

Gender Equality Action Plan

2021 – 2024



Gender Equality Action Plan 2021–2024
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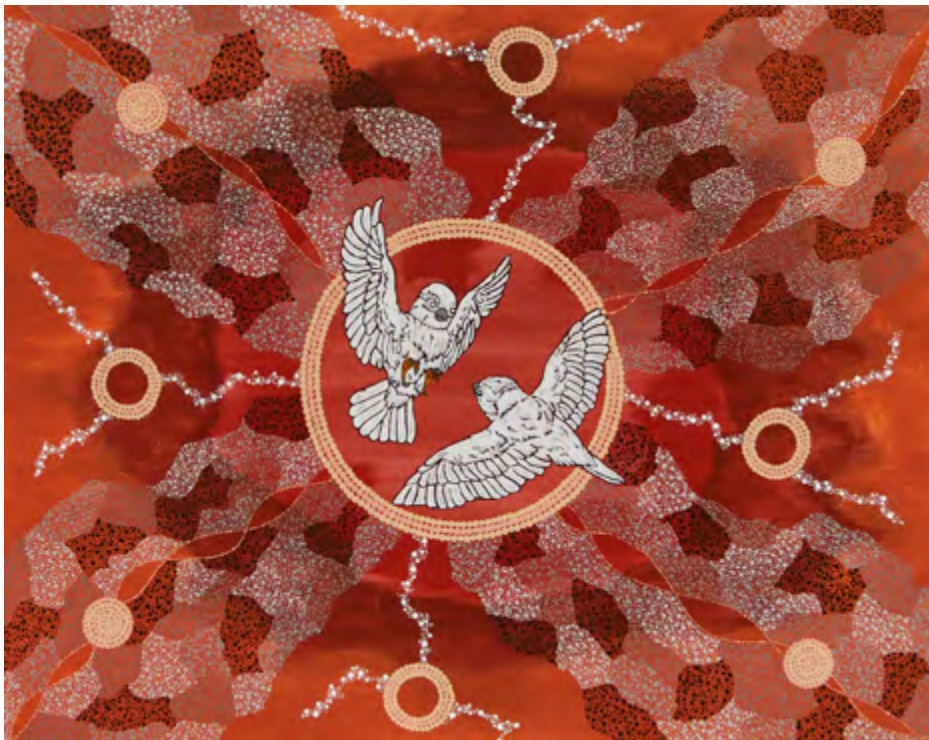
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Acknowledgment

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, and for their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We acknowledge that we live and work on the lands of the world's oldest and most sustainable culture. We acknowledge the deep connection to Earth of First Nations peoples and their invaluable contributions to our understanding of climate change and the environment.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



Jaye Richardson (Gunaikurnai) 'Two Spirits' 2019, acrylic on canvas



This artwork was created through The Torch, a not for profit organisation, that provides art, cultural and arts industry support to Indigenous offenders and ex-offenders in Victoria.



Foreword

Sustainability Victoria's strategic plan (SV2030) outlines our bold, ambitious, and exciting agenda to deliver a decade of action to 2030.

The most important resources we have to achieve this vision are our people. It is through their experience, innovation, and future focus that we will continue to partner with our stakeholders in industry, research institutions, schools, households, governments, and community groups. It is their passion and dedication that will ensure we meet our strategic goals and continue to strive for the betterment of our State, our economy, and our planet. We have always understood and valued the important contribution our people have made towards SV's success. As the landscape continues to evolve, we acknowledge that we must reflect the incredible diversity within our Victorian community. The *Gender Equality Act 2020* (The Act) provides such an opportunity.

The key objective of The Act is to promote, encourage and facilitate the achievement of gender equality and improvement in the status of women and gender diverse people.

It provides pause to recognise and redress disadvantage, stereotyping and prejudice of persons of different genders by way of structural change; and to enhance economic and social participation by persons of different genders. These objectives are guided by key principles, at the heart of which remains that gender equality benefits all Victorians, regardless of gender.

At SV, we embark on this journey of gender equality from a position of strength. Our Gender Equality Action Plan (GEAP) outlines our response to our baseline data audit for the next four years. The composition of our workforce, our cultural foundations and focus on continuous striving ensures that SV will aspire to achieve what we have set out in our GEAP. It is through our most important asset, our people that this achievement will be possible.



Matt Genever,
Interim Chief Executive Officer

Background

SV has a strong commitment to Diversity and Inclusion. Our Diversity and Inclusion Strategy, comprising six focus pillars, supports a culture that aims to increase awareness and influence processes that will support the vision of creating a workforce that is representative of the Victorian community. These pillars are:

- 1 First Nations inclusion
- 2 Gender equality
- 3 LGBTQIA+ inclusion
- 4 All abilities
- 5 Youth and age
- 6 Cultural and linguistic diversity

In March 2021, the Gender Equality Act 2020 (the Act) commenced. The Act stipulates that identified entities undertake a structured process to promote, encourage and facilitate the achievement of gender equality. The process aims to identify and address or eliminate systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities.

Under the Act, the Gender Equality Action Plan (GEAP) must:

- a) include strategies and measures for promoting gender equality in the workplace of the defined entity, based on workplace gender audit results;
- b) consider the gender equality principles in the Act, including the impact of intersectional gender inequality;
- c) have personal information removed prior to publishing; and
- d) ensure adequate resources are allocated to developing and implementing the GEAP.

Since July, Sustainability Victoria has taken key steps to progress towards designing its first GEAP which will be submitted to the Commission for Gender Equality in the Public Sector in December 2021. These steps included:

- a) Undertaking a data audit and analysis process. Data included workforce data and people experience results from the 2021 People Matter survey results.
- b) Procuring the services of Gender Equity Victoria (GEN VIC) to support SV to meet the required obligations under the Act. GEN VIC are a peak body in the field of gender equity with significant credentials and experience in working at state and federal government levels as well as internationally.
- c) Facilitating seven different engagement workshops at all levels of the organisation with SV's Board, ELT, staff, union and various diversity and inclusion working groups. Tailored to the specific audience, the workshops provided everyone an opportunity to engage with the data (understand key themes) and contribute to the design of the GEAP.
- d) Providing alternate and confidential avenues for staff to share their views of their experiences at SV across the seven Indicators of the Act.

The Gender Equality Action Plan (GEAP) has been designed by Sustainability Victoria in response to the baseline data audit. The GEAP outlines recommendations, strategies, and measures to implement over the next four years to address key themes from the data.

