

# GENDER EQUALITY ACTION PLAN 2021—25



The Greater Metropolitan  
Cemeteries Trust  
Lasting memories, peaceful places.

# ACKNOWLEDGEMENT OF COUNTRY



GMCT operates across the lands of both the Bunurong People and the Wurundjeri People. We acknowledge them as the traditional owners. We pay our respects to their Elders, past, present and emerging, and Aboriginal Elders of other communities who may use our sites and services.

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# INTRODUCTION

## Message from Interim CEO

I am honored to present The Greater Metropolitan Cemeteries Trust (GMCT) Gender Equality Action Plan (2021—2025) (GEAP).

The GEAP articulates how we plan to continue to foster a diverse and inclusive workplace culture in the years to come. In doing this, we can ensure our current and future employees feel engaged, included and safe, while more effectively reflecting and serving our diverse communities.

Our Strategic Plan FY22—24 outlines our purpose, 'we care for the living by taking care of moments that matter'. As with our vision, mission and values, this applies as much to our employees as it does to our customers. We understand there are many 'moments that matter' to each employee, and we aim to continuously improve each and every moment.

GMCT understands the complexities that exist in the diversity and inclusion landscape, particularly when considering the intersectionality of our people and our customers. Through regular and thorough consultation, we aim primarily to:

- ensure we are doing our best to contribute to a more inclusive, just and equitable society
- continue to develop our understanding of the experiences of those we serve.

Importantly, the plan takes into account the progress we have made over recent years and formalises our commitment to further embed diversity and inclusion principles in our people, our processes and the experiences we create together.

I wish to thank those that have informed the development of the GEAP and encourage all staff to actively participate in the actions in this plan and promote an even more inclusive culture at GMCT.



**Andrew Eriksen**  
Interim Chief Executive Officer





**OUR PURPOSE**

**We take care  
of the living by  
taking care  
of the moments  
that matter.**

# THE GENDER EQUALITY ACT

In March 2021 Victoria introduced the *Gender Equality Act 2020* (the Act). The Act seeks to improve and promote workplace gender equality by mandating public sector organisations to develop and implement a Gender Equality Action Plan (GEAP).

## DEFINING GENDER EQUALITY

Gender equality means we have a workplace that identifies and addresses disadvantage in all its forms and ensures equal access to opportunities and resources for all employees irrespective of their gender.

It is important to understand the difference between gender and sex. Gender is a social construct, where people see themselves as a man, woman, non-binary or gender-fluid. Sex refers to biological sex characteristics and includes male, female and intersex.

Achieving gender equality helps to remove expectations on the sexes, allowing people to be equal, and ensuring freedom from stereotypes that may be potentially limiting or damaging.

In developing this GEAP, we have adopted an intersectional approach through acknowledging that gender inequality can be amplified by disadvantage or discrimination arising from other characteristics such as Aboriginality, disability, ethnicity, gender identity, race, religion, sexual orientation.

# SECTION 1

## OUR BASELINE AUDIT ANALYSIS

In accordance with the requirements of the Act, GMCT conducted a Workplace Gender Audit Analysis using our employee data with workforce measures taken as of 30 June 2021. As part of the audit, we also reviewed the results of our employee engagement survey, conducted in April 2021, which received 190 responses (85 per cent participation of the permanent workforce). Data insights from the audit and survey formed the basis for consultation with our employees and informed the creation of our GEAP.

**The Workplace Gender Audit is based on seven key indicators:**

1. Gender composition at all levels of the workplace
2. Gender composition of governing body
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered segregation in the workplace.

This provides a baseline assessment of gender equality at GMCT and provides a strong foundation to review and enhance our current programs. Our audit highlighted current gaps with data collection capabilities. This will be addressed through actions in our GEAP to increase our ability to focus on the intersectional nature of gender equality, to allow a more nuanced analysis and understanding of experiences by people of all genders. A summary of our analysis, results and areas of opportunity in relation to the seven indicators is detailed below. These have been used to inform the strategies, actions and measures outlined in our GEAP. Further detail based on our audit analysis is included in Appendix A.



## **INDICATOR 1.** **GENDER COMPOSITION OF WORKFORCE** **(AS OF 30 JUNE 2021)**

GMCT's workforce includes 247 employees (85 women and 162 men), and women represent 34 per cent of the workforce. Our senior leadership levels are more gender balanced. The executive team (including CEO) comprises 43 per cent women, and women represent 48 per cent of our senior managers.

The percentages of women at levels —3 and —4 from the CEO are lower (35 per cent and 32 per cent respectively). There is a key opportunity for us to improve the gender balance at these levels.

We have more men than women across all age categories at GMCT.

Across other dimensions of diversity, our employee survey (demographic component) shows:

- A very small percentage of our people identify as Aboriginal and/or Torres Strait Islander.
- 6 per cent of respondents identify as LGBTIQ+. A further 20 per cent of respondents either 'preferred not to say' or indicated 'not specified'.
- 26 per cent of respondents have a cultural identity other than Australian and a further 14 per cent either 'preferred not to say' or indicated 'not specified'.
- A very small number of respondents either live with disability, with 14 selecting 'prefer not to say' or 'not specified'.
- 55 respondents (29 per cent) have caring responsibilities.
- 81 per cent of respondents (77 per cent men and 88 per cent women) agree that they can be their authentic self at work.
- 73 per cent of respondents (69 per cent men and 81 per cent women) agree that GMCT is genuinely committed to promoting gender equality.

