SOUTHERN METROPOLITAN
CEMETERIES TRUST

Honouring and celebrating life

Gender Equality
Action Plan

2022 – 2025

Contents

Acknowledgement of Country

Southern Metropolitan Cemeteries Trust respectfully acknowledges the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians of the lands on which our cemeteries and memorial parks are located and where we conduct our business. We pay our respects to Ancestors and Elders, past, present and emerging.

About Southern Metropolitan Cemeteries Trust

Southern Metropolitan Cemeteries Trust (SMCT) is a purpose-led organisation responsible for the perpetual care and maintenance of a portfolio of cemeteries and memorial parks across Melbourne. Focused on redefining the role that cemeteries and memorial parks play in our community, we create caring environments that encourage families to come together and celebrate the lives of their loved ones.

Our vision is for every person, regardless of their religion, culture, or personal preference, to be able to honour and celebrate their loved ones as they choose.

We place great emphasis on supporting the engagement, creativity, and commitment of our employees, recognising that our people are our greatest asset. Our shared commitment to going above and beyond for our customers reflects the values instilled throughout our organisation.

Our values provide a pledge to our colleagues and clients that we will always act with:

— Passion

— Respect

— Integrity

— Dedication

— Empathy

About the Gender Equality Act

On 31 March 2021 an important milestone for gender equality in Victoria was achieved with the commencement of the Gender Equality Act 2020 (The Act). The Act seeks to improve and promote workplace gender equality by requiring public sector organisations, universities, and local councils to develop and implement a Gender Equality Action Plan (GEAP). This allows us, at SMCT, to consider and promote gender equality across our workforce through our policies, processes and practices.

Public entities play an important role in shaping services and policies impacting gender equality in the community, and this means role-modelling gender equality to the public we serve. For many Victorians, gender inequality may be compounded by other forms of disadvantage or discrimination a person may experience due to other characteristics, such as race, aboriginality, religion, ethnicity, disability, sexual orientation and gender identity. Our GEAP includes strategies, actions and measures to make positive organisational change towards greater representation of under-represented groups, inclusion and belonging for all.

Defining gender equality

The Victorian Gender Equality Act (2020) defines gender equality as 'equality of rights, opportunities, responsibilities and outcomes between persons of different genders.' For us, this means creating a workplace that addresses disadvantage, stigma, stereotyping, prejudice and violence; and accommodates equal access of opportunities and resources to all employees at SMCT irrespective of their gender.

Defining gender

It is important to recognise that sex and gender are two different concepts. Sex refers to someone's biological sex characteristics and includes male, female and intersex. Gender is a social construct that creates social expectations as expressed through clothes, physical appearance, and the pronouns that we use. People see themselves as a man, woman, non-binary or with a fluid gender-identity. The work of gender equality seeks to remove social expectations on the sexes to allow people to be equal and free of limiting and harmful stereotypes.

Gender equality and gender equity – articulating the difference:

Gender equality
This refers to the equal rights, responsibilities and opportunities of women, men, trans and gender-diverse people. Equality means that their rights, responsibilities, and opportunities will not depend on their gender.

Gender equity
This considers fairness and justice in the distribution of benefits and responsibilities based on gender. The concept recognises people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that targets gender related imbalances.

At SMCT, we want people of all genders and diverse backgrounds to feel safe, valued and fully included when they work as part of our team.

Our baseline audit analysis

In accordance with the requirements of The Act, SMCT conducted a Workplace Gender Audit Analysis using our payroll and employee data. 93 employees also participated in the 2021 People matter survey (PMS) achieving a 30% response rate.

The audit and survey provided important insights and formed the basis for consultation with our employees to inform the creation of our Gender Equality Action Plan (GEAP) in relation to the seven Gender Equality Indicators:

Indicator 1: gender composition at all levels of the workplace

Indicator 2: gender composition of governing bodies

Indicator 3: gender pay gap

Indicator 4: workplace sexual harassment

Indicator 5: recruitment and promotion

Indicator 6: leave and flexibility

Indicator 7: gender segregation

Summary insights

Below are the insights gathered during the 2021 Audit, as at 30 June 2021.

— SMCT has a workforce, comprising 314 employees with 52% women and 48% men.

— Women have a higher representation than men at executive and more senior organisational levels.

— HR and payroll systems currently capture limited intersectional employee data. GEAP actions include establishing practices and procedures to establish an accurate workplace profile of people across all gender dimensions, sexuality, cultural diversity, religion and disability.

— SMCT's Trust is gender-balanced and culturally diverse.

— During the reporting period, women were recruited and promoted at a higher rate than men (59% women compared with 41% men).

— Workplace leave and flexibility is an area of strength at SMCT. PMS results show strong positive responses to items regarding workplace flexibility (significantly higher than the VPSC average).

— There is a balanced representation of women and men in leadership and customer support roles. Men significantly outnumber women in technical, trade and labouring positions, whereas women outnumber men in community, personal service and clerical roles.

Further analysis and insights in relation to the seven Gender Equality Indicators are provided below.

Indicator 1: gender composition at all levels of the workplace

As of 30 June 2021, SMCT's workforce comprised 314 employees with an overall gender balance, comprising 52% women and 48% men (Figure 1). Women have a higher representation than men at more senior organisational levels, including the executive leadership level, however women are under-represented in front-line leadership roles. Specifically, women represent:

— 88% of the executive leadership cohort

— 67% of the senior leadership cohort, and

— 33% of front-line leadership roles

SMCT has age diversity spanning four generations (Figure 2). Women have a stronger representation compared with men in the 35-to-44-year age grouping; this is a positive reflection of our workplace flexibility, particularly for people with child-care responsibilities (Figure 3).

SMCT's Human Resources Information System (HRIS) and payroll systems currently capture limited intersectional employee data.