The GEAP articulates SV's 'Case for Change' and Vision for the organisation as well as the impact we have on the broader community.

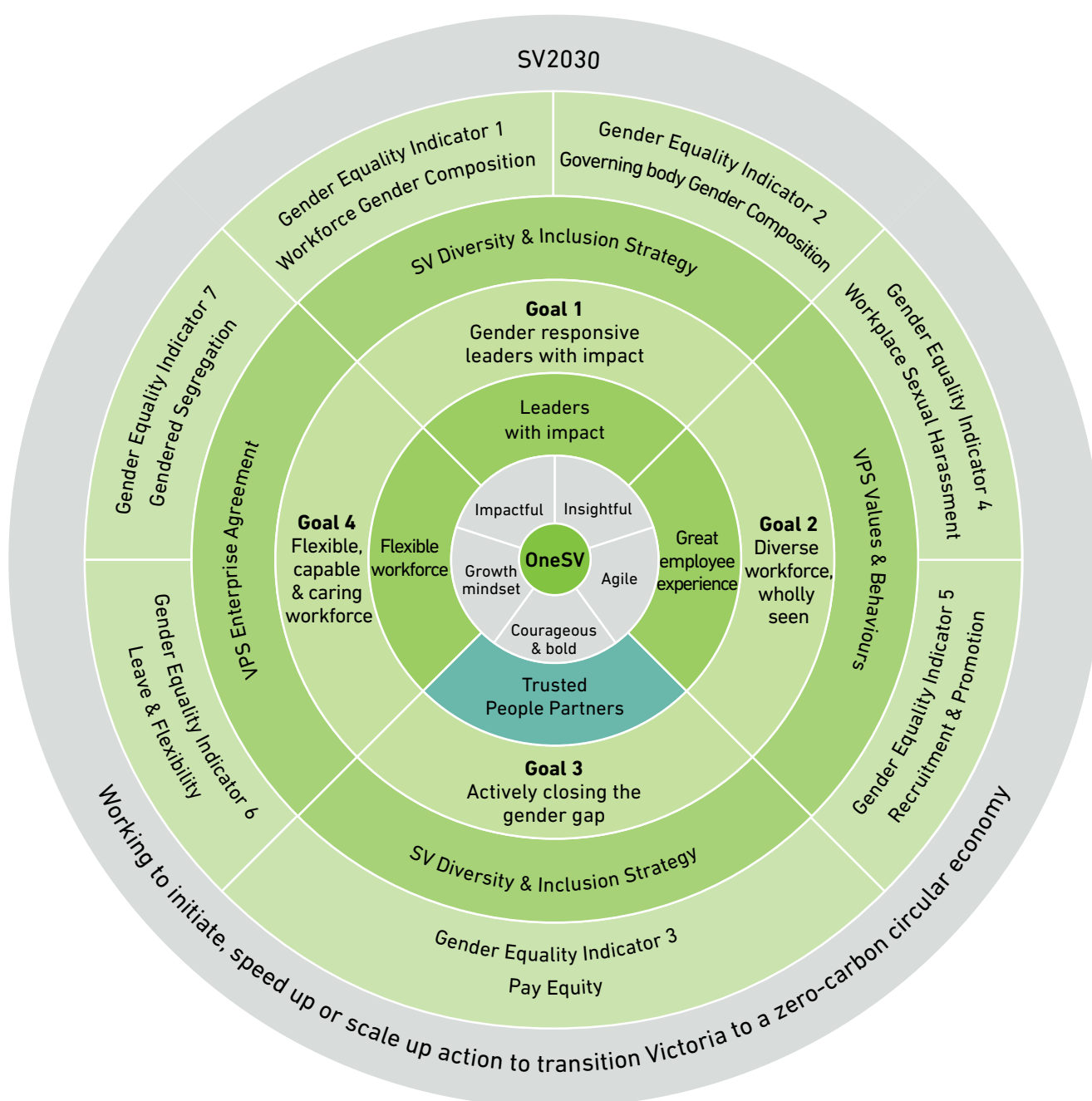
The GEAP aligns with the key strategic deliverables outlined in SV's People Strategy 2021–2023 as well as the Diversity and Inclusion Strategy 2023.

It is important to note that while the data analysis focuses on two genders, the overall plan will seek to ensure equality for all genders. The gender information used for this report was mostly collected at time of employment. SV will implement processes to collect up to date gender information, recognising that gender is fluid and can change during an employee's time with SV.

Supporting strategies

1 SV's People Strategy 2021–2023 was endorsed by the Performance and Culture committee on the 13 October 2021. SV's People Strategy has been developed in a time of change and transformation both for SV and more broadly for Victoria and Victorians. The Strategy is a critical enabler for delivering SV2030 and provides a framework for how the organisation will invest in its people now and into the future.

2 SVs Diversity and Inclusion Strategy (2020–2023) outlines a roadmap to address its objectives across key areas of Awareness, Education and Implementation and Engagement. The objectives will be aligned to key activities outlined in the GEAP.





How the UN Sustainable goals impact climate change and gender equality

UN Sustainable Development Goal 5

Gender equality is central to the SDG's and if it is not achieved, the implementation of all the goals will be compromised.

GOALS 1, 2, 3 & 4

INDICATORS 1-7

UN Sustainable Development Goal 6

Women and girls play a central role in the provision, management and safeguarding of household water and sanitation.

GOALS 1 & 2

INDICATORS 1, 2, 4 & 6

UN Sustainable Development Goal 7

As primary energy managers in households, women can play a powerful role in the successful transition to sustainable energy for all.

GOALS 1 & 4

INDICATORS 1, 2 & 4

UN Sustainable Development Goal 11

Women have equal rights to the city, and their safety in public spaces is crucial for sustainable urbanisation.

GOAL 3

INDICATORS 3 & 7

UN Sustainable Development Goal 12

Unsustainable production and consumption patterns are gendered, with women suffering disproportionately from resource scarcity and natural disasters resulting from climate change.

GOAL 3

INDICATORS 3 & 7

UN Sustainable Development Goal 15

Women's specific knowledge of and dependence on forests makes them key contributors to forest conservation and regeneration.

GOAL 2

INDICATORS 1, 2 & 5

UN Sustainable Development Goal 17

Mobilising sufficient resources will be critical for meeting the gender equality commitments of the 2030 Agenda.

