



Belonging @ Barwon Water Inclusion Action Plan

2022- 25

We listen with open minds;
respect and embrace differences
in people, ideas and experiences.

Foreword



On behalf of Barwon Water, I'm proud to present our Belonging @ Barwon Water 2022-25 Inclusion Action Plan.

We recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation. We proudly acknowledge the Traditional Custodians of the land on which we work and live, and on the water on which we all rely. We pay our respect to Elders, past, present and future.

This plan provides an outline of the path we will follow to improve diversity and inclusion at Barwon Water and meet objectives of our Strategy 2030. We're striving for a more diverse and inclusive workforce, reflective of the customers and community we serve.

I'm proud that Barwon Water is a place where everyone can bring their whole selves to work. We have made considerable progress on this journey since our first Diversity, Inclusion and Gender Equity Strategy was released in August 2016.

Our purpose as an organisation is to deliver outstanding value to the community by delivering high quality, affordable and reliable water services. In order to provide these services, we are continually trying to improve diversity and inclusion across all areas of our business.

In preparing this plan, we have reflected on our existing work practices and have challenged ourselves to make significant step changes over the next three years. We have identified many meaningful opportunities as a provider of essential services, an employer of choice and community partner.

Along our journey we have learned more about what it means to be an inclusive employer. Fundamental to our core values of Accountable, Caring, Courageous, Inclusive and Safety-focused, is our ability to actively tap into, make the most of and celebrate the differences we each bring to the table.

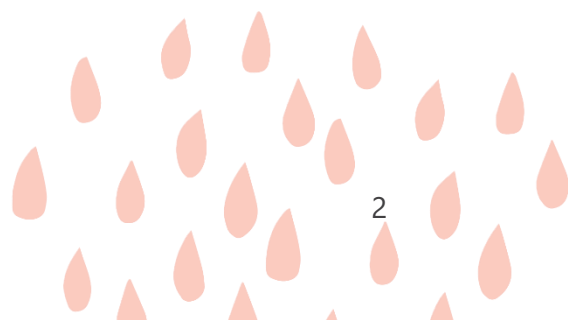
I'd like to give a special thank you to our employees who contributed to our Belonging @ Barwon Water 2022-25 Inclusion Action Plan. I'd also like to thank our Board Directors, who provided excellent guidance on their vision for diversity and inclusion at our organisation.

Thanks to your hard work, Barwon Water is playing a role in leading diversity and inclusion improvement across the region.

The result is this evidence-based action plan, embedded within our High Performance Strategy, a key enabler in realising our Strategy 2030.

Thank you.

Tracey Slatter
Managing Director
Barwon Water





The question is why?

At Barwon Water (including our subsidiary Barwon Asset Solutions), we care about safety, our employees, customers, community, environment and our region, our home.

We are moving from a utility service provider to an enabler of regional prosperity, focusing on high performance by building a more diverse and accountable organisation where leadership is shared and inclusive to deliver outstanding value to our customers and community.

Through embracing diversity and building on our inclusive culture, we are also able to make a significant impact on our region, making it more liveable, equitable, safe and inclusive.

By 2030, it is our objective to achieve diversity, inclusion and gender equity at all levels of the organisation.

Our employee value proposition

We celebrate our diversity, show respect and appreciate the unique talents and perspectives that each of us bring. We learn from and work with our Traditional Owners.

We believe everyone is a leader and an entrepreneur. Together we are empowered, trusted and accountable for achieving our ambitious goals. We come to work with the courage to lean in, challenge ourselves and celebrate accomplishments big and small.

The safety and wellbeing of employees, contractors and community members comes first.

We care for our customers, community, region (our home), the environment and each other.

At Barwon Water you will not only achieve more for yourself, your contributions support the community - helping make our Region more prosperous and our world a better place.

An invitation to you

Creating a diverse and inclusive organisation comes down to each of us going on both an individual (and collective) journey. Each of us is invited to get introspective about our own experiences and beliefs, and to learn from these. Each of us is invited to discover our own why.

Perhaps you've experienced the negative implications of a workplace where you felt you couldn't be yourself or were disadvantaged. Perhaps you're passionate about creating a world of equality and respect for your family, friends, and community. Perhaps someone took a brave action somewhere in your life that helped you feel more included and accepted.

Growth requires courage. It takes effort and a commitment to unpacking things we might be uncertain or uncomfortable about; to question and challenge how we think and why. It requires leaning into vulnerability. Barwon Water will continue supporting our people to build an even more diverse and inclusive workplace together.