Demographic data from our 2021 PMS (Figure 4) provides a lens on the rich diversity across our organisation with respect to gender identity, sexual orientation, identification as Aboriginal or Torres Strait Islander, cultural and linguistic diversity. Based on our audit analysis, we recognise that our workforce includes people who are gender diverse and that our current payroll data and supporting processes do not provide a full perspective.

Figure 1. SMCT workforce composition


Women (52%) Men (48%)
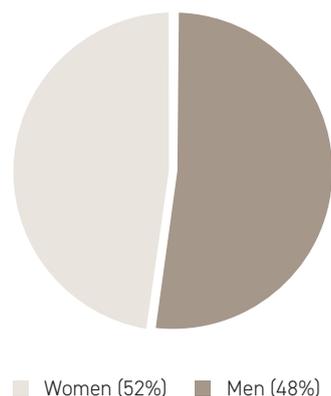
Figure 2. Gender by organisational level
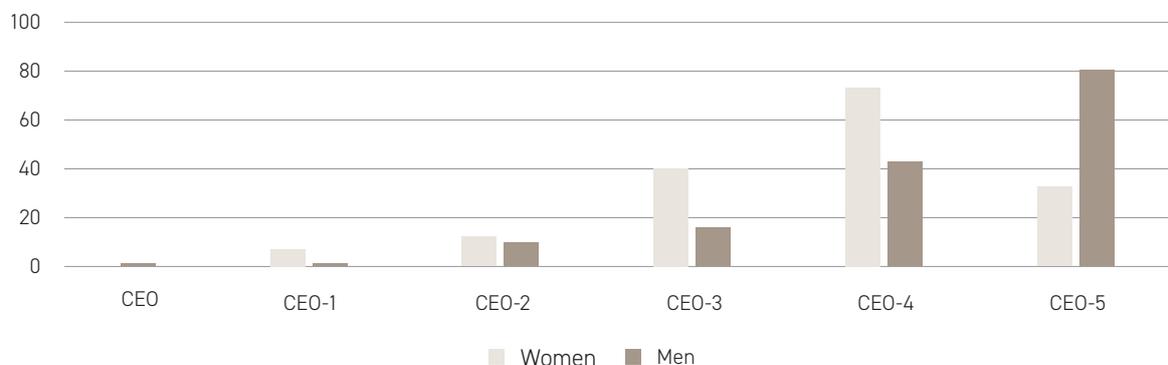
PMS insights (Figure 4), representing approximately 30% of our employees, tell us that 10% of respondents may be gender diverse and/or identify as members of the LGBTIQ+ community. 4% of respondents identify as having a disability and 2% identify as Aboriginal or Torres Strait Islander. A rich mix of cultural identities is also represented in our workforce. Approximately 10% of respondents selected 'prefer not to say' across different diversity dimensions (including cultural identity, LGBTIQ+ status and disability), indicating the importance of growing trust and providing clarity on how enhanced people insights will support the ongoing nurturing of an inclusive workforce culture.

In relation to employee experiences and perceptions from PMS data, there are three gender categories provided in the reported data: women, men and 'other'. 'Other' includes employees who identify as non-binary, use a different term, or who 'prefer not to say'. 43% of respondents identified as women (40 people), 39% as men (36 people) and 18% as 'other' (17 people).

Of PMS respondents, 92% of men, 83% of women and 59% 'other' either agree or strongly agree that there is a positive culture at SMCT in relation to employees of different genders. Additionally, 83% of men, 90% of women and 47% of 'other' people agree or strongly agree that senior leaders at SMCT actively support diversity and inclusion in the workplace.

Indicator 1: opportunity area

A key priority for our action plan is to continue to build on our organisational values of passion, respect, integrity, dedication, and empathy, so everyone feels safe to bring all of themselves to work, feel included, and flourish. We will continue to grow our people insights through improved people systems and practices to better measure inclusion and representation across our workforce. This will enable measurement of the impact of our efforts, by tracking the experience of inclusion by gender, disability, cultural background, LGBTIQ+ and other relevant diversity dimensions.

Figure 3. SMCT age and gender profile
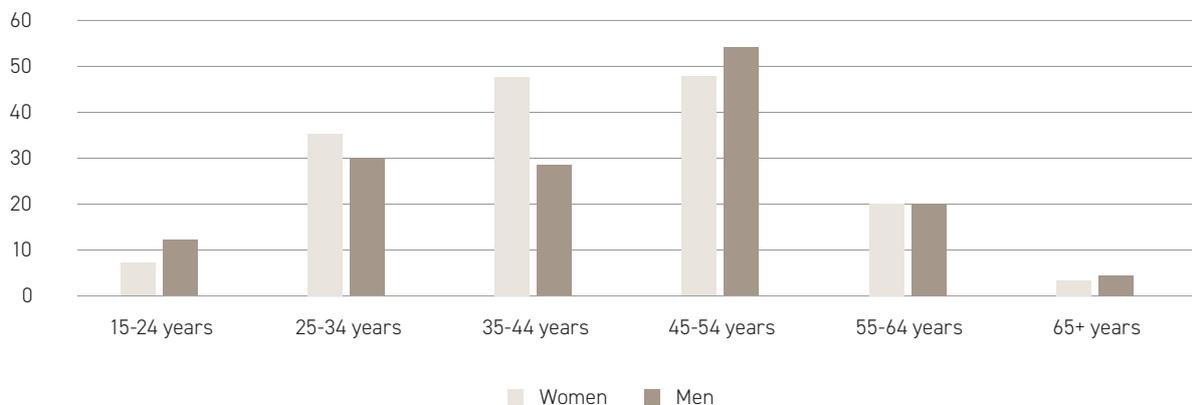
Figure 4. Intersectional diversity at SMCT (2021 People matter survey, N = 93)

