accountability against the actions in this Plan.

- SGW Executive Leadership Team – quarterly reporting against plan and discussion of barriers to progress
- The SGW Board People, Safety and Culture Committee
- The SGW Board – quarterly report from the General Manager People, Culture & Customer.

Communications

Staff will be kept informed of progress through the following formal and informal mechanisms:

- Staff intranet portal (Water Stream).
- Quarterly update via the staff Cascade meeting
- Champions liaison with own teams and broader workplace
- Leadership-led toolbox meetings as appropriate for change tasks and work groups
- Executive and Manager team meeting updates
- Project group activities for specific activity implementation.

Other Information

This Plan is supported by the following documents:

SGW Equity, Inclusion & Diversity Strategic Plan 2021 – 2024

SGW Equity, Inclusion & Diversity Policy

SGW Respectful and Fair Workplaces Policy

SGW Occupational Health & Safety Policies and Procedures

SGW Strategic Plan

SGW Recruitment Policy

Key Organisational Contact

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 General Manager People, Culture & Customer
 Phone 1300 851 636

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ⁱ Calculated using Full-Time Adult Average Weekly Ordinary Time before tax, excluding overtime, pay that is salary sacrificed, junior and part-time employees – this varies from the calculations with the Gender Equality Commissions spreadsheet where junior +/- part time employees are included in the All-employment Basis Mean Annualised base salary analysis

ⁱⁱ Source: + Workforce Gender Equality Agency, Victorian Gender Equality Commission; * Victorian Gender Equality Commission

ⁱⁱⁱ Employee pay and gender pay - Victorian Public Sector Commission (vpsc.vic.gov.au)

^{iv} Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au)

^v The pledge of fair treatment, opportunity and advancement while striving to identify and eliminate barriers EQUALITY treats everyone the same regardless of their needs or circumstances. EQUITY treats people differently according to their needs in order to provide the same opportunities