Contents

Foreword	2
The question is why?.....	3
Our employee value proposition	3
An invitation to you	3
Gender Equality Act.....	5
Objectives.....	6
What else?.....	8
Regional Partnerships.....	8
Disability Action Plan.....	8
Aboriginal Employment & Retention Strategy	9
Inclusive and Accessible Customer Communication Program	9
Belonging @ Barwon Water.....	10
Action plan.....	12
Lead	12
Promote	13
Recruit.....	14
Adjust	15
Data Collection	17
Monitoring / review	18
Measures and targets.....	19
Diversity Targets – Barwon Water.....	19
Diversity Targets – Barwon Asset Solutions.....	20
Appendix 1: Workplace gender audit data insight summary (Barwon Water)	22
Appendix 2: Workplace gender audit data insight summary (Barwon Asset Solutions).....	23

Gender Equality Act

Under the *Gender Equality Act 2020* we have a responsibility to prepare a Gender Equality Action Plan, which we have incorporated into this Belonging @ Barwon Water Inclusion Action Plan.

The Act sets out seven workplace gender equality indicators, representing key areas where workplace gender inequality persists and where progress towards gender equality must be demonstrated.

These indicators, in addition to those Barwon Water are continuing to measure, support us to improve gender equality in your workplace. We are committed to collecting and reporting data against these indicators in our annual diversity and inclusion survey, while continuing to make progress towards gender equality.

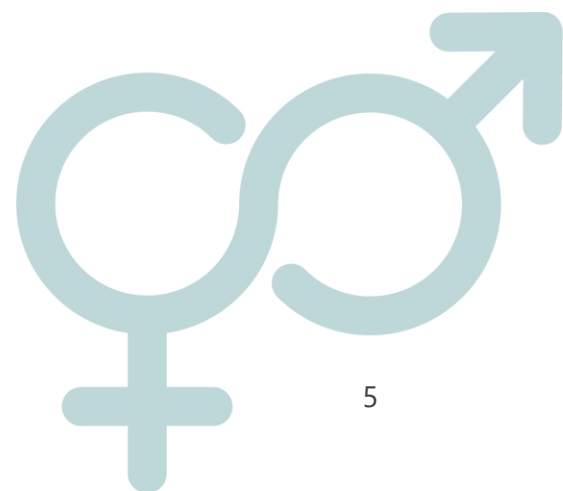
The seven workplace gender equality indicators are as follows:

- gender pay equality
- gender composition at all levels of the workplace
- gender composition of governing bodies (i.e. our Board)
- workplace sexual harassment
- recruitment and promotion
- gendered workforce segregation (i.e. workforce composition)
- leave and flexibility.

The results of our workplace gender audit analysis from 30 June 2021 can be found in Appendix 1 (Barwon Water) and Appendix 2 (Barwon Asset Solutions). This audit data was analysed by an independent third party who provided a series of recommended strategies and measures which have been incorporated into this place.

In addition to our internal reporting, we are committed to meeting the progress reporting requirements of the act, including:

- the policies, programs and services which a gender impact assessment was applied
- any actions taken as a result of gender impact assessments
- our progress towards the objectives and targets set out in our Belonging @ Barwon Water Inclusion Action Plan (which incorporates our Gender Equality Action Plan)
- our progress in relation to the workplace gender equality indicators
- our progress towards our targets and any targets or quotas which are defined under the Act (noting there are currently no targets and quotas).



Objectives

We know that a diverse and inclusive workforce that includes individuals from a range of backgrounds will lead us to achieve better outcomes for our customers and community.

Through being an inclusive organisation where our employees can bring their whole selves to work we create a sense of belonging that in turn lifts our productivity and output leading to benefits for our customers.

When we reflect the diversity of our customers and community, we will have greater insight into and connection to them. The diversity of thinking, skills and experience, along with perspectives that come with this diversity are proven to link to improved problem solving, decision making, enhanced innovation and creativity.

We recognise that some groups experience greater barriers to employment and advancement compared with others, and we strive to create equity at Barwon Water.

This plan is centered on four key focus areas to guide our activities for the next three years.

Focus areas



Lead

We will develop inclusive leaders who listen with open minds, respect and embrace difference in people, ideas and experiences. We will do this by increasing understanding, and recognising and rewarding inclusive behaviours.

Recruit

Through innovative recruitment techniques we will increase diversity across a range of demographics with a particular focus on women, Aboriginal & Torres Strait Islander people, and people with disability, LGBTIQ+ people and people from a variety of cultural backgrounds.

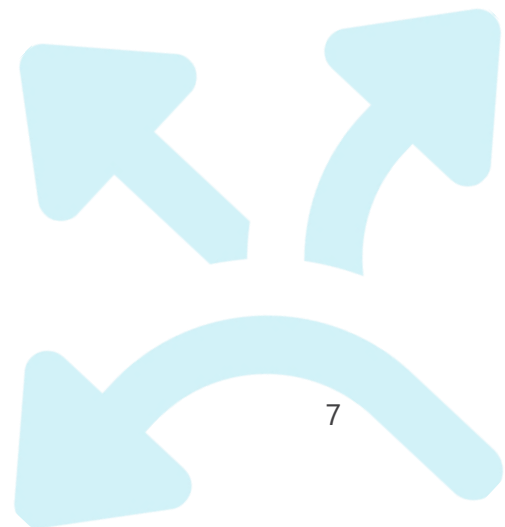
We will have a focus on reducing the gender segregation in our workplace with particular focus on departments with less than 30% of men or women.