Legend: Yes | No | Prefer not to say
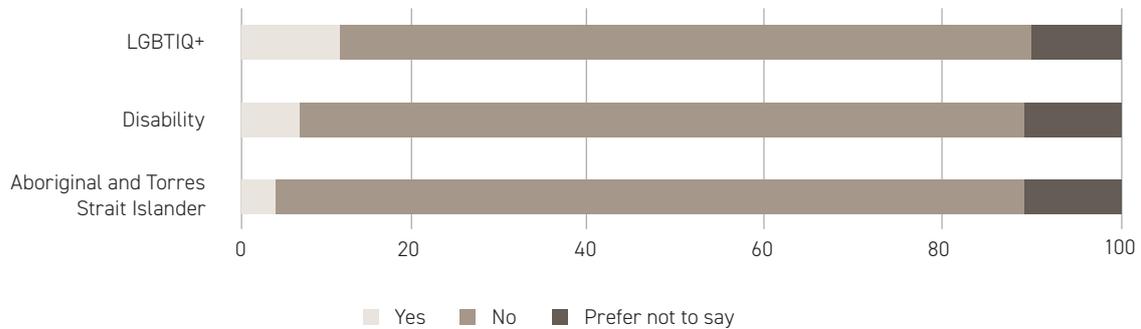
Indicator 2: gender composition of governing bodies

The SMCT Trust has eight members, with 63% representation of women, including the Chair. There is cultural diversity across Trust members.

Indicator 2: opportunity area

Provide annual report to the Executive Leadership Team to enable regular review of gender equality and diversity and inclusion progress.

Indicator 3: gender pay gap

At SMCT, overall pay is equitable across genders when data is compared at employment status level (full-time, part-time and casual). Pay is also equitable for women and men in leadership roles The overall median annualised salary gap is 2.7% in favour of women and the median total remuneration gap is 6.7% in favour of women.

Indicator 3: opportunity area

As part of our GEAP, we commit to conducting a gender pay gap analysis annually to ensure parity is maintained. We will also remedy any pay disparities identified through annual pay gap analysis.

Indicator 4: workplace sexual harassment

There were six sexual harassment complaints in the reporting period. Actions taken to prevent future incidents of sexual harassment in the workplace have included employee training, review and redevelopment of policy and leadership communication.

Our 2021 PMS insights show there is a gendered difference in employee experience in relation to instances of bullying, discrimination, and harassment (refer Figure 5). 8% of men and women respondents and 35% of 'other' people reported having experienced bullying, whereas 6% of men, 3% of women and no people identified as 'other' had experienced discrimination. 2% of women respondents, 8% of men and 12% of people identified as 'other' reported having experienced sexual harassment in the workplace.

In relation to workplace experiences, 92% of men, 85% of women and 65% of people identified as 'other' felt that SMCT encourages respectful workplace behaviours. There is a lower agreement rating for the statement 'my organisation takes steps to eliminate bullying, harassment and discrimination', notably for people identified as 'other' (men 72%, women 75%, 'other' 35%); this pattern is similar for the statement 'I feel safe to challenge inappropriate behaviour at work' (78% of men and women agree or strongly agree; 35% of people identified as 'other' agree or strongly agree).

Indicator 4: opportunity area

Our gender equality action plan highlights a zero-tolerance approach to workplace bullying, discrimination and sexual harassment. We are committed to creating a culture where everyone feels safe to speak up. We will do this through a multi-pronged approach involving leader and employee education, policy and practice review, and visible leadership commitment.

Figure 5. Experience of workplace behaviours (People matter survey, N = 93)
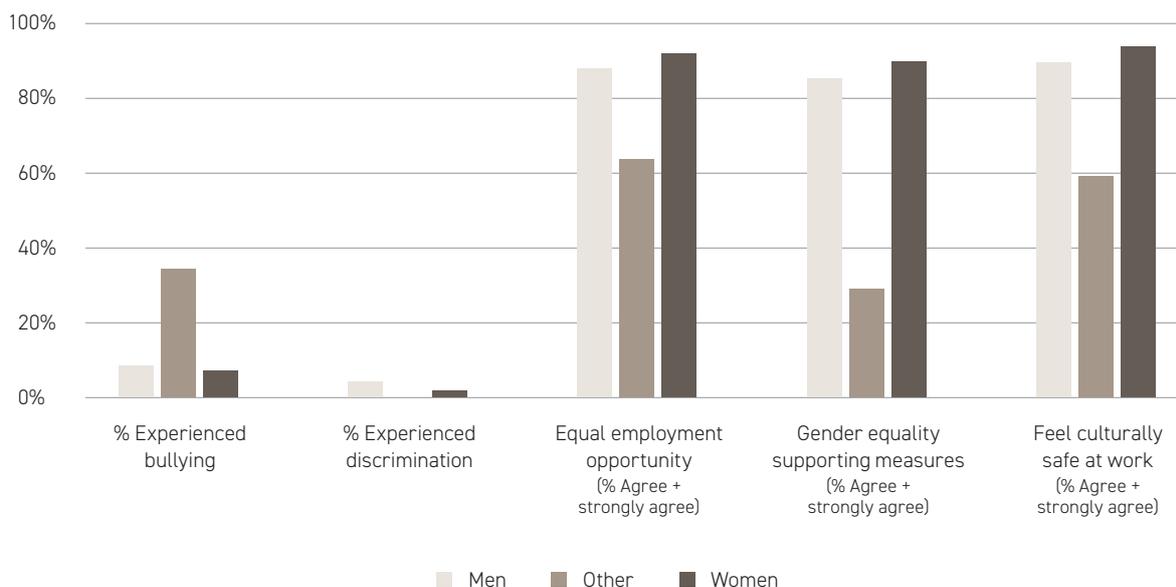
Indicator 5: recruitment and promotion

During the period 1 July 2020 to 30 June 2021, 56 employees (excluding leaders) joined SMCT. Of this group, 59% were women and 41% were men. 24 people were recruited into leadership positions, comprising 14 women (58%) and 10 men (42%). Women recruited to SMCT were represented in all age groups, except the 55–64 group. Two men were recruited in this 55- 64 age group.