GOAL 1

INDICATORS 1 & 2

SV's GEAP Goals

GOAL 1

Gender responsive leaders with impact

GOAL 2

Diverse workforce, wholly seen

GOAL 3

Actively closing the gender gap

GOAL 4

Flexible, capable, and caring workforce

Gender Equality Act Indicators

INDICATOR 1

Gender composition of the workforce

INDICATOR 2

Gender composition of governing body

INDICATOR 3

Pay equity

INDICATOR 4

Sexual harassment

INDICATOR 5

Recruitment and promotion

INDICATOR 6

Leave and flexibility

INDICATOR 7

Gendered segregation

Understanding our baseline

Summary of key findings:

- a) **Strong and engaged leadership and culture**, with executive level championing of Diversity and Inclusion along with a highly proactive and engaged organisational culture towards diversity and inclusion. With the support of GenVic we have facilitated seven consultation workshops, where over 100 staff have attended to provide feedback into the GEAP.
- b) **Workforce composition**: 69.2% of staff at SV identify as female. This has been a consistent workforce composition at SV over the past 5 years and has been maintained steadily through rapid organisational growth.

Our intersectional data provides an opportunity of focus over the next four years by better understanding and increasing our workforce intersectional diversity.

- c) **Leave and Flexible Work**: SV has a positive and progressive culture of flexible working. Positively, 50% of all women and over 30% of men at SV have a flexible working arrangement in place or have utilised flexible working options over the data period.

A statistically higher proportion of men took carers leave (43.5% vs 29.6%) across the data period; however, SV has a higher proportion of women working compressed and part time hours than men.

- d) **Gender pay gap**: An opportunity to actively reduce the gender pay gap and understand the underlying reasons behind this.

In response to the baseline data, SV have outlined four Goals, each with underlying activities, outcomes and measures to shift the dial in key identified areas. There are clear synergies with the GEAP, and the strategic objectives outlined in SV's People Strategy and Diversity and Inclusion Strategy.

Our Data, People and Culture, and Analysis teams undertook a baseline study of intersectional gender equity within SV. Sustainability Victoria is proud of its gender equality record within the organisation; however, we are committed to constant improvement in outcomes, with a focus on actively reducing gender gaps.

In our first Workforce Gender Audit we found:

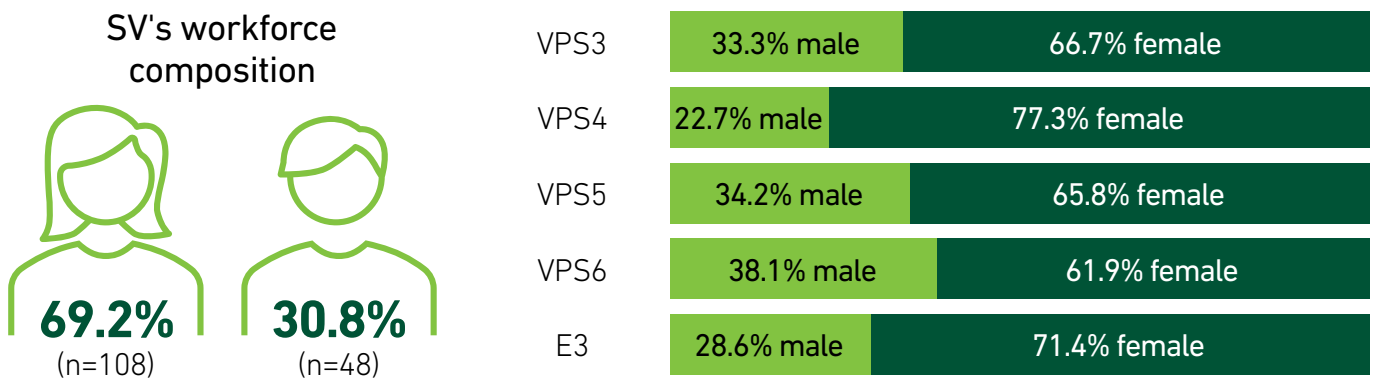
Indicator 1. Workforce Composition

The workforce at Sustainability Victoria is made up of over 2/3 women.

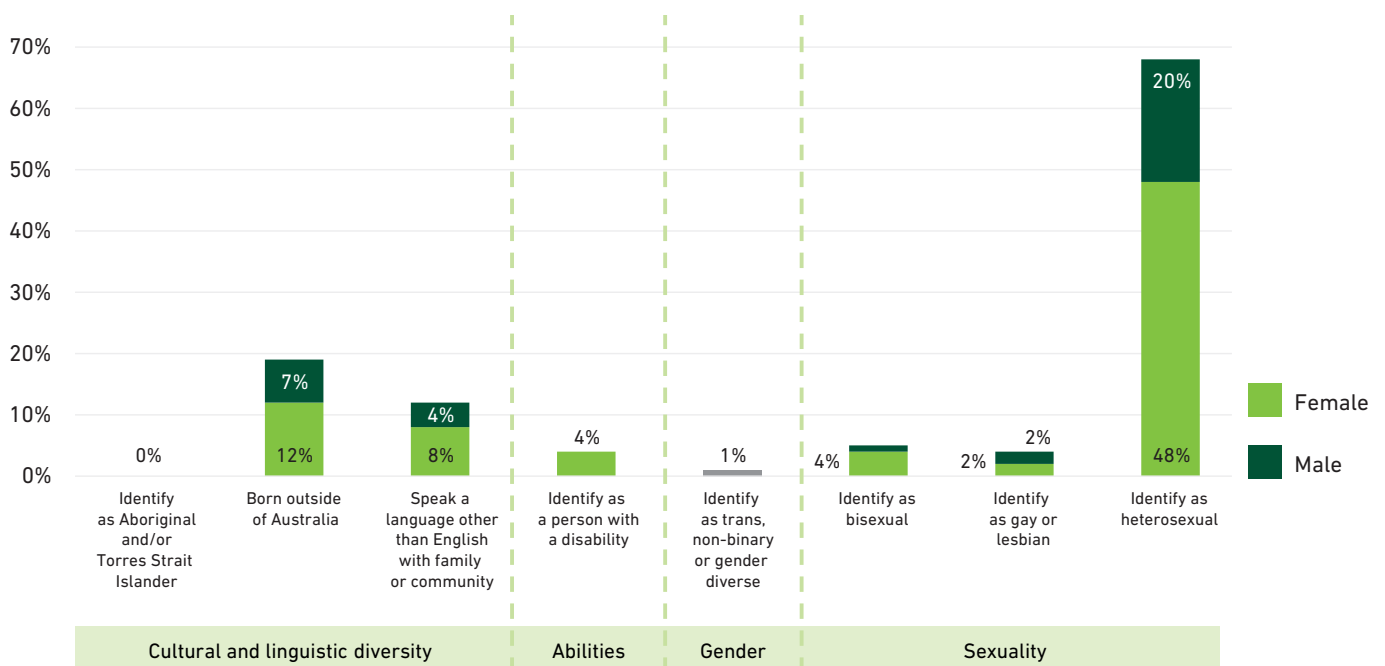
The organisation is predominantly white, English speaking, heterosexual and non-disabled.

