



Gender Equality Action Plan

2021-2025

Metadata Contents

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Acknowledgement

Mallee Catchment Management Authority (CMA) acknowledges and respects Traditional Owners, Aboriginal communities and organisations. We recognise the diversity of their cultures and the deep connections they have with Victoria's lands and waters.

We value partnerships with them for the health of people and country.

Mallee CMA Board, management and employees pay their respects to Elders past, present and emerging, and recognise the primacy of Traditional Owners' obligations, rights and responsibilities to use and care for their traditional lands and waters.



Our Vision

At the Mallee Catchment Management Authority (CMA), our vision is to develop a gender balanced workforce and a culture of equality in all areas of our business by valuing social and professional identity, alternative thoughts, backgrounds, experiences, uniqueness and creativity.

Gender equality, diversity and inclusion within the workforce is how we can demonstrate the highest value for our people, our stakeholders and our community. We need people who think and approach problems differently, who are willing to challenge the status quo, and who come from different backgrounds and experiences.

The community we live and work in is becoming increasingly diverse, represented by significant Indigenous culture, multicultural groups from across the globe, and a strong farming community. Mallee CMA values the differences between people in our community and the contribution these differences make to our work and achieving our vision. Many individual, groups and organisations contribute to ensure that our region's natural resources are managed sustainably.

For us, equality and inclusion are about giving our people a real voice and a sense of being valued for their difference of opinion, style and approach in order to achieve improvements in the way we do business. It is our aim to get it right and continue to move forward and encourage people of all abilities and backgrounds to build a rewarding career, achieving their full potential.

We acknowledge and welcome the unique perspectives of all employees and foster a culture of inclusion where everyone feels valued, respected and is able to fully contribute.

When we value gender equality, diversity and inclusion we see benefits such as higher employee engagement, improved performance, greater innovation, retention of talent, improved employee wellbeing and lower levels of unlawful and unwelcome behaviour such as harassment and discrimination.

The Mallee CMA is committed to gender equality, diversity and inclusion because:

- it improves our access to a broad talent pool and fosters a work environment in which we are more likely to retain a committed and satisfied workforce;
- it improves our relationship with the community, industry and its representatives to enable a better platform in delivering on our commitments;
- it fosters broad-minded thinking, encourages innovation and creates better outcomes;
- there is a strong expectation from our community that all organisations, including Government organisations, will embrace gender equality;
- we want to be part of the Victorian Government's commitment that public sector organisations will strongly embrace and promote gender equality;
- our efforts and contributions complement and add to the collective effort of all CMAs, the Department of Environment, Land, Water and Planning (DELWP) and other organisations working in catchment and environmental management to strengthen gender equality in Victoria's workplaces and communities;
- our reach into various communities and sectors can help others to embrace and support gender equality.

Defining Gender Equality

Gender Equality is about equality of rights, opportunities, responsibilities and outcomes between persons of different genders.

The *Gender Equality Act 2020* (the Act) requires the Victorian public sector to take positive action towards achieving workplace gender equality, ensuring organisations consider and promote gender equality in the workplace and community by embedding it into policies, programs and services.

Gender equality also looks at other forms of disadvantage or discrimination that a person may experience on the basis of intersectionality, including, Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

The Act aims to enhance the economic and social participation by persons of different genders and further promote the right to equality set out in the Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.



Gender Equality Principles





- 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
- Gender equality benefits all Victorians regardless of gender
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
- Advancing gender equality is a shared responsibility across the community
- 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
- Gender inequality can be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality

Our Case For Change

Our natural resources are for everyone and we want a workplace for everyone. We have a responsibility to our community and our future to provide leadership in driving change.

The data shows that women continue to experience discrimination, harassment, reduced opportunities for career advancement and the gender pay gap persists (Australian 2021 pay gap: 14.2%).