There were seven promotions offered during the reporting period; 71% of the promoted employees were women. Of the promotions, two of these were into leadership roles, with an equal representation of women and men. Secondment and training opportunities occurred equitably between men and women (refer Figure 6).

Women exit SMCT at a higher rate than men (54% compared with 46%). During the reporting period, women exited SMCT after an average of 2.3 years of service, and men after an average of 8.7 years of service. A few long-standing male employees who had contributed to SMCT for more than 20 years left their employment during the reporting period, and this is noted as having a skewed effect on data. Between 1 July 2020 to 30 June 2021, 18 leaders exited SMCT. Of these, 61% were women compared to 39% men.

From our 2021 PMS data, 'other' respondents (who are gender diverse, non-binary or prefer not to say), consistently provided lower ratings than women and men across all questions relating to organisational climate, recruitment and promotion practices in the workplace. For example, 65% of women, 58% of men and 29% of people identified as 'other' agreed that SMCT makes fair recruitment and promotion decision based on merit. 53% percent of men and women feel that they have an equal chance at promotion at SMCT while 6% percent of respondents identified as 'other' agreed with this statement.

Indicator 5: opportunity area

The actions reflected in our GEAP strive to cultivate leader and employee awareness in relation to creating an inclusive workplace culture, with supporting and enabling policies and practices relating to the development, promotion and retention of women, men and gender diverse people at SMCT.

Figure 6. Recruitment, development, promotions and exits
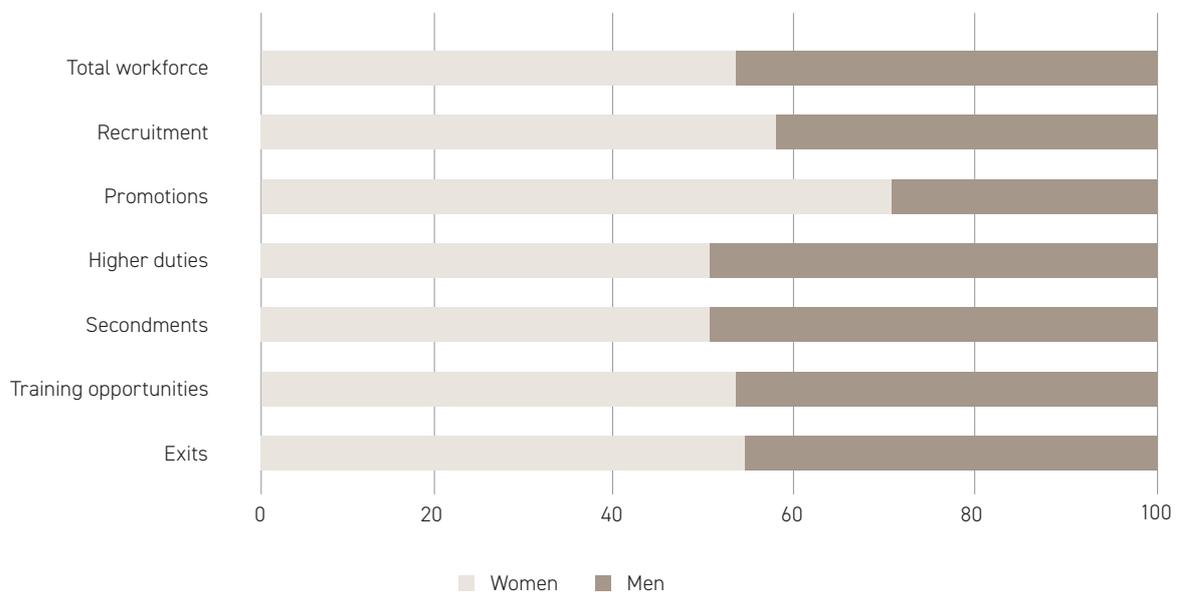
Indicator 6: leave and flexibility

Workplace leave and flexibility is an area of strength at SMCT. From our 2021 PMS data, 82% of respondents strongly agreed or agreed with the statement 'I have the flexibility I need to manage my work and non-work activities and responsibilities', which is significantly higher than the public sector average of 72%.

During the reporting period, 32% of employees at SMCT accessed carer's leave. Of those who have accessed carers leave, 53% was taken by women and 47% by men (refer Figure 7).

While only 9% of the SMCT workforce have a formal flexible work arrangement (comprising 93% women), round-one employee consultation highlighted flexible working arrangements based on trust, regular conversations and outcomes focus, as highly valued. Formal flexible working arrangements includes compressed working hours, part-time, adjusted start and finish work times.

During the report year a total of 388 people have been employed with SMCT. Of these, 11 (3%) have accessed paid parental leave and two of these were men. The instance of women in leadership roles working part-time is very low at 7%. There are no men in leadership roles working part-time.

From our 2021 PMS data, across the three gender identity groups (women, men and 'other'), women have the most positive response regarding flexible working arrangement, caring responsibilities, organisational support and career success. Men have the most favourable response regarding workplace culture and support for family commitment and flexible working. This suggests that while men experience a positive culture regarding caring responsibilities and flexible work, relative to women they may perceive potential barriers to personal career growth and development if they were to take up caring responsibilities and/or request formal flexible working arrangements. 'Other' respondents scored significantly lower than women and men across all questions, indicating that focus is required to continue to grow and develop inclusive people practices and policies where everyone feels included.

The following are examples in relation to three PMS statements. 93% of women, 86% of men and 65% of people identified as 'other' agree that SMCT supports employees with family or other caring responsibilities, regardless of gender. 83% of women, 81% of men and 47% of people identified as 'other' feel confident that if they requested a flexible work arrangement, it would be given due consideration. In the event of needing to take family violence leave, 90% of women, 81% of men and 59% of people identified as 'other' felt that their request would be supported.