The organisation does not have any staff that identify as First Nations people.

We're proud of the advances we have made in recruiting and promoting women into leadership roles within our organisation. We see opportunities to increase diversity in our workforce.

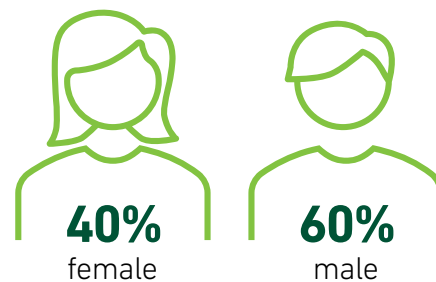


Demographics across SV staff



Indicator 2. Governing Board Composition

SV's Board is close to being gender equal. At present, we do not capture any additional diversity data in relation to our Board of Governance.



Board composition

Indicator 3. Gender Pay Equity

There is a gender pay gap at SV of 2%

98%

Base Salary Pay Equity %
Organisational gap of -2%

Average Female Base Salary \$115,816

Average Male Base Salary \$117,966

98%

Remuneration Salary Pay Equity %
Organisational gap of -2%

Average Female Remuneration \$126,835

Average Male Remuneration \$129,198

Indicator 4. Sexual Harassment in the Workplace

In 2020-2021, there were no reported incidents of sexual harassment in the workplace. The gender difference in the way females and males perceive inappropriate behaviour will be addressed within the organisation, with women less likely than men to feel confident of their safety to make a complaint or that steps will be taken to eliminate the problem.



Metric	Females (% agree or strongly agree)	Males (% agree or strongly agree)
My organisation encourages respectful workplace behaviours	91%	90%
I feel safe to challenge inappropriate behaviour at work	69%	85%
My organisation takes steps to eliminate bullying, harassment and discrimination	66%	76%

Indicator 5. Recruitment and Promotion Practices

SV has excellent gender-based recruitment and promotion results. There is an opportunity to focus on intersectional gender diversity, with negative perceptions among both men and women about the likelihood of recruitment and promotion if they identify or hold a diverse attribute such as First Nations or migrant or refugee, a disability or an LGBTIQ+ sexual orientation.

Metric	 Females	 Males
	(% agree or strongly agree)	(% agree or strongly agree)
Gender is not a barrier to success in my organisation	90%	88%
Sexual orientation is not a barrier to success in my organisation	78%	95%
Cultural background is not a barrier to success in my organisation	71%	83%
Age is not a barrier to success in my organisation	69%	68%
My organisation makes fair recruitment and promotion decisions, based on merit	63%	66%
Disability is not a barrier to success in my organisation	59%	80%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	57%	68%
I feel I have an equal chance at promotion in my organisation	56%	39%

Indicator 6. Leave and Flexibility

Our staff are offered a range of generous leave and flexibility entitlements including paid parental, carers leave, gender transitioning leave and family violence leave. We are pleased to see men taking up opportunities for paid parental and carer's leave at a higher rate than women. We did not have any staff members leave the organisation whilst on parental leave.



of all females
at SV had
a flexible
arrangement
in 2020-21



of all males
at SV had
a flexible
arrangement
in 2020-21

77.1% female

22.9% male

Gender composition of staff with at least one flexible arrangement
(n=70)



of all females
at SV took
carers leave
in 2020-21



of all males
at SV took
carers leave
in 2020-21

60.4% female

39.6% male

Gender composition of carers leave takers (n=53)



of all females
at SV took
parental leave
in 2020-21





of all males
at SV took
parental leave
in 2020-21

62.5% female

37.5% male

Gender composition of parental leave takers (n=8)

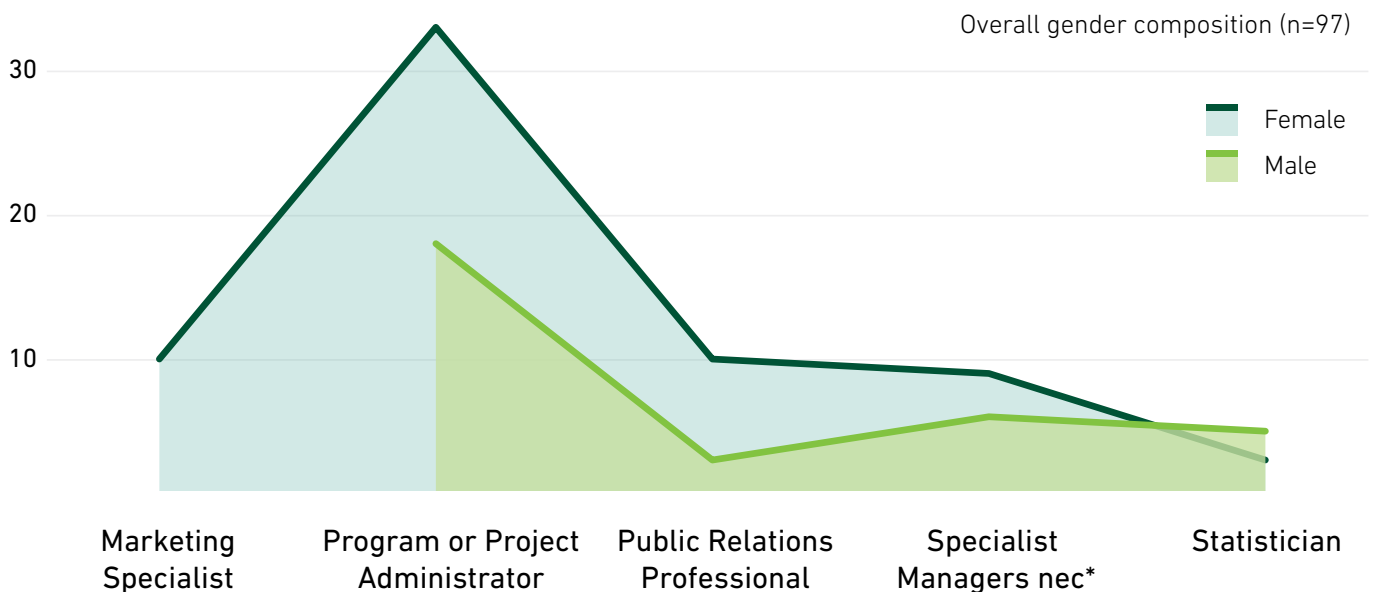
Metric	 	
	Females (% agree or strongly agree)	Males (% agree or strongly agree)
I am confident that if I requested a flexible working arrangement, it would be given due consideration	96%	95%
My organisation supports employees with family or other caring responsibilities, regardless of gender	92%	93%
My organisation would support me if I needed to take family violence leave	84%	90%

