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Parent Procedure(s): Procedure(s) for which this document relates - [hyperlinked](#)

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## PURPOSE

This workplace diversity and inclusion strategy sets out GWMWater's commitment to workplace diversity and inclusion, how we will achieve those objectives and how we will measure those achievements. It details the strategies we will use to ensure we value and respect the diversity of our employees and that of the communities in which we operate, and what we will do to create a workplace that is fair, accessible, flexible, inclusive and in which unlawful discrimination, bullying, harassment or victimisation are not tolerated.

Our objectives are to:

- a) Be an employer of choice for people from diverse backgrounds and improve our ability to attract, develop and retain staff from these groups;
- b) Make diversity and inclusion a central part of how our organisation and employees work;
- c) Support and empower our employees to be able to do their best and bring their whole selves to the workplace; *and*
- d) Ensure that all employees have equal access to opportunities available at work and are equitably rewarded and recognised for their contributions.

Diversity in this strategy refers to all the characteristics that make individuals different from each other. It includes characteristics such as age, caring responsibilities, cultural diversity, disability, gender, Indigeneity, sexual orientation and religion. Diversity is about our commitment to equality and treating all individuals – our employees, customers and the communities in which we operate – with fairness and respect.

Inclusion refers to the act of creating workplace environments in which any individual or group feels welcomed, respected and valued to fully participate and contribute. Inclusive workplace environments incorporate new and different ways of thinking, interacting and working into the way business is done so that all individuals, whether members of majority or minority groups, are able to contribute to the organisation. From this perspective, diversity is seen as giving rise to different life experiences, knowledge, and insights, which can be used to generate alternative views about work and how best to accomplish it.

## Why diversity is important to GWMWater

GWMWater practices diversity and inclusion because it makes good business sense, and also to meet our legal obligations. We recognise that diversity enables us to attract people with the best skills and attributes to develop a workforce whose diversity reflects that of our customers and the broader Australian community. We understand that organisations that value and capitalise on diversity have productive and fulfilling workplaces that assist them to attract and retain employees, leading to savings in recruitment and training costs as well as maintaining corporate knowledge and expertise. It also reduces the high costs associated with workplace exclusion such as increased turnover, absenteeism and reduced productivity.

GWMWater's Diversity and Inclusion strategy is aligned to our Strategic Directions, including our Corporate Plan, Values (COATED), the Victorian Public Sector Commission Code of Conduct and the Water Industry Diversity Strategy. Our strategic intent for Diversity and Inclusion is the attraction, retention and development of a diverse team of skilled people who are increasingly engaged, enabling delivery on our strategy.

## Who the strategy applies to and who is responsible for its implementation

This strategy applies to:

- a) all current employees of our organisation (including; fulltime, part time, casual, fixed term, consultants, temporary and contract workers)
- b) persons seeking employment with GWMWater.

Responsibility for the implementation of this strategy and action plan lies with the Senior Leadership Team.

## Strategies for delivering diversity

Our work towards realising the business benefits of diversity and inclusion through this strategy will include a range of priority actions. For the period 2016-20 our focus actions will be related to:

- a) increasing the cultural diversity in our organisation
- b) increasing gender diversity across our organisation
- c) mainstreaming workplace flexibility.

## Workforce Diversity and Inclusion Strategy 2016–2020: Action Plan

<i>Increasing cultural and gender diversity and flexibility</i>			
<i>Objective</i>	<i>Action</i>	<i>Responsibility</i>	<i>Timeline</i>
<i>To be an employer of choice for people from culturally diverse backgrounds and improve our ability to attract, develop and retain culturally diverse staff</i>	<i>People from diverse backgrounds are highlighted on our career pages, promotional literature and recruitment publications and a diversity statement is included within recruitment advertisements and job application kits</i>	<i>Communications Team People and Culture Team</i>	<i>December 2016</i>
	<i>Ensure gender balanced short lists for all positions</i>	<i>People and Culture</i>	<i>Ongoing</i>
	<i>Develop a trainee strategy to improve succession planning and diversity</i>	<i>People and Culture</i>	<i>December 2016</i>
	<i>Ensure gender balanced interview panels</i>	<i>People and Culture</i>	<i>July 2016</i>
	<i>Provide appropriate training in contemporary recruitment practices.</i>	<i>People and Culture</i>	<i>December 2016</i>
	<i>Ensure GWMWater has a Diversity Plan</i>	<i>People and Culture</i>	<i>August 2016</i>
	<i>Develop a communication plan to build employee understanding of the benefits of diversity and inclusion</i>	<i>People and Culture and Communications Team</i>	<i>December 2016</i>
	<i>Review and update flexible working policies and procedures to support inclusion in the workplace</i>	<i>People and Culture</i>	<i>December 2016</i>
	<i>Ensure all senior leaders, including the Managing Director, undertake inclusive leadership and unconscious bias training</i>	<i>People and Culture</i>	<i>December 2016</i>
	<i>Membership of Diversity Council of Australia</i>	<i>People and Culture</i>	<i>July 2016</i>

	<i>Membership of Pride in Diversity</i>	<i>People and Culture</i>	<i>July 2016</i>
	<i>Develop Reconciliation Action Plan (RAP) in consultation with local indigenous groups</i>	<i>People and Culture</i>	<i>July 2017</i>
	<i>We will develop career pathways for staff from culturally diverse backgrounds through mechanisms such as scholarships, cadetships, apprenticeships and graduate program placements</i>	<i>People and Culture Team</i>	<i>June 2017</i>
	<i>We will develop employment targets for culturally diverse staff which reflect the communities in which we work</i>	<i>Senior Leadership Team</i> <i>People and Culture Team</i>	<i>August 2016</i>
<i>To support and empower our employees to be able to do their best and bring their whole selves to the workplace</i>	<i>We will develop employee networks for staff from culturally diverse backgrounds and for Aboriginal and Torres Strait Islander peoples</i>	<i>People and Culture Team</i>	<i>December 2017</i>
	<i>Make contact and register with local LGBTI community spokespersons</i>	<i>People and Culture</i>	<i>August 2016</i>
<i>We are building an inclusive workplace to help realise the potential of our employees, embrace our differences, and apply our diverse thinking to innovation and delivering services to Victorian communities. All jobs can be worked flexibly and we encourage job applications from Aboriginal people, people with disabilities, young people and people from culturally diverse backgrounds.</i>	<i>Review procedures around promotion, career succession, learning and development and remuneration practices for effectiveness and impact</i>	<i>People and Culture</i>	<i>March 2017</i>

## Identifying key outcomes

GWMWater recognises the diversity targets identified by the Victorian Water Industry and is committed to the aspirational targets outlined below from the following diversity groups:

- a) *1.5% of our workforce will identify as Aboriginal or Torres Strait Islander peoples*
- b) *at least 40% female and 40% male in senior leadership roles*
- c) *10% of our workforce will have an identified disability*
- d) *5% of our workforce will speak a language other than English at home*
- e) *35% of our workforce will identify as having caring responsibilities outside the workplace*
- f) *7% of our workforce will identify as belonging to the LGBTI communities*
- g) *25% of our workforce will work flexibly*

## Identifying how GWMWater will communicate, monitor and report our performance

GWMWater commits to the communication of this policy internally and to our stakeholders, including via our website.