Figure 7. Formal flexible working arrangements and gender representation
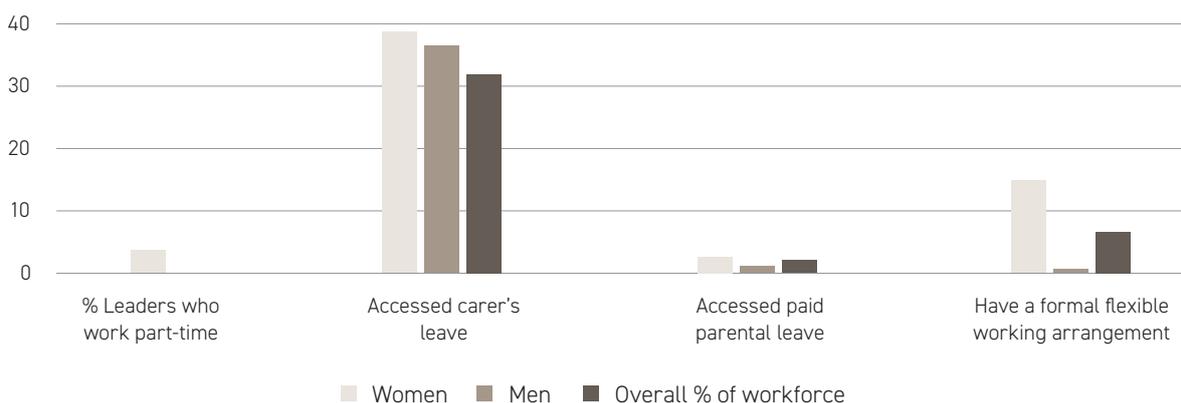
Indicator 6: opportunity area

We are committed to growing our culture of workplace flexibility. We recognise that we are all more engaged and productive when we can effectively balance our work and personal commitments. Our GEAP includes a commitment to strengthen SMCT leave provisions and champion workplace flexibility to attract and retain a more diverse talent pool.

Indicator 7: gender segregation

Gendered segregation based on ANZSCO codes (Figure 8) assigned to roles shows a balanced representation of women and men in management and sales roles. Women have a strong representation across the following areas:

— Professionals (women 70%, men 30%)

— Community and personal service workers (women 82%, men 18%)

— Clerical and administrative workers (women 88%, men 12%)

The following role types have a strong representation of men and an under representation of women and gender-diverse people:

— Technicians and trades workers (women 16%, men 84%)

— Machinery operators and drivers (women 17%, men 83%)

— Labourers (women 17%, men 83%)

Indicator 7: opportunity area

We recognise that we have the opportunity to influence and challenge roles where there is a traditional under-representation of women, men and gender diverse people, and to seek greater gender balance in these areas. Our GEAP includes commitment to developing relationships across a range of educational bodies to promote and attract diverse talent and to strengthen our people practices and education on hiring and promotion to reduce unconscious gender bias.

Figure 8. Gendered segregation in the workforce (ANZSCO code)
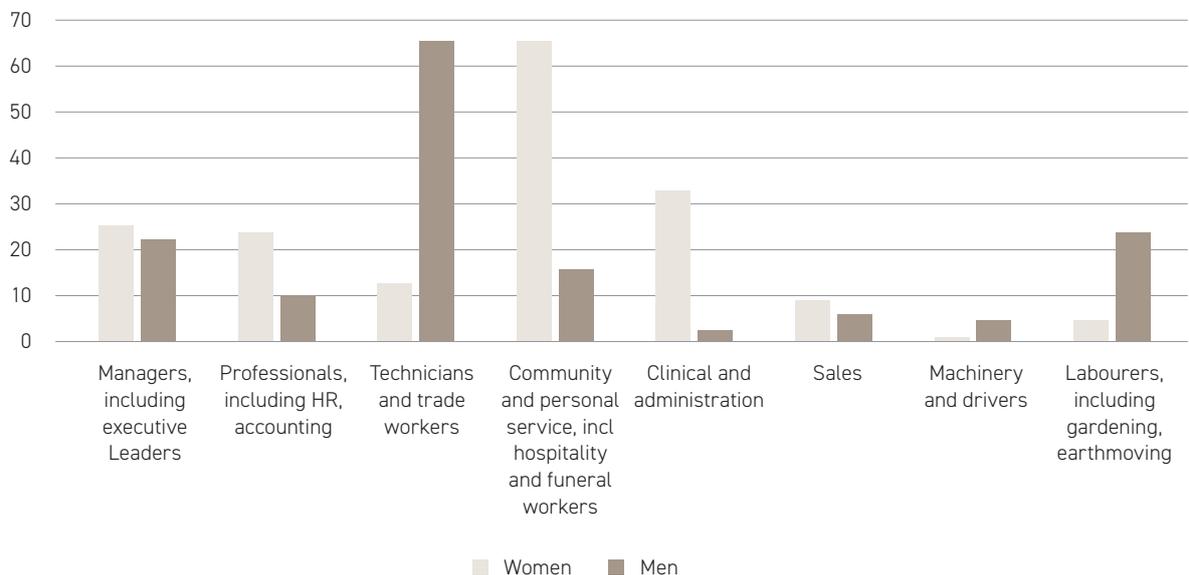
Consultation across our organisation

The GEAP has been created in consultation with employees, including guidance and support from the executive leadership team.

The first phase of consultation was based on Workplace Gender Equality Audit results and People matter survey insights, and took place across multiple channels:

— A summary of insights across the seven Gender Equality Indicators was communicated on the gender equality page on the SMCT intranet with invitation for all employees to comment and provide feedback via email;

— Four 45-minute employee consultation sessions (group and individual basis) to capture perspectives from team members who have recently returned from parental leave, taken up carer's leave, and/or work on a part-time basis;

— Inputs and guidance from the executive leadership team and Trust; and

— Consultation/engagement with trade union representatives.