Indicator 7. Workforce Gender Segregation

Our workforce data collection does not enable us to currently analyse or interpret whether there are patterns of gender workforce segregation in our organisation. We will need to do further work on this over the next four years.

SV is interested to explore the extent to which sustainability work is being “gendered” across Victoria, Australia and the Globe and what impact that has on gender equity within the sustainability sector and its workforce.

Top five ANZSCO[^] occupational categories at SV



* This unit group covers Specialist Managers not elsewhere classified. It includes Arts Administrators or Managers, Environmental Managers, Laboratory Managers, Quality Assurance Managers and Sports Administrators

[^]Australian and New Zealand Standard Classification of Occupations

Consulting and Co-Designing Solutions

Sustainability Victoria undertook a comprehensive consultation and co-design process with its staff, Diversity & Inclusion Teams (including the Gender Equity committee), Executive Leadership Team and its Board of Governance to assist in interpreting, analysing and addressing the data revealed in the Workplace Gender Audit. Further, we also engaged with the Community and Public Sector Union to discuss the industrial and other implications of the Workplace Gender Audit.

Sustainability Victoria also retained Gender Equity Victoria to assist in analysis, consultation management and drafting of the Gender Equality Action Plan.

Our consultation included:

- Appointment of staff leads on the Gender Equity Project within the People and Culture team
- Fortnightly meetings with Gender Equity Victoria throughout the project

- Compulsory whole of staff introductory presentation of findings
- 1 x forum with the Diversity and Inclusion Committees examining data and co-designing solutions.
- 2 voluntary staff forums on data, examining data and co-designing solutions
- 1 x Board meeting examining data and discussing solutions.
- 1 x forum with Gender Equity Committee on draft GEAP.
- 2 x Executive Leadership Team engagement on data and draft GEAP

Great attention was paid to align our Gender Equality Action Plan to our existing Diversity and Inclusion Strategy, our People Strategy and to SV2030, our strategic plan for the State of Victoria's sustainability over the next decade.

Case for Change

Our Gender Equality Action Plan is essential to our vision of a sustainable Victoria SV2030

OUR GENDER EQUALITY VISION:

**Accelerating our
transition to a gender
equal Victoria at SV.**

Our Case for Change

Sustainability Victoria is building, transitioning, and accelerating towards a just and equitable future for all. We recognise that there are sex and gender differences in the way Victorian people approach choices about the environment, energy and the circular economy, as well as differential gender impacts from inaction to climate change.

Ensuring our own workforce is representative and responsive to those differences is essential to our initiative to speed and scale up the transition to a zero-carbon economy in Victoria.

Achieving gender equality, just like zero net carbon, is an intergenerational project, requiring sustained commitment.

It takes time to make deep and lasting change.

But there is also a sense of urgency for both projects.

The threat of climate change and its predicted disastrous impact on the lives of all Victorians, particularly women and children, necessitates acceleration of our goals for a new economy that is gender equal and sustainable.

Strategies and Measures

Our Gender Equality Action Plan is supported by Goals, Activities, Outputs and Stages

To deliver change for gender equality, SV has 4 goals:

Goal 1

Gender responsive leaders with impact.

Our impact is strengthened by gender equal, diverse, and responsive leadership.

Goal 2

Diverse workforce, wholly seen.

We attract, grow and retain diverse people, supporting them to be wholly seen to fully and completely participate in the workplace

Goal 3

Actively closing the gender gap.

We strive to understand and close gender gaps wherever they occur

Goal 4

Flexible, capable, and caring workforce.

We enhance our capability, brand and reputation through intersectional gender equality, workplace flexibility and gender equal care.

Each Goal is supported by key activities with outputs aligned in 5 focus areas:

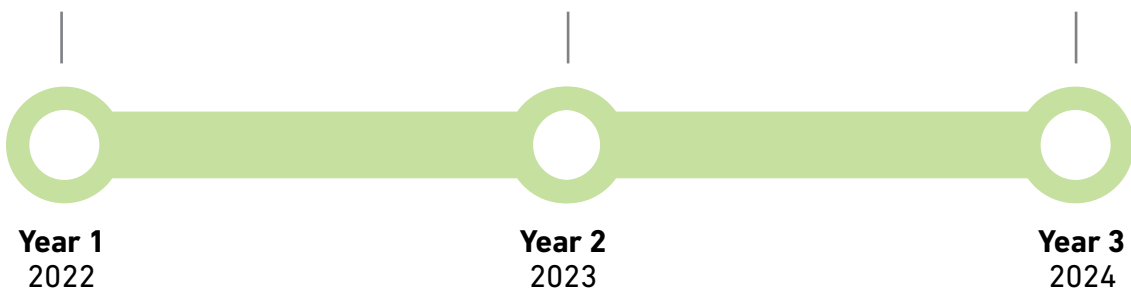
-  **1 Leadership, Culture and Behaviours**
-  **2 Policies, Procedures and Systems**
-  **3 Recruitment, Reward & Recognition**
-  **4 Data & Research**
-  **5 Monitoring, Evaluation & Feedback**

Activities and outputs will be delivered in three stages to meet our goals:

**Strengthening
foundations**

**Partnering
for Equality**

**Reviewing
our progress**



Tracking progress and outcomes

Goal 1 Gender Responsive Leaders with impact

Our impact is strengthened by gender equal, diverse, and responsive leadership

Goal 1 aligns with:

- › Gender Equality Act Indicator 1 – Gender composition of the workforce
- › Gender Equality Act Indicator 2 – Gender composition of governing body