The benefits of a balanced and diverse workforce have been established through peer-reviewed research. Some of the benefits are:

-  It aids in the attraction and retention of talented people
-  It can improve workforce engagement and satisfaction
-  It can provide us with a greater understanding of our community and stakeholders leading to improved engagement and shared outcomes
-  Integrating and employing varied perspectives enhances our ability to resolve complex problems and deliver innovative solutions

Our Journey So Far

Development of the Gender Equality Action Plan has provided Mallee CMA with an opportunity to build on the success of our Diversity and Inclusion Plan by acknowledging synergies in our vision, workforce initiatives, data collection, monitoring and reporting and incorporating these into our Gender Equality Action Plan.

Our diversity and inclusion principles complement the Gender Equality Action plan and remain current as we continue to create an environment of:



Consultation and Engagement

To assist the organisation in meeting its obligations under the *Gender Equality Act 2020*, Mallee CMA established the Leading the Way and Gender Equality subcommittee.

The Leading the Way and Gender Equality subcommittee is actively involved in the development and ongoing promotion and implementation of the Mallee CMA Gender Equality Action Plan.

When developing the action plan, the subcommittee provided meaningful consultation and engagement with the board, employees and employee representatives with a series of consultation sessions, encouraging input and feedback.

The Leading the Way and Gender Equality subcommittee is committed to the strategies and measures of the Gender Equality Action Plan and will partner closely with the Leadership Team to achieve our objectives.

Leadership and Resourcing

Mallee CMA Board and Executive Leadership take Gender Equality seriously and are committed to driving change within the organisation and the community. Mallee CMA acknowledges intersectionality of gender inequality where disadvantage is compounded by other characteristics such as ethnicity, disability, age, gender identity, sexual orientation or religion.

The organisation is committed to resourcing the strategies and measures identified to improve Gender Equality outcomes in the workplace and our community.

This will involve incorporating diversity and inclusion initiatives, partnering with others, sharing insights and practices, learning and adapting as we go and continuing to explore our ways of working.

The costs associated with implementing strategies and measures outlined in this Gender Equality Action Plan will be planned for and budgeted as part of existing business processes and initiatives.

Our Board and Leadership Team will receive regular reporting and updates to ensure progress continues against our strategies and measures towards an inclusive and equitable future.



Strategies and Measures

Workplace Gender Equality Indicator	Strategies and Measures
Gender composition of all levels of the workforce	<ul style="list-style-type: none"> • Empower and engage emerging leaders through leadership programs, experiences and opportunities
Gendering composition of governing bodies	<ul style="list-style-type: none"> • Monitor gender membership composition of board committees • Develop pathways to achieve gender composition by promoting and encouraging committee membership
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	<ul style="list-style-type: none"> • Undertake 2-yearly workplace gender audits to monitor the Gender Pay Gap • Monitor and report to the Board on progress by incorporating the Gender Equality Action Plan into our Strategic Outcome Reporting Framework • Continue to improve ease of data collection to streamline processes for the workplace gender audit
Sexual harassment in the workplace	<ul style="list-style-type: none"> • Continue to provide training and awareness for sexual harassment • Monitor and review in line with People Matter Survey results
Recruitment and promotion practices in the workplace	<ul style="list-style-type: none"> • Continue to provide training and awareness for unconscious bias in recruitment practices • Ensure appropriate gender balance in recruitment selection panels • Review recruitment processes to attract greater diversity in candidates
Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family and caring responsibilities	<ul style="list-style-type: none"> • Implement family violence leave policy • Further develop framework for the management of flexible working arrangements for employees, including caring responsibilities • Monitor and review in line with People Matter Survey results
Gendered segregation within the workplace	<ul style="list-style-type: none"> • Identify opportunities in workforce planning for youth positions, career development and succession planning

Monitoring and Reporting

In accordance with the *Gender Equality Act 2020*, Mallee CMA will monitor and submit progress reports to the Gender Equality Commissioner every two years. The Gender Equality Action Plan will be reviewed every four years and re-approved by the board of the Mallee CMA. Each review will include consideration of government policy, with a view to the Mallee CMA remaining compliant and exceeding expectations.