Our second round of consultation across all levels of our organisation was based on our draft GEAP, providing opportunity for our people to provide comment and further contribution. It was promoted and shared via the gender equality page on our intranet and our communications application channel with open invitation for comment and feedback via anonymous online feedback form. Our executive leadership team and Trust have also provided input to this plan.

The case for change

SMCT fully supports the gender equality principles in the Gender Equality Act 2020 set out below and has considered these principles in preparing our plan.

Gender equality principles:

1. 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.

2. Gender equality benefits all Victorians regardless of gender.

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

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

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

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

7. 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.

8. 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.

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

10. Special measures may be necessary to achieve gender equality.

Our vision statement for gender equality at SMCT

The Victorian community is at the centre of our purpose and, as such, care, compassion and connection underpin all that we do. It is through listening to and reflecting with the Victorian community that we continue to evolve, enabling us to respond to its everchanging needs and expectations. As a purpose led organisation, our actions are congruent with our corporate social responsibility to ensure that we are a trusted public organisation that supports and cares for all Victorians.

Our vision for gender equality, diversity and inclusion is:

— SMCT is a leader for sustainable gender equity in the Victorian public services sector;

— All people at SMCT work in a safe and inclusive workplace, where diversity, equity and inclusion are supported and valued and where all genders have equal access to opportunities and resources;

— All people at SMCT recognise that gender equity, diversity and inclusion benefit everyone and strengthen our ability to think creatively and respond to our customers and communities across Victoria.

Our GEAP provides the opportunity for us to acknowledge and leverage the actions and progress towards gender equality to date including the following achievements:

— We have a strong representation of women at executive and senior leadership levels and a balanced gender representation across management functions.

— Access to flexible work practices is a strength for many people and across multiple role types, enabling greater balance between home and family or personal responsibilities. This is reflected in our 2021 People matter survey results, where 85 per cent of respondents either strongly agree or agree that SMCT supports employees with family or other caring responsibilities, regardless of gender.

— We have increased our representation of women in roles that have historically been male-dominated, for example, horticulture.

— A highlight is our cultural diversity at SMCT and culture of respect. Consultation group participants shared experiences of teams taking care to balance their leave requests for religious holidays or days of observance based on their diverse cultural backgrounds.

— We provided additional paid leave during the early stages of the COVID-19 pandemic. Thirty-two per cent of employees accessed this provision with equal take-up by men and women.

Our SMCT GEAP approach

Our GEAP has three strategic themes that align with and support the requirements of the Gender Equality Act.

The approach and actions described in our GEAP complement our three-year People Strategy and provide opportunity for an integrated multi-pronged approach.

Our GEAP has three strategic themes that align with and support the requirements of the Gender Equality Act:

1. Visible leadership commitment to diversity and inclusion.

2. Inclusive workplace culture – living our values.

3. A balanced representation of women, men, and gender diverse employees across our organisation through talent attraction, engagement and retention strategies and practices.

These themes are underpinned by eight goals and 23 actions which are presented in the table on the following page. They also consider the Gender Equality Principles in The Act.

Workplace gender equality indicators	GEAP theme	GEAP goals
1. Gender composition at all levels of the workplace	1. Grow visible leadership commitment to diversity and inclusion.	**1.1** SMCT Leaders are visible champions of diversity and inclusion and grow an inclusive workforce.
2. Gender composition of governing bodies	*Build the knowledge and capability of all leaders to understand the business benefits of gender balance and diversity and inclusion, actively champion diversity, and support the ongoing growth of SMCT's inclusive workforce culture.*	**1.2** SMCT diversity and inclusion goals are supported and enabled by a governance structure and process.
3. Gender pay equity		**1.3** SMCT leadership decisions are informed by accurate gender and diversity data insights.
4. Workplace sexual harassment	2. Enhance our inclusive workforce culture.	**1.4** SMCT leaders are accountable for growing workforce representation and an inclusive workforce culture based on GEAP aspirations.
5. Recruitment and promotion	*Create a shared organisational view of what gender equality, diversity and inclusion means for everyone at SMCT based on our values.*	**2.1** Employees are committed to contributing to a respectful and inclusive work culture and values.
6. Leave and flexibility	3. Grow a balanced representation of women, men and gender diverse employees across the entire organisation through talent attraction, engagement and retention strategies and practices.	**3.1** Embed diversity and inclusion principles into SMCT talent attraction policies and practices.
7. Gendered segregation within the workplace		**3.2** Strengthen SMCT people and well-being policies and practices by embedding diversity and inclusion principles. This includes induction, performance management, discrimination and harassment, remuneration, and end-of-employment.
	Target the attraction, development and retention of diverse talent and under-represented groups across SMCT to reflect customers and communities served, and the organisation's inclusive culture.	**3.3** Strengthen SMCT leave provisions and champion workplace flexibility to attract and retain a more diverse talent pool.

Strategies, actions and measures for our GEAP

1. Grow visible leadership commitment to diversity and inclusion.

Description: Build the knowledge and capability of all leaders to understand the business benefits of gender balance and diversity and inclusion, actively champion diversity, and support the ongoing growth of SMCT's inclusive workforce culture.

Goal 1.1

SMCT leaders are visible champions of diversity and inclusion and grow an inclusive workforce.

Accountability: Executive with support of the VPS GE Commission

Action		Year
1.1.1	Establish an Executive Champion for the GEAP.	Year 1
1.1.2	Strengthen inclusive leadership education to all leaders to build the capability of leaders to lead inclusively, promote diversity and enhance psychological safety as part of 'Work Well Live Well'.	Year 2
1.1.3	Strengthen inclusive leadership principles in the Leadership Capability Framework and Success Profiles, in accordance with People Strategy timing.	Year 1-2
1.1.4	Strengthen inclusive leadership principles into Leadership Development programs.	Year 1-2

Goal 1.1 Measures

— Leaders are active roles models for diversity and inclusion across the organisation.

— Grow the percentage of employees who agree or strongly agree that SMCT senior leaders actively support diversity and inclusion in the workplace from 80% to 84% (People matter survey).