SV's GEAP Goal 1 aligns with: UN SDG goals 5, 6, 7 and 17

Activities

- › Align SV Cultural aspirations with commitment to gender equality, diversity and inclusion
- › Continuously improve in gender equality at all leadership levels (from Team Leader to Executive), building on our already strong baseline.
- › Champion action to drive gender equity in the sustainability sector.
- › Ensure our leaders have the skills and capabilities to champion gender equity and reduce barriers to access and equity.
- › Ongoing Board and Executive engagement through quality reporting on progress and actions
- › Transparent data and communication supported across the organisation.
- › Strengthen links between GEAP, People Strategy, and SV2030

Outputs

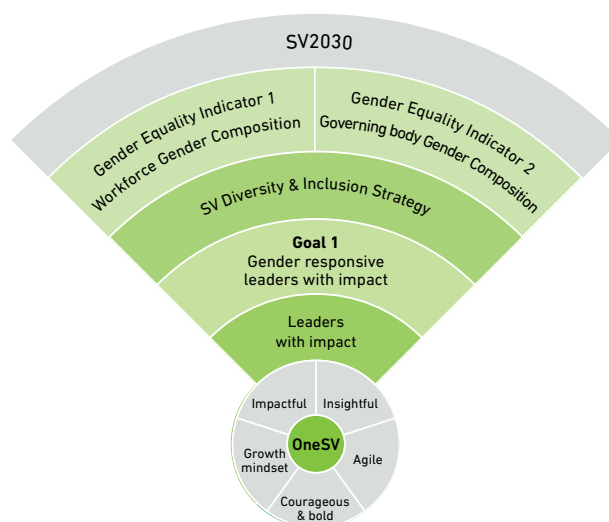
- › Review of SV policies with a gender impact assessment approach
- › Identify development programs for SV leadership to strengthen understanding and capability.
- › Leadership assessment tool (LSI) used to understand leadership impact
- › Include intersectional equality in SV research and policy development, specifically gender, disability, LGBTQIA+, culture and aboriginality.
- › Annual updates on progress delivered with intersectional sex & gender disaggregation
- › Communication and information sharing processes strengthened.

Outcomes

- › SV leaders are champions of gender equality
- › SV workplace culture is inclusive, safe and supportive of intersectional gender equity
- › Workplace cultural practices strengthened to ensure all people are treated fairly and equally
- › Workplace gender data and information is shared widely and confidently across the organisation
- › SV champions gender equality in the sustainability sector and leads discussion on gender differential impact of zero-net carbon transition.

Measurement

- › % increase in gender-based activities, reports and communications at SV.
- › % turnover of leadership/target roles or % successors identified
- › People Matters survey results (Engagement, safety, 'Our culture' and 'Our Leaders' questions)
- › Improved workforce experience data



Goal 2 Diverse workforce, wholly seen

We attract, grow and retain diverse people, supporting them to be wholly seen at work

Goal 2 aligns with:

- › Gender Equality Act Indicator 4 – Workplace sexual harassment
- › Gender Equality Act Indicator 5 – Recruitment and promotion



SV's GEAP Goal 1 aligns with: UN SDG goals 5, 6 and 15

Activities

- › Initial reporting of SVs current workforce diversity to establish our current state with ongoing half-yearly reporting and analysis to gauge progress.
- › Commit to workforce diversity target of 15% increase by 2025.
- › Review recruitment practices to deliver intersectional diversity, inclusion and gender equality in the workforce.
- › Develop our Employee Value Proposition (EVP) to position SV as an employer of choice with opportunities for staff of all genders, abilities, racial and cultural backgrounds
- › Ensure all recruiting and line managers undertake relevant training including unconscious bias in recruitment and performance appraisal.
- › Continue to strengthen and embed SVs D&I Plan in workplans.
- › Invest in resources to support Diversity and Inclusion Committee/Governance structures and advance gender equality and intersectionality.
- › Develop gender responsive talent management and succession planning programs

Outputs

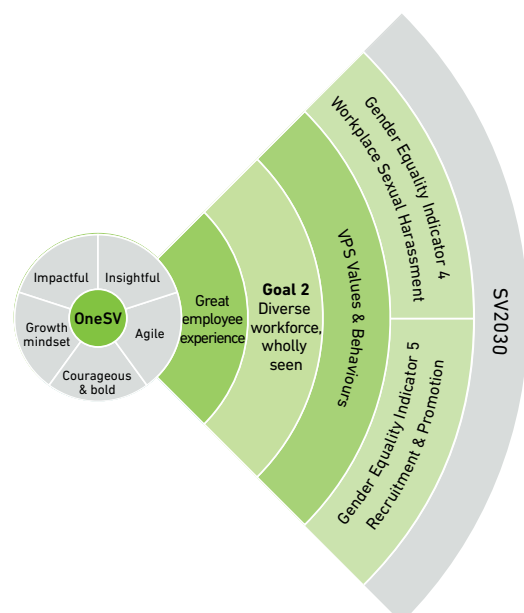
- › Review current systems (PERFORM, HRIS) to improve data collection practices.
- › Improve onboarding data collection to better capture intersectional gender data.
- › Design/source and deliver unconscious bias training in recruitment and performance appraisal
- › Understanding of intersectional gender segregation within the workplace.
- › Promote safety and integrity of internal complaint making systems to maintain low levels of sexual harassment, bullying and discrimination.
- › Annual Reporting on Workplace Diversity and Sexual Harassment Cases and Experiences (Quantitative and qualitative)
- › Consider Budget for Diversity, Inclusion and intersectional Gender Equality continued work

Outcomes

- › SV increases its workforce diversity
- › SV is considered an employer of choice with opportunities for staff of all genders, abilities, racial and cultural backgrounds
- › Employees are supported to develop grow and perform at their best. Employees are confident and knowledgeable on how to appropriately respond if they see, hear or experience sexual, harassment, bullying or discrimination in the workplace.
- › Diversity, Inclusion and Gender Equality Budget is business as usual in SV Annual Budget cycle.

Measurement

- › % increase in workforce diversity
- › % staff with Development Plans in place
- › Recruitment applications for critical roles
- › Organisational pulse survey ('Your role' questions)
- › % positions filled internally
- › Diversity - Compliance with Reporting Obligations – Gender Equality Act



Goal 3 Actively closing the gender gap

Our organisation strives to courageously close gender gaps wherever they occur.