Promote

We will increase the percentage of employees who feel that their personal attribute/s or circumstances are not a barrier to their development or career aspirations at Barwon Water. We will do this by listening to our employees, conducting policy reviews and collecting and analysing data to identify existing barriers, inequities and potential solutions.

Adjust

We will commit to making adjustments where necessary to create equity and promote inclusion. This will include furthering our commitment to flexible working, increasing the awareness and understanding of our staff in unconscious bias, reviewing our remuneration practices and rethinking the way we do things.



What else?

In addition to this Belonging @ Barwon Water Inclusion Action Plan and our previous Diversity & Inclusion Action Plans which focus on inclusion within the organisation, we have increased our focus on inclusion and accessibility for our customers and community.

Regional Partnerships

Barwon Water is committed to supporting regional partnerships which support a more diverse and inclusive region. In particular, our partnerships with *GROW* and Northern Futures are supporting opportunities for those who experience barriers to workforce participation and business opportunities.

Barwon Water collaborates with *GROW* and Northern Futures on our trainee program, in partnership with GForce and Wan-Yaari.

GROW

GROW is a long-term strategy to generate local sustainable jobs, and support job seekers from areas with high rates of unemployment to have equitable access to these opportunities. *GROW* is a Collective Impact initiative, bringing together philanthropic, business, government and community organisations and making inclusive jobs growth a priority for everyone in the G21 region.

As signatory of the *GROW* Compact, Barwon Water is committed to adding value to the G21 Region, including the social benefit generated by investing in local businesses and local people. The ongoing sustainability of our business entails an individualised response to the *GROW* principles, as demonstrated in our Compact Action Plan.

Northern Futures

Northern Futures is working to collapse the barriers and create pathways into employment for individuals who are disengaged from education and work, and who would be unlikely to secure employment and fit into the workplace without extra support.

Disability Action Plan

Barwon Water's Disability Action Plan is currently being updated. The action plan will cover off on four key focus areas, some of which will be addressed through the actions within this plan, and the Inclusive and Accessible Customer Communication program:

- reducing barriers to persons with a disability accessing goods, services and facilities
- reducing barriers to persons with a disability obtaining and maintaining employment
- promoting inclusion and participation in the community of persons with a disability
- achieving tangible changes in attitudes and practices which discriminate against persons with a disability.

Aboriginal Employment & Retention Strategy

Barwon Water's Aboriginal Employment and Retention Strategy continues the positive and respectful journey we have been on with the local Aboriginal Community to achieve meaningful and sustainable outcomes.

The strategy is a key commitment under the Barwon Water Innovate Reconciliation Action Plan and is structured around five key areas; recruitment, induction, inclusive workplace practices, retention, and development.

At the heart of this framework is understanding and embedding Aboriginal cultural values and the holistic wellbeing of Aboriginal Peoples, to provide the foundations for creating and delivering culturally appropriate, respectful and meaningful outcomes for Aboriginal employees.

We aim to attract increasing numbers of Aboriginal employees into career pathways that are diverse and inclusive, provide culturally appropriate support and empower Aboriginal employees to progress and succeed professionally.

Barwon Water's Aboriginal Employment and Retention Strategy provides an outline of the path we will follow on our journey to achieving Aboriginal employment outcomes, enhancing relationships and continuing our commitment to be a diverse, inclusive and culturally safe employer of choice for the Aboriginal community.

Inclusive and Accessible Customer Communication Program

The **Inclusive and Accessible Customer Communication Program** was developed in December 2020, to remove barriers to accessing our services, ensure understanding of our communications and enable participation in our engagement, with the overall to strengthen the inclusivity and accessibility of our communications and engagement with customers.

Key actions completed and underway include:

- providing tailored communication on customer support measures for culturally and linguistically diverse (CALD) customers, utilising demographic data on languages spoken in our region, coupled with low English literacy
- developing partnerships and improved connection with CALD communities in the Region, as a standing member of the Geelong Settlement Committee
- delivering training to frontline staff on maximising the use of Barwon Water's Translating and Interpreting Service (TIS)
- improved capture of customer data where language support is required
- finalising the draft policy and creating a supporting framework of ongoing interventions to embed the program at Barwon Water.

Belonging @ Barwon Water

The following action plan includes actions and initiatives that will address both the dynamic and mechanic elements critical to achieving our diversity and inclusion objectives.

The data gathered during the process of developing this action plan reinforced how crucial leadership and culture will be to achieving successful outcomes.

Without inclusive leadership practices and culture, our success to date and throughout the next phase of our journey may not be sustainable. Our Senior Leadership Team will embed Diversity and Inclusion key performance indicators into their annual Personal Performance Plans to ensure we hold each other to account guiding principles

Diversity doesn't equal inclusion.