Goal 1.2

SMCT diversity and inclusion goals are supported and enabled by a governance structure and process.

Accountability: People Function

	Action	Year
1.2.1	Establish a diversity and inclusion committee with Executive Champion, business leaders, People Function representation and employee representatives, governed by an agreed Terms of Reference. Agree timelines, actions, responsibilities, and success measures.	Year 1 and ongoing
1.2.2	Establish and communicate a diversity and inclusion calendar of events that captures agreed significant days; develop supporting educational and awareness activities.	Year 2 and ongoing

Goal 1.2 Measures

— Diversity and inclusion committee is established.

— Clear expectations, alignment and prioritising of activity in relation to strategic plans.

— Visible celebrations of days of significance.

Goal 1.3

SMCT leadership decisions are informed by accurate gender and diversity data insights.

Accountability: People Function and SMCT leadership.

	Action	Year
1.3.1	Agree on approach to accurately collect and monitor workplace profile data/demographics and employee perceptions regarding diversity and inclusion.	Year 2
1.3.2	Establish baseline representation of employees based on diversity dimensions and create dashboard for reporting gender and diversity data /insights.	Year 2
1.3.3	Model, define and agree gender representation goals for all business areas and for under-represented groups based on workforce and market insights.	Years 2-4

Action		Year
1.3.4	Conduct pay equity analysis on individual and grade level to identify pay gaps or inequities and remedy inequities.	Year 2 and annually
1.3.5	Monitor and analyse data to show areas of improvement including at business area and team level where possible.	Year 1 and Ongoing half yearly reporting
1.3.6	Provide annual performance report to the executive leadership team on achievements, gaps and recommendations. Report to the Gender Equality Commission every two years.	Year 1 and annually, and every 2 years

Goal 1.3 Measures

— Baseline view of SMCT's diverse representation of employees is established.

— Annual reporting shows improvement and effectiveness of strategies.

Goal 1.4

SMCT leaders are accountable for growing workforce representation and an inclusive workforce culture based on GEAP aspirations.

Accountability: Executive and SMCT leaders with support from People Function.

Action		Year
1.4.1	Executive leaders focus on three actions from the GEAP which will have a significant impact on their business area of responsibility.	Year 2
1.4.2	Leaders take practical action to achieve increases in proportional representation based on agreed goals.	Years 2-4

Goal 1.4 Measures

— Increase the percentage of employees who agree or strongly agree that senior leaders model the SMCT values from 76% to 85% (People matter survey).

— Increased gender representation at SMCT across agreed areas of focus.

2. Enhance our inclusive workforce culture

Description: Create a shared organisational view of what gender equality, diversity and inclusion means for everyone at SMCT based on our values.

Goal 2.1

Employees are committed to contributing to a respectful and inclusive work culture and values.

Accountability: All SMCT employees

Action		Year
2.1.1	Grow employee awareness through education and participation, including: — Elevate psychological safety and characteristics of inclusive teams into Safety Walk And Talk (SWAT) sessions, delivered by leaders for their teams. — Encourage employee participation and contribution to internal initiatives relevant to gender representation, diversity and inclusion (eg. calendar of events). — Profile men and employees with diverse backgrounds who have flexible working arrangements in place in internal comms to promote visibility and benefits.	Year 1 and ongoing
2.1.2	Create an awareness campaign about sexual harassment and discrimination and internal complaint mechanisms. Amplify the message that to have an inclusive workplace, discrimination, harassment, and bullying cannot and will not be tolerated. Amplify values.	Year 1 and every two years
2.1.3	Adopt visible practices to support workforce inclusion. Examples include: — Consult relevant stakeholders when making decisions that may impact people. — Ensure SMCT's payroll and people systems are not gendered or binary in language or imagery, where possible. — Consider establishing the protocol for employees to add their pronouns to their email signatures (with employee education as to why this is important). — Communications, signage, and documentation use inclusive language (eg. women rather than female).	Year 2 onwards

Goal 2.1 Measures

— Increase the percentage of employees who agree or strongly agree that SMCT has a positive culture in relation to diversity and inclusion from 83% to 88% (People matter survey).

— Reduction of formal workplace harassment, bullying or discrimination complaints.

3. Grow a balanced representation of women, men and gender diverse employees across the entire organisation through talent attraction, engagement and retention strategies and practices.

Description: Target the attraction, development and retention of diverse talent and under-represented groups across SMCT to reflect customers and communities served, and the organisation's inclusive culture.

Goal 3.1

Embed diversity and inclusion principles into SMCT talent attraction policies and practices.

Accountability: People Function

Action		Year
3.1.1	Embed diversity principles into SMCT talent attraction and recruitment policy and practices, including partnering with specialist recruitment providers who champion workplace flexibility and women's representation, and providing unconscious bias and inclusive recruitment training for hiring managers and interview panellists.	Years 1-2
3.1.2	Support the hiring of under-represented groups by developing relationships with TAFEs and universities to attract women, men and gender diverse people to traditionally gender imbalanced roles (men in hospitality and clerical roles, women in trades, operations and Information Technology).	Years 2-3

Goal 3.1 Measures

— SMCT talent attraction policies and practices incorporate diversity and inclusion principles.

— Development of strategic relationships with targeted external organisations.

Goal 3.2

Strengthen SMCT people and well-being policies and practices by embedding diversity and inclusion principles. This includes induction, performance management, discrimination and harassment, remuneration, and end-of-employment.

Accountability: People Function

	Action	Year
3.2.1	Conduct a detailed assessment of all people policies and practices to ensure diversity and inclusive practices throughout the employment journey. Implement recommendations in accordance with related people plans.	Years 2-3
3.2.2	Provide mandatory training on commencement and refresher training every two years thereafter on sexual harassment, bullying and discrimination for all employees.	On Commencement and every two years.