Goal 3 aligns with:

- › Gender Equality Act Indicator 3 – Pay equity



SV's GEAP Goal 3 aligns with: UN SDG goals 5, 11 and 12

Activities

- › Create Gender Pay Equity / Remuneration Policy & Governance Structures/Committee to oversee reduction.
- › Explore budget to invest in a Gender Pay Equity/ Remuneration Budget
- › Research and understand contributing factors to the SV gender pay gap
- › Design policies that ensure this gap is addressed.
- › Improve systems to collect quality gender disaggregated data.
- › Deepen data insights and analysis to identify ways to address imbalances and close the gap.
- › Sharing of gender remuneration data and workplace experience data to all staff
- › Develop gender aware talent management and succession planning programs

Outputs

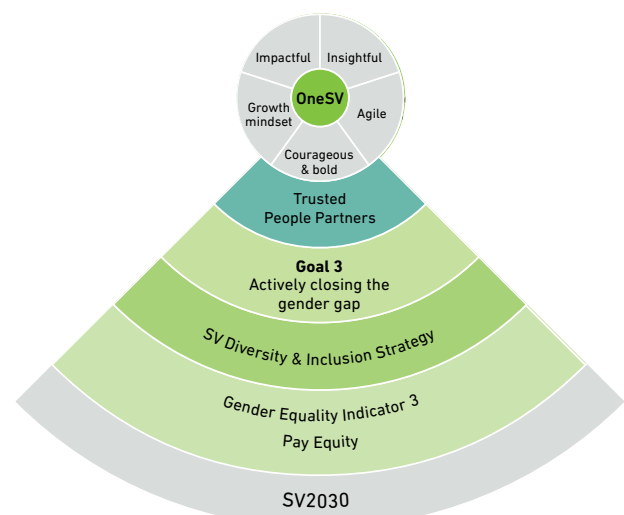
- › Gender Pay Equity Target Framework & Policy
- › Gender Pay Equity/Remuneration Committee
- › Budget for identified gender pay inequities
- › Budget for longer term support for Gender Pay Equity/ Remuneration Governance
- › Strengthen Diversity and Inclusion Plan to include Gender Pay Equity
- › Develop guidelines for recruitment & promotion to maintain gender equity in base salary, performance bonuses and other entitlements.
- › Improve internal gender gap data analysis and research gender pay gap in the sustainability sector.
- › Report on gender pay equity in SV Annual Report.

Outcomes

- › Gender Pay Gap is reduced by set target.
- › SV hiring and line managers have good understanding of the causes of gender pay gap and have strategies and tools to eliminate it.
- › Gender Pay Equity/Remuneration Budget is business as usual in SV Annual Budget cycle.

Measurement

- › Reduction of gender gap by 50% (TRP) in 3 years.
- › Commencement reporting on Gender Pay Equity in SV Annual Report.



Goal 4 Flexible, capable, and caring workforce

We enhance our capability, brand and reputation through intersectional gender equality, workplace flexibility and gender equal care.

Goal 4 aligns with:

- › Gender Equality Act Indicator 6 – Leave and flexibility
- › Gender Equality Act Indicator 7 – Gendered segregation



SV's GEAP Goal 4 aligns with: UN SDG goals 5 and 7

Activities

- › Continue to strengthen our leading approach to flexibility, ensuring all employees feel supported and empowered to successfully manage work and life commitments
- › Better understand the link between flexibility and career progression to ensure all opportunities are wholly available and obtainable
- › Review SVs parental leave policy to ensure true equal access and opportunity as a pathway to closing SVs gender pay gap
- › Build flexibility as a cornerstone of SVs Employee Value Proposition
- › Ensure equal access to flexible work arrangements for all employees, including those with family and carer responsibilities, and continue to build positive perceptions about flexible working practices

Outputs

- › HR policies streamlined to fully support flexible workplace practice – Find Your Flex
- › Resource allocation models support agile, flexible, gender inclusive workforce
- › Refreshed onboarding practices which include flexible workplace opportunities and all leave options articulated (EVP)
- › Implementation plan to support SV's Health, Safety and Wellbeing Strategy
- › Leaders equipped with skills, knowledge and resources to deal with sudden absences in team (FV, carers etc)
- › Best Practice Leave provisions supporting shared and gender equal care

Outcomes

- › SV workforce is flexible, capable and caring
- › Men, women and gender diverse people use parental and carers leave equally at various life stages of care responsibility
- › Improved employee engagement, absenteeism, and staff turnover.
- › Lower levels of work-related stress
- › SV leaders are resourced to support family & carers leave arrangements
- › Cultural shift in gender roles around family and carers leave

Measurement

- › % turnover
- › % positions filled internally
- › % staff undertaking L&D opportunities
- › People Matters survey results ('Our culture', 'Our Leaders' and 'Wellbeing' questions)
- › Increase percentage of men uptake of parental and carers leave.



Measuring progress

2022: Strengthening Foundations



Leadership, Culture and Behaviour

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Leadership assessment tool (LSI) used to understand leadership impact.
- › Align SV Cultural aspirations with commitment to gender equality, diversity, and inclusion ongoing.

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Develop our EVP to position SV as an employer of choice with opportunities for staff of all genders, abilities, racial and cultural backgrounds.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Create Gender Pay Equity / Remuneration Policy & Governance Structures/ Committee to oversee reduction.

Goal 4

We enhance capability through workplace flexibility and gender equal care

- › Continue to strengthen our leading approach to flexibility, ensuring all employees feel supported and empowered to successfully manage work and life commitments.
- › Build flexibility as a cornerstone of SVs EVP.
- › Ensure equal access to flexible work arrangements for all employees, including those with family and carer responsibilities, and continue to build positive perceptions about flexible working practices.



Policies, Procedures and Systems

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Review of SV policies.
- › Strengthen links between GEAP, People Strategy, and SV2030.

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Continue to strengthen and embed SVs D&I Plan in workplans.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Design policies that ensure this gap is addressed.
- › Gender Pay Equity Target Framework & Policy.
- › Explore budget to invest in a Gender Pay Equity/ Remuneration Budget.
- › Budget for longer term support for Gender Pay Equity/Remuneration Governance.
- › Strengthen Diversity and Inclusion Plan to include Gender Pay Equity.
- › Budget for identified gender pay inequities.

Goal 4

We enhance capability through workplace flexibility and gender equal care

- › HR policies streamlined to fully support flexible workplace practice – Find Your Flex.
- › Best Practice Leave provisions supporting shared and gender equal care.
- › Implementation plan to support SV's Health, Safety and Wellbeing Strategy.