References

Gender Equality Act 2020

Commission for Gender Equality in the Public Sector – Gender Equality Action plans

www.genderequalitycommission.vic.gov.au/gender-equality-action-plans

Commission for Gender Equality in the Public Sector – Workplace Gender Auditing

www.genderequalitycommission.vic.gov.au/workplace-gender-auditing

Victorian Public Sector Commission - Mallee Catchment Authority People Matters Survey 2021, Results Report

Workplace Gender Equality Agency – The Gender Pay Gap

<https://www.wgea.gov.au/the-gender-pay-gap>

APPENDIX

Workplace Gender Audit Data

Indicator	Workforce Data			Employee Experience Data
1. Gender Composition of the Workforce		Men	Women	88 per cent of survey respondents agree that there is a positive culture within Mallee CMA in relation to employees of different sexes/genders
	Overall Workforce	52%	48%	
	Full Time	45%	39%	
	Part Time	2%	10%	
	Casual	5%	0%	
2. Gender Composition of the Governing Body	Men	Women		N/A
	25%	75%		
3. Pay Equity*	Median Base Salary Gap		-1.7%	N/A
	Median Total Remuneration Gap		-1.6%	
	Mean Base Salary Gap		-6.9%	
	Mean Total Remuneration Gap		-6.6%	
4. Sexual Harassment	Number of formal sexual harassment complaints made		Nil	<p>0 per cent of survey respondents experienced sexual harassment (calculated by subtracting the percentage of survey respondents who selected "No, I have not experienced any of the above [sexual harassment] behaviours" from 100%)</p> <p>88 per cent of survey respondents agreed that they feel safe to challenge inappropriate behaviour at work</p> <p>82 per cent of survey respondents agreed that Mallee CMA takes steps to eliminate bullying, harassment and discrimination</p> <p>88 per cent of survey respondents agreed that Mallee CMA encourages respectful workplace behaviours</p>

5. Recruitment & Promotion	Overall gender composition	Men	Women	67 per cent of survey respondents agreed that Mallee CMA makes fair recruitment and promotion decisions, based on merit 42 per cent of survey respondents agreed that they feel they have an equal chance at promotion within Mallee CMA
	Recruitment	60%	40%	
	Promotions	50%	50%	
	Higher Duties	40%	60%	
	Exits	46%	54%	
6. Leave & Flexibility	Gender composition of workforce	Men	Women	88 per cent of survey respondents agreed with Mallee CMA would support them if they needed to take family violence leave 69 per cent of survey respondents agreed that they were confident that if they requested a flexible work arrangement, it would be given due consideration 88 per cent of survey respondents agreed that Mallee CMA supports employees with family or other caring responsibilities, regardless of gender
	Using formal flexible working arrangements	5%	10%	
	Taken parental leave	33%	67%	
	Exited the organisation during parental leave	Nil		
7. Gendered segregation	Gender composition of ANZSCO code major groups	Men	Women	N/A
	1. Managers	8%	3%	
	2. Professionals	35%	35%	
	3. Technicians and trades workers	Nil		
	4. Community and personal service workers	Nil		
	5. Clerical and administrative workers	0%	16%	
	6. Sales workers	Nil		
	7. Machinery operators and drivers	Nil		
	8. Labourers	Nil		

Note: Percentage may not equal 100% due to rounding and due to the exclusion of self-described gender where identification is possible.

*A gender pay gap that is positive (i.e. >0) means that the average annualised full-time salaries of men are greater than women, while a gender pay gap that is negative (i.e. <0) means that the average annualised full-time salaries of women or people of self-described gender are greater than men.



mallee
catchment management authority

Cnr Koorlong Ave & Eleventh St, Irymple
03 5051 4377 | reception@malleecma.com.au
www.malleecma.com.au