Goal 3.2 Measures

— SMCT people policies and practice reflect diversity and inclusion principles.

— Increase the percentage of employees who agree and strongly agree that SMCT makes fair recruitment and selection promotion decisions, based on merit, from 56% to 72% (People matter survey).

— Grow the percentage of employees who agree or strongly agree that gender is not a barrier to success at SMCT from 81% to 88% (People matter survey).

— Increase the percentage of employees who agree or strongly agree that their manager works effectively with people from diverse backgrounds from 86% to 90% (People matter survey).

Goal 3.3

Strengthen SMCT leave provisions and champion workplace flexibility to attract and retain a more diverse talent pool.

Accountability: People Function

Action		Year
3.3.1	Review and strengthen inclusion in SMCT's flexible working policy and practices and Leave Policies, including: — Removing the employment waiting period to access unpaid parental leave, effective 1 Jan 2022. — Reducing the eligibility period from 12 months to 3 months for access SMCT's paid parental leave, effective 1 Jan 2022. — Increasing SMCT paid parental leave from 8 weeks to 12 weeks for primary carers, and from 1 week to 3 weeks for secondary carers, effective 1 Jan 2022. — Offering superannuation for unpaid parental leave up to a total of 12 months (to be paid as a lump sum to employee superannuation account upon return to work), effective 1 Jan 2022. — Communicate availability of refreshed leave and workplace flexibility provisions to all employees.	Year 1 and ongoing
3.3.2	Implement a program to support mature-age workers transition to retirement (for example men in operations).	Years 2-4

Goal 3.3 Measures

— Increase the percentage of employees who agree or strongly agree that SMCT provides workplace flexibility from 70% to 74% (People matter survey).

— Grow the percentage of employees who agree or strongly agree that SMCT takes steps to eliminate bullying, harassment, and discrimination from 67% to 80% (People matter survey).

— Grow the percentage of employees who feel confident that if they raised a grievance it would be investigated in a thorough and objective manner from 66% to 75% (People matter survey).

Measuring progress

SMCT's commitment and progress towards gender equality, diversity and inclusion will be clearly integrated into our three-year People Strategy. Annual reporting of progress will be provided to the executive leadership team and a detailed progress report to the Gender Equality Commissioner every two years (a requirement of The Act).
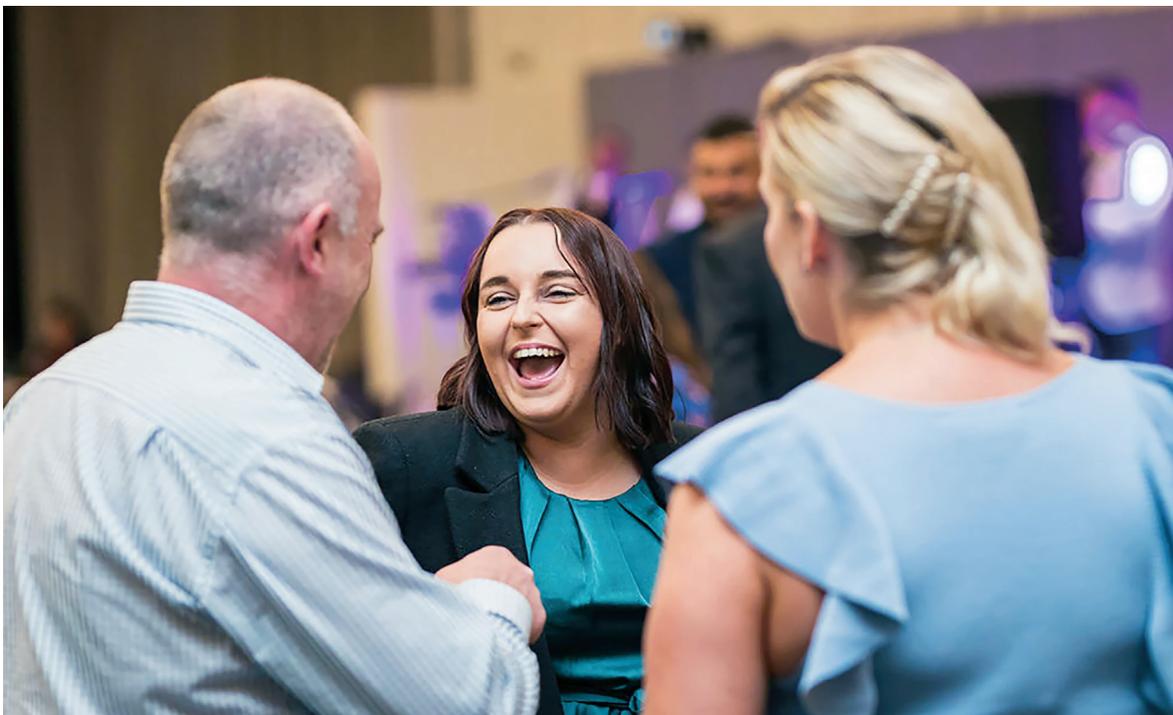
Resourcing and implementing our GEAP

Resourcing for our GEAP will be aligned with the resourcing and timing of our People Strategy to ensure a concerted effort is made to maximise the success of both.

Additional professional support, specific to implementing SMCT's GEAP will include:

— An Executive Leader championing the GEAP;

— The introduction of a diversity and inclusion committee to provide insights and feedback relating to the implementation of the GEAP (the 'How');

— Resourcing of subject matter experts to build in-house capability on an 'as required' basis;

— Utilising SMCT's in-house capability to author bespoke online learning modules; and

— SMCT's Change Manager and communications team will provide ongoing support throughout our GEAP journey.

Adequate time will be allocated to providing quality education and awareness of SMCT's ongoing commitment and implementation of our GEAP to our employees through training, internal communication channels and committee meetings.

Further detail regarding the below is required to be sent to Commissioner along with the GEAP (note: this will not be published):

— Number of hours in training

— % of FTE required to achievement of the GEAP