Recruitment, Recognition & Reward

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Review recruitment practices to deliver intersectional diversity, inclusion and gender equality in the workforce.
- › Ensure all recruiting and line managers undertake relevant training including unconscious bias in recruitment and performance appraisal.
- › Invest in resources to support Diversity and Inclusion Committee/ Governance structures and advance gender equality and intersectionality.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur

- › Develop guidelines for recruitment & promotion to maintain gender equity in base salary, performance bonuses and other entitlements.

Goal 4

We enhance capability through workplace flexibility and gender equal care

- › Refreshed onboarding practices which include flexible workplace opportunities and all leave options articulated (EVP).
- › Better understand the link between flexibility and career progression to ensure all opportunities are wholly available and obtainable.



Data and Research

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Transparent data and communication supported across the organisation.
- › Include intersectional gender equality in SV research and policy development.

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Improve onboarding data collection to better capture intersectional gender data.
- › Review current systems (PERFORM, HRIS) to improve data collection practices.
- › Better understand SVs workforce diversity to establish our current state.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Improve internal gender gap data analysis and research gender pay gap in the sustainability sector.
- › Deepen data insights and analysis to identify ways to address imbalances and close the gap.
- › Improve systems to collect quality gender disaggregated data.
- › Research and understand contributing factors to the SV gender pay gap.



Monitoring, Evaluation and Feedback

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Ongoing Board and Executive engagement through quality reporting on progress and actions.
- › Annual updates on progress delivered with intersectional sex & gender disaggregation.
- › Communication and information sharing processes strengthened.

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Annual Reporting on Workplace Diversity and Sexual Harassment Cases and Experiences (Quantitative and qualitative).
- › Promote safety and integrity of internal complaint making systems to maintain low levels of sexual harassment, bullying and discrimination.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Sharing of gender remuneration data and workplace experience data to all staff.

2023: Partnering for Equality



Leadership, Culture and Behaviour

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Continuously improve in gender equality at all leadership levels, building on our already strong baseline.
- › Ensure our leaders have the skills and capabilities to champion gender equity and reduce barriers to access and equity.
- › Identify development programs for SV leadership to strengthen understanding and capability.
- › Champion actions to drive gender equity in the sustainability sector.

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Consider Budget for Diversity, Inclusion and intersectional Gender Equality continued work.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Gender Pay Equity/ Remuneration Committee.



Policies, Procedures and Systems

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Develop gender responsive talent management and succession planning programs.

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Develop gender aware talent management and succession planning programs.

Goal 4

We enhance capability through workplace flexibility and gender equal care

- › Review SVs parental leave policy to ensure true equal access and opportunity as a pathway to closing SVs gender pay gap.



Recruitment, Recognition & Reward

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Design/source and deliver unconscious bias training in recruitment and performance appraisal.

Goal 4

We enhance capability through workplace flexibility and gender equal care

- › Resource allocation models support agile, flexible, gender inclusive workforce.



Data and Research

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Understanding of intersectional gender segregation within the workplace.



Monitoring, Evaluation and Feedback

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Annual updates on progress delivered with intersectional sex & gender disaggregation.

2024: Measuring and Improving



Leadership, Culture and Behaviour

Goal 1

Our impact is strengthened by gender equal, diverse, and responsive leadership.

- › Ensure our leaders have the skills and capabilities to champion gender equity and reduce barriers to access and equity.

Goal 4

We enhance capability through workplace flexibility and gender equal care

- › Leaders equipped with skills, knowledge and resources to deal with sudden absences in team (FV, carers etc).



Policies, Procedures and Systems



Recruitment, Recognition & Reward

Goal 2

We attract, grow and retain diverse people, supporting them to be wholly seen at work

- › Commit to workforce diversity target of 15% increase by 2025.



Data and Research



Monitoring, Evaluation and Feedback

Goal 3

Our organisation strives to courageously close gender gaps wherever they occur.

- › Report on gender pay equity in SV Annual Report.

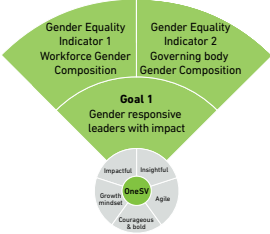

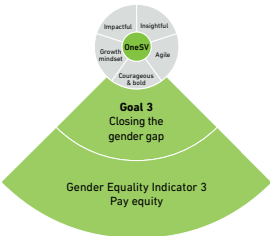
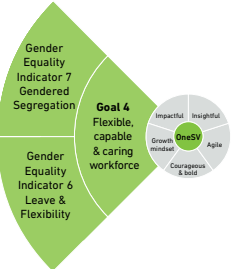
Leadership and resourcing your GEAP

To support the implementation of the strategies and measures outlined in the GEAP, a Strategic Resource Plan will be developed. The plan will outline who will lead key initiatives and review practices relating to the GEAP. The Strategic Resource Plan will be led by the People and Culture branch with the broader endorsement and advocacy of the Executive Leadership Team.

The resource plan will also define the role of SV's Diversity and Inclusion Network and related Working Groups to contribute to the cross-functional championing of initiatives. As required, SV will source the expertise of individuals and groups with specialised knowledge and experience to ensure a best practice approach is taken to meet the requirements of the GEAP.

Funding will be suitably budgeted and allocated over the course of the four-year plan.

Our Strategic Resource Allocation for Gender Equality Action Plan

Gender Equality Act Indicators	Goals	Investment
	Gender responsive leaders with impact: Our gender equal & diverse leadership positions SV as ambassadors for gender quality in the sustainability sector	<ul style="list-style-type: none"> › Budget for research agenda exploring intersectional gender equity
	Diverse workforce, wholly seen: We attract, grow and retain diverse people and empower them to be wholly seen at work	<ul style="list-style-type: none"> › Budget for Diversity, Inclusion in Gender Equality Governance
	Actively closing the gender gap: Our organisation strives to close gender gaps wherever they occur	<ul style="list-style-type: none"> › Immediate Discretionary Budget to remedy pay inequities › Long term budget to support Gender Equity and Remuneration Committee › Budget to Research Gender Pay Gap and workforce segregation in the sustainability sector
	Flexible, capable and caring workplace: We enhance our capability through workplace flexibility and gender equal care	<ul style="list-style-type: none"> › New leave provisions fully funded