We recognise that we can only realise the benefits of diversity if we grow an inclusive culture.

Our actions will allow us to continue to cultivate a constructive culture which effectively promotes inclusive leadership and accountability among all people leaders, provides equality and fairness of opportunity, and openness and freedom from bias and discrimination.

Inclusion doesn't mean treating everyone the same.

While everyone should be included and provided fairness of opportunity regardless of who they are, demonstrating inclusion can sometimes mean having to treat someone differently. Treating everyone the same can place people with particular needs and circumstances at a disadvantage and could even be discriminatory – this is why being inclusive isn't treating everyone the same.

Equity is a principle that we value at Barwon Water, we are prepared to introduce targeted actions to remove barriers that prevent some people from reaching their full potential.

We cast a wide net.

When recruiting for vacant roles, we ensure we have the widest reach and can attract a diverse applicant pool. This may mean targeting underrepresented groups and ensuring our recruitment process is inclusive and accessible to all.

When selecting the successful candidate, we won't lower our standards to recruit for diversity but we will ensure we look harder to find someone whose values align with ours, who will bring diversity of thought and experience to the role and someone who is committed to their own personal growth.

Consultation

Barwon Water consulted on our Belonging @ Barwon Water Inclusion Action Plan 2022-25 throughout late 2020 and into 2022.

To develop this plan, consultation initially commenced with the Governing Board, the People Culture & Executive Remuneration Committee, senior management and the people team. This engagement occurred at various times, seeking engagement on the approach, targets and metrics, and actions.

To ensure we were looking outside of our organisation and capturing actions which would drive change, we sought guidance and support from diversity and inclusion specialist consultants to inform our plan and seek advice on best practice.

Barwon Water also conducts an annual Diversity and Inclusion Survey which was used to inform the actions and the targets presented in this plan. In 2021, this survey was expanded to collect the data required to complete the workplace gender audit as required under the *Gender Equality Act 2020*. We use the data and insights collected from these surveys of all employees to inform our plans and to provide a confidential way for employees to share their experiences.

In January 2022, we wrote to all employees and sought their input and feedback on the draft Belonging @ Barwon Water Inclusion Action Plan 2022-25. To support this engagement, we held an open session in February 2022 for employees to participate in a discussion on the draft plan, provide feedback and seek clarification.

At the same time we engaged with employees, we wrote to each of the Unions which represent Barwon Water Group employees, providing them with a copy of the draft plan and the opportunity to seek clarification or provide feedback and input to the plan.

Following this period of consultation with employees at all levels in the organisation, as well as with Unions, we launched the Belonging @ Barwon Water Inclusion Action Plan 2022-25 at an all employee event in April 2022. This was followed up with written communication to all employees.

Barwon Water is committed to further consultation with service users and employees, including as detailed as part of actions 3.1, 4.3, 5.3, 5.5, 5.7 and 5.8.



Action plan

Barwon Water’s People department (11 FTE total) will drive our action plan, with the support of our Senior Leadership Team as required, to implement actions, outcomes and change.

To support the delivery of the actions included within the plan, and others which may be required throughout the life of this plan, we will have a dedicated annual budget of \$20,000.00 for specific diversity and inclusion initiatives. In addition to this, our learning and development budget will be leveraged to support education and competency uplift to support the achievement of this action plan.

The following actions are those which are current and continuing, have delivery targets over the next 24 months, or are considered horizon actions (those which are subject to review of progress, and actions which are outcomes of actions to be completed within the next 24 months).

1	Lead	Timeline
1.1	All learning programs to embed inclusive leadership as a learning objective.	Ongoing
1.2	Design a DEVELOP 2030 module focused on Inclusion to roll out to all people leaders.	Jun-22
1.3	Following our commitment to the Diversity Council Australia #IStandForRespect pledge to stand against gendered harassment and violence in all its form, expand on our current Harassment Prevention education and training practices to deliver Face to Face Sexual Harassment training delivered to all people leaders on obligations and associated processes.	April-22
1.4	Family violence training delivered to all senior leaders by family and domestic violence professionals.	Apr-23
1.5	Inclusion competency becomes mandatory in all PPPs and PDs, replacing Resilience.	Jul-22
1.6	Establishment of a Gender Impact Assessment toolkit to allow Barwon Water to complete gender impact assessments of all new policies, programs and services that directly and significantly impact the public, as well as those up for review, in accord with the Gender Equality Act 2020.	Jan-22
1.7	Increase focus on remedial performance management to the point BW should be at for best practice, which may increase number of vacancies.	Ongoing
1.8	Review all HR policies for inclusive language and specific inclusion of Aboriginal and Torres Strait Islander people, LGBTIQ+ people, people with disability and people from all cultural backgrounds.	Aug-22
1.9	Explore Active Bystander Intervention training and awareness programs.	Oct-22
1.10	Increase participation in Pride in Water and WaterAble networks – promote internal participation, celebrate external participation and achievements with the networks.	Ongoing

1.11	At the launch of this Belonging @ Barwon Water Inclusion Action Plan, aim to increase the engagement of men by having men highlighting their issues, stories and successes, to further raise awareness.	Apr-22
1.12	Expanding on our connection to the Workplace Gender Equality Agency (WGEA) of which our Managing Director is a Pay Equity Ambassador, seeking accreditation with WGEA as an "Employer of Choice for Gender Equality".	Oct-23
Success Measures	<p>As measured by the annual Diversity and Inclusion survey:</p> <ul style="list-style-type: none"> Increased annual favorable percentage response to the statement "People in my workgroup actively support diversity and inclusion in the workplace" – baseline 81% at June 2021 By 2024, 80% of employees will feel that Barwon Water values and celebrates individual differences – baseline 73% at June 2021 	

2	Promote	Timeline
2.1	Development of an organisational succession plan for all critical and leadership roles. Review gender representation at all levels where successors are identified, including action plan for succession pathways for women. This should inform Action 2.6.	In flight
2.2	Investigation into accelerated program for the next ELT / SLT, addressing any identified imbalance through the succession planning project. Development focus to be on business acumen, customers and finance, aligned to our competency framework. Consideration of "imbalanced" cohort i.e. more women than men participating.	Dec-22
2.3	Review mentoring program that ensures: <ul style="list-style-type: none"> - 50/50 gender balance for both mentors and mentees - intersectional data about participants is collected - evaluation of the program is conducted regularly 	Mar-22
2.4	Consideration and design of leadership secondment and rotation program to diversify experience of women leaders.	Feb-23
2.5	Internal women's networking forum introduced across the organisation for women to connect and network, share experiences, discuss achievements and juggling challenges, support each other.	Aug-22
2.6	Development of a specific recruitment strategy to increase women in our workplaces, specifically: <ul style="list-style-type: none"> • to increase women at Bands 7-SO in the infrastructure group; • to attract women to technical roles; and • to attract women to field based operational roles. 	Dec-22
2.7	Engage a disability consultant to review the accessibility and inclusiveness of the organisation and its policies towards people with disability, including the collection of data.	Sept-23
2.8	Conduct a workshop to explore what it means to belong at Barwon Water and how to improve individuals' sense of belonging with a keen focus on participants from marginalized and minority groups. Include actions to address any findings in 2022 review of Belonging @ Barwon Water Inclusion Action Plan.	Sept-22

Success Measures	<p>As measured by the annual Diversity and Inclusion survey:</p> <ul style="list-style-type: none"> • By 2024, 80% of employees will feel that their personal attribute/s or circumstances are not a barrier to their development or careers aspirations at Barwon Water – baseline 67% at June 2021 • By 2024, promotions are occurring at a gender balance rate of 50 / 50 at Barwon Water – baseline 40% women and 60% men at June 2021
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3	Recruit	Timeline
3.1	1) Conduct a Gender Impact Assessment (GIA) on our recruitment policy and then 2) revise policy based on outcomes.	Complete Jun-22
3.2	Promotion of an inclusive workplace through increasing representation of people from different race, religious and cultural backgrounds in internal and external communications (including social media).	Ongoing
3.3	Membership and participation in groups and communities which advocate for and support diversity and inclusion such as Work180, Diversity Council Australia, VicWater Diversity & Inclusion Steering Committee, etc.	Ongoing
3.4	Introduce specific, targeted recruitment plan for engaging more women: <ul style="list-style-type: none"> • at Level to CEO -3 • at Band 7, 8 and 9 in the infrastructure group 	Apr-23
3.5	Advertise all roles on Women only job boards such as Work 180 and maintain endorsement as recommended employer	Ongoing
3.6	Utilise Aboriginal job boards such as Wan-Yaari and National Indigenous Times to encourage Aboriginal and Torres Strait Islander applicants and support the Barwon Water Reconciliation Action Plan (RAP)	Ongoing
3.7	Maintain and continue to build on our collaborative partnerships in the region which support people seeking work with significant barriers to employment, such as Northern Futures, Wan-Yaari and others.	Ongoing
3.8	Continue to attract diverse candidates to traineeships, apprenticeships and graduate programs by expanding partnerships and continuing to provide scholarships.	Ongoing
3.9	Cast a wide recruitment net to have the widest reach and attract a diverse applicant pool: <ul style="list-style-type: none"> • Reinforce targets for balanced gender split for progression to interview stage of recruitment • Review applications half way through advertising period and adjust approach if not balanced 	Ongoing
3.10	Create a "trained assessor" pool from across the organisation to maximise potential of the organisation to maintain diversity in interview panels.	Jun-23
3.11	People team to hold regular workforce planning meetings to review diversity and inclusion plan progress and support utilisation of existing talent pipelines to support achievement of diversity and inclusion targets.	Ongoing

3.12	<p>Challenge how we recruit:</p> <ul style="list-style-type: none"> For typically gendered roles, engage third person on recruitment panel, such as someone outside of hiring areas to provide a more independent / unbiased view Hiring managers must consider alternatives for roles including hiring graduate rather than experienced candidates General Managers always involved at job brief and at point of selection to ensure discussion on role requirement, team culture and fit, broader capability discussion 	Ongoing
3.13	<p>Recruitment Data Collection and Analysis</p> <ul style="list-style-type: none"> Implement integrated HRIS and online recruitment system which can facilitate collection of diversity data (gender, ethnicity, etc.) 	Jun-23
3.14	Develop a strategy to attract applicants from diverse backgrounds, such as other industries, people of colour and people with disability.	Dec-22
3.15	Review recruitment processes to develop more robust systems for ensuring that recruitment prioritises the right behaviours and values (Caring, Safe, Inclusive, Accountable, Courageous) in prospective employees.	May-22
Success Measure	Achievement of the Diversity Targets included within the Measures & Targets section.	

4	Adjust	Timeline
4.1	<p>Workplace Flexibility Policy relaunch including workshops for people leaders, ensuring flexible work arrangements are available to all employees unless there is a specific organisational restraint.</p> <ul style="list-style-type: none"> HRBP's to coach people leaders on options for flexible work arrangements through hiring process, new employee commencement, and in interactions with teams/departments Include testimonials on People intranet page and careers page on website of senior leaders demonstrating flexible work in action. Commence reporting on flexibility access by gender. 	<p>Ongoing</p> <p>Jun-22</p> <p>Jan-22</p>
4.2	Promotion of annual events celebrating difference such as IDAHOBIT Day, NAIDOC Week, Wear it Purple Day etc. through the intranet as well as our social media channels.	Ongoing
4.3	<p>Exploratory study into childcare or other similar arrangement which may be able to be implemented to support our employees with young children return to work, work flexibly, and manage the demands of on-call/standby arrangements.</p> <p>Study to included employee survey, focus groups, financial viability study, and business case development if viable.</p>	June-23
4.4	Develop a social media calendar to post regular messages of inclusion and the value of diversity.	Jul-22

4.5	Revise the values and EVP ensuring alignment to our inclusive culture, and recognise outstanding examples of inclusion through a revamped recognition program	In flight
4.6	Unconscious bias e-learn module developed and launched; completed by 50% of employees	Oct-22
4.7	Undertake an investigation into the gendered nature of our Annualised Salary Positions, including review of annualised salary process and application.	Nov-22
4.8	Increased retention through return to work programs that offer employees returning to work following a career interruption such as parental leave, to refresh their skills and ease them back into the workplace.	Dec-22
4.9	Sharing communication and cultural diversity stories.	Ongoing
4.10	Promote availability of tools and support for employees (e.g. audio loops in meeting rooms, mindfulness room, parents room).	Ongoing
4.11	Review regional facilities for parent rooms and women's change rooms.	Jun-22
4.12	Review current increment/progression data to identify if women are being disadvantaged due to periods of parental leave from progressing through the banding levels. Implement strategy to address if any disadvantage is identified.	May-22
4.13	Review job design of operational/field based roles, to increase flexibility and attractiveness to a more diverse candidate pool, including a rethink on overtime and allowances (such as Standby) and how these are used and why. <ul style="list-style-type: none"> • Utilise workshops of team members to gain insights and input to inform outcomes; and • Seek to understand what others in industry are doing in the same space. 	Jun-23
Success Measure	80% of employees indicate they have access to the flexible working arrangements they need to effectively balance their home and work responsibilities by 2024.	

5	Data Collection	Timeline
5.1	Complete second workplace gender audits (data at 30 June 2025)	Oct-25
5.2	Review areas with high levels of gender imbalance and identify barriers and enablers to inclusion.	June-23
5.3	Undertake annual Diversity & Inclusion Survey to gather current organisational demographic data	June-22 June-23 June-24
5.4	Review data collection practices to be able to calculate pay gap and representation based on ethnicity, disability and LGBTIQ+ - <i>aligned to action 3.12</i>	June-23
5.5	Conduct a series of focus groups to understand the lived experience of our employees. Questions to be focused on the core focus areas: lead, promote, recruit and adjust	Dec-23
5.6	Expand quarterly Organisational Health Check reporting to become "Voice of Employee": <ul style="list-style-type: none"> • Expand promotion statistics to review trends over time. • Confirm balanced shortlisting occurring, breakdown of interview panel gender composition etc. • Report and track on exit survey outcomes 	Jul-22
5.7	Conduct a pulse survey of employee recruitment in the past 5 years to understand what attracted them to Barwon Water. Survey to include collection of demographic data to enhance data interpretation and identification of trends.	Aug-22
5.8	Conduct consultation with mid-career women about career progression, job satisfaction and perceived or actual barriers to retention and promotion.	Dec-22



Monitoring / review

Internal

Barwon Water will complete an annual review of our Belonging @ Barwon Water Inclusion Action plan.

The review will be completed by 31 December in each of the years 2022 through 2024, taking into account the data collected via our annual Diversity & Inclusion Survey which will be completed in June each year, as well as any findings from actions taken throughout the previous 12 months.

Any review of the Belonging @ Barwon Water Inclusion Action plan and subsequent variation will consider the impact and connection to our Disability Action Plan and Customer Centre Accessibility programs.

External

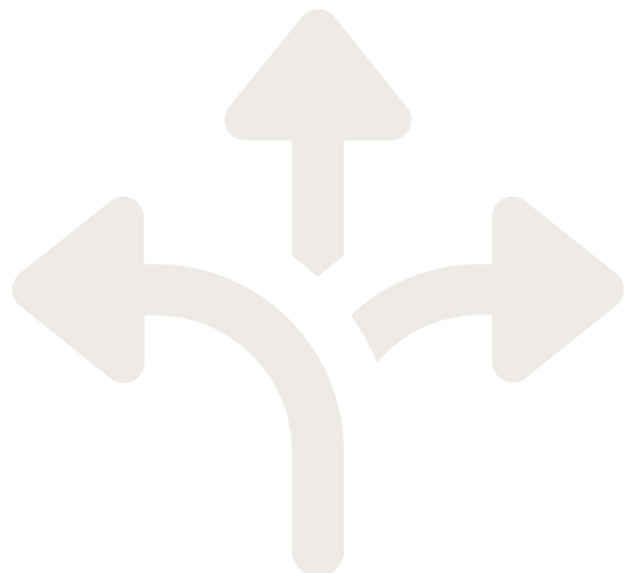
Barwon Water will ensure compliance with the Gender Equality Act 2020, through meeting the following reporting timelines as outcomes of monitoring and audit activities.

During the current Belonging @ Barwon Water Inclusion Action Plan:

- Complete first workplace gender audit – 30 June 2021 (*complete*)
- Submit our Gender Equality Action Plan (incorporated into this Belonging @ Barwon Water Inclusion Action Plan) – 31 March 2022 (*complete*)
- Submitting our first progress report – 31 October 2023.

Beyond this current Belonging @ Barwon Water Inclusion Action Plan:

- Complete second workplace gender audit – 30 June 2025
- Submitting our second progress report – 31 October 2027.



Measures and targets

With such great process made to date since our first Diversity, Inclusion and Gender Equity Strategy was released in August 2016, we are continuing on our journey and looking to make a bigger impact on diversity and inclusion at Barwon Water.

In addition to the success measures for each focus area, we have some overarching diversity targets that we will monitor throughout the life of this plan.

Our targets have been developed in consideration of our region’s demographics and our peers in the Water Industry. When it comes to our region, the demographic data from the City of Greater Geelong local government area were used as the majority of our employees (73%) reside within this area.

The City of Greater Geelong data from the 2016 census shows representation as follows:

- Aboriginal & Torres Strait Islander Inclusion 1.00%
- People with a disability 6:00%
- Cultural & Linguistic Diversity 16.2%
- Gender balance 52% Women / 48% Men

We note that this data isn’t directly comparable for people with a disability and Cultural & Linguistic Diversity, with the definition and data included varying between our collection and the census data. However, it does provide us with insights that support the development of our actions and our endeavor to move beyond reflecting our community, to being the most inclusive organisation in our region.

Diversity Targets – Barwon Water

Focus area	Actual June 2021	Target June 2022	Target June 2023	Target June 2024	Target June 2025
Aboriginal & Torres Strait Islander inclusion*	2.0%	2.5%	3.0%	3.5%	4.0%
People with a disability*	8.0%	10.0%	12.5%	15%	17.5%
Cultural & Linguistic Diversity* (language other than English or born overseas)	16%	17.5%	20.0%	22.5%	25%
Gender balance (organisation)^	38% W 62% M	39% W 61% M	40% W 60% M	41.5% W 58.5% M	43% W 57% M
Gender balance (SLT)^	53% F 47% M	40:40:20	40:40:20	40:40:20	40:40:20

*Actual data = percentage of Employee Experience survey respondents, Target = percentage of total workforce

^Data from payroll system

Diversity Targets – Barwon Asset Solutions

Focus area	Actual June 2021	Target June 2022	Target June 2023	Target June 2024	Target June 2025
Aboriginal & Torres Strait Islander inclusion *	5.0%	5.5%	6.0%	6.5%	7.0%
People with a disability *	11.0%	12.5%	14.0%	15.0%	17.5%
Cultural & Linguistic Diversity * (language other than English or born overseas)	7.0%	9.5%	12.0%	14.0%	16.0%
Gender balance (organisation) ^	18.8% W 81.2% M	20.5% W 79.5% M	22.0% W 78.0% M	23.5% W 76.5% M	25.0% W 75.0% M
Gender balance (SLT) ^	20% W 80% M	40:40:20	40:40:20	40:40:20	40:40:20

*Actual data = percentage of Employee Experience survey respondents, Target = percentage of total workforce

^Data from payroll system





 Barwon Water

Appendices

Appendix 1: Workplace gender audit data insight summary (Barwon Water)

Indicator	2021 Gender Wage Audit – Data @ 30 June 2021
1 – Gender composition of the workforce	Overall gender composition of the workforce: <ul style="list-style-type: none"> • 38% Women / 62% Men Overall gender composition of the workforce, by employment basis: <ul style="list-style-type: none"> • Full time – 23% Women / 61% Men • Part time – 15% Women / 1% Men
2 – Gender composition of governing body	Overall gender composition of the Board: <ul style="list-style-type: none"> • 67% Women / 33% Men
3 – Pay equity	Overall organisational gender pay gaps: <ul style="list-style-type: none"> • Mean annual base salary gap – 0.9% • Mean total remuneration gap – 4.4% • Median base salary gap – 8.6% • Median total remuneration gap – 11.5%
4 – Sexual harassment	There were no reported incidents of sexual harassment in the reporting period and no employee reported that they had experienced sexual harassment through the Employee Experience Survey which informed the audit.
5 – Recruitment and promotion	Overall gender composition of: <ul style="list-style-type: none"> • Recruitments – 51% Women / 49% Men • Promotions – 40% Women / 60% Men • Higher duties – 39% Women / 61% Men • Internal secondments – 43% Women / 57% Men • Exits – 41% Women / 59% Men • Career development opportunities in the organisation – 38% Women / 62% Men
6 – Leave and flexibility	<ul style="list-style-type: none"> • Proportion of the workforce using formal flexible working arrangements – 24% • Utilisation of form flexible working arrangements, by gender - 37% Women / 63% Men • Gender composition of people in the organisation who have taken parental leave in last 12 months - 65% Women / 35% Men • Average weeks of parental leave taken in the organisation, by gender – Women 14.93 weeks / Men 11.76 weeks
7 – Gendered segregation	Gender composition of ANZSCO code major groups: <ul style="list-style-type: none"> • 1 – Managers – 53% Women / 47% Men • 2 – Professionals – 35% Women / 65% Men • 3 – Technicians and trades workers – 17% Women / 83% Men • 4 – Community and personal service workers – N/A • 5 – Clerical and administrative workers – 67% Women / 33% Men • 6 – Sales workers – N/A • 7 – Machinery operators and drivers – 2% Women / 98% Men • 8 – Labourers – N/A

Appendix 2: Workplace gender audit data insight summary (Barwon Asset Solutions)

Indicator	2021 Gender Wage Audit – Data @ 30 June 2021
1 – Gender composition of the workforce	Overall gender composition of the workforce: <ul style="list-style-type: none"> • 18% Women / 82% Men Overall gender composition of the workforce, by employment basis: <ul style="list-style-type: none"> • Full time – 12% Women / 82% Men • Part time – 6% Women / 0% Men
2 – Gender composition of governing body	Overall gender composition of the Board: <ul style="list-style-type: none"> • 60% Women / 40% Men
3 – Pay equity	Overall organisational gender pay gaps: <ul style="list-style-type: none"> • Mean annual base salary gap – 16.5% • Mean total remuneration gap – 15.5% • Median base salary gap – 21.6% • Median total remuneration gap – 23.7%
4 – Sexual harassment	There were no reported incidents of sexual harassment in the reporting period and no employee reported that they had experienced sexual harassment through the Employee Experience Survey which informed the audit.
5 – Recruitment and promotion	Overall gender composition of: <ul style="list-style-type: none"> • Recruitments – 32% Women / 68% Men • Promotions – 13% Women / 88% Men • Higher duties – Data not available • Internal secondments – 17% Women / 83% Men • Exits – 17% Women / 83% Men • Career development opportunities in the organisation – Data not available
6 – Leave and flexibility	<ul style="list-style-type: none"> • Proportion of the workforce using formal flexible working arrangements – 20% • Utilisation of form flexible working arrangements, by gender - 5% Women / 95% Men • Gender composition of people in the organisation who have taken parental leave in last 12 months - 25% Women / 75% Men • Average weeks of parental leave taken in the organisation, by gender – Women 1 week / Men 1 week
7 – Gendered segregation	Gender composition of ANZSCO code major groups: <ul style="list-style-type: none"> • 1 – Managers – 0% Women / 100% Men • 2 – Professionals – 33% Women / 67% Men • 3 – Technicians and trades workers – 4% Women / 96% Men • 4 – Community and personal service workers – N/A • 5 – Clerical and administrative workers – 59% Women / 41% Men • 6 – Sales workers – N/A • 7 – Machinery operators and drivers – 0% Women / 100% Men • 8 – Labourers – 3% Women / 97% Men



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