## **INDICATOR 2.** **GENDER COMPOSITION OF GOVERNING BODIES**

Our board comprises five women and four men. Our Trust members are appointed by the Governor in Council on the recommendation of the Minister for Health. The term of appointment is generally three years, and it can be renewed. The gender balance of our Trust therefore is not within our control and we cannot include it in our planning process.





### **INDICATOR 3. PAY EQUITY**

The overall organisational median base salary gap is 6.1 per cent. The overall organisational median total remuneration gap is 5.2 per cent. This compares favourably with the gender pay gap of Victorian public sector employees (9.3 per cent<sup>1</sup>).

### **INDICATOR 4. SEXUAL HARASSMENT IN THE WORKPLACE**

GMCT received no sexual harassment complaints over this period. More generally, from our April 2021 Employee Engagement Survey, 67 per cent of respondents said they feel safe to speak up (73 per cent of women and 64 per cent of men).



### **INDICATOR 5. RECRUITMENT AND PROMOTION PRACTICES**

Women represented 35 per cent of new hires and 34 per cent of promotions over the reporting period.

The career development opportunities at the executive level (Level — 1) were equal for men and women while every other level of the organisation saw more men than women gaining career development training opportunities (Level — 2 was 40 per cent women, Level — 3 was 48 per cent and Level — 4 was 32 per cent). This representation reflects the gender composition of our workforce, being 34 per cent women.

More men than women exited the organisation during the reporting period, however based on the gender composition of our workforce, the percentage of our women employees exiting was greater than that of men employees (12 per cent and 7 per cent respectively).

<sup>1</sup><https://vpssc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-pay-and-gender-pay/#:~:text=Pay%20gap%209.6%25%20or%20%249%2C399.%20Victorian%20Public%20Service.,men%20and%20women%20across%20pay%20bands%20and%20roles.>

## INDICATOR 6. LEAVE AND FLEXIBILITY

Women are twice as likely to have formal flexible working arrangements compared to men (19 women and 10 men) at all levels of the organisation except for Level —1.

For the senior leadership cohort, there are significantly more men than women working a variety of flexible working arrangements, with purchased leave (6 instances) being the most favoured type of flexible work arrangement.

More men (six) took parental leave than women (four) across Levels —2, —3 and —4 of the organisation, with women taking a longer period of leave.

22 men accessed carer's leave compared to 12 women.

No employees exited the business while on parental leave within the reporting period.

68 per cent of respondents to the Employee Engagement Survey (April 2021) agree they feel genuinely supported if they choose to make use of flexible working arrangements:

- 60 per cent of men agree compared with 79 per cent of women, and
- 84 per cent of respondents who can work remotely agree compared with 59 per cent of respondents from the operations team (where roles require onsite working).



## INDICATOR 7. GENDERED SEGREGATION IN THE WORKPLACE

Based on Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes, the most gender segregated roles at GMCT are Technicians and Trade (where women represent 16 per cent of roles) and Labourer (where women represent 4 per cent of roles). Another key area where men outnumber women is the Managers cohort, with 31 per cent representation of women.

Conversely, in the Clerical and Administration Group, women outnumber men, who represent 32 per cent of roles. The Professionals category is relatively gender balanced, with women in 54 per cent of roles compared to 46 per cent men.



# KEY INSIGHTS AND OPPORTUNITIES IDENTIFIED THROUGH OUR AUDIT AND CONSULTATION

1. Identify ways to recruit and promote more women, particularly in positions where men are significantly more represented than women (managers, technicians and trades, labourers, and information technology).
2. Ensure succession planning, talent identification, performance review ratings and critical role discussions are considered through a gender-balanced lens.
3. Consider job-sharing, apprenticeships and mentoring programs to promote gender balance.
4. Identify reasons for the higher proportion of women than men exiting the business and address any workplace-related challenges.
5. Widely promote our strong commitment to gender equality, diversity and inclusion across our workforce, including building awareness of inclusive language and behaviours.
6. Ensure that everyone is fully aware of the sexual harassment, discrimination and harassment policy and processes that are in place and continue to focus on the prevention of workplace bullying, discrimination and sexual harassment.
7. Continue to focus on achieving gender pay equity.
8. Visible role-modelling by leaders to support diversity and inclusion.
9. Continue support for flexible working arrangements across all role types.



## **SECTION 2**

# **MEANINGFUL CONSULTATION AND ENGAGEMENT**

This GEAP has been created in consultation with our people at GMCT, including guidance and support from executive leaders.

### **CONSULTATION ROUND ONE**

Two focus groups were conducted with employees based on our Workplace Gender Audit Analysis, challenges and opportunities. We also held a meeting with our Consultative Committee (which includes our employee and union representatives) and provided a two-week period for feedback. Additionally, we conducted a consultation session with the executive team to ensure input, guidance and commitment from senior leadership.

Consideration was given to including intersectional perspectives throughout the consultation by extending an open invitation to all employees to participate. We also engaged an external consultant to facilitate the focus groups to provide an independent perspective. Participants represented varying role types and organisational levels and included both part-time and full-time team members.

### **CONSULTATION ROUND TWO**

A second round of consultation was conducted to allow our people to review draft strategies and measures in the GEAP. This included a second meeting with our Consultative Committee. A full and summary version of the GEAP was promoted and shared via the intranet with an open invitation for comment and feedback.

We also provided an external consultant's email to enable employees to provide confidential feedback if that was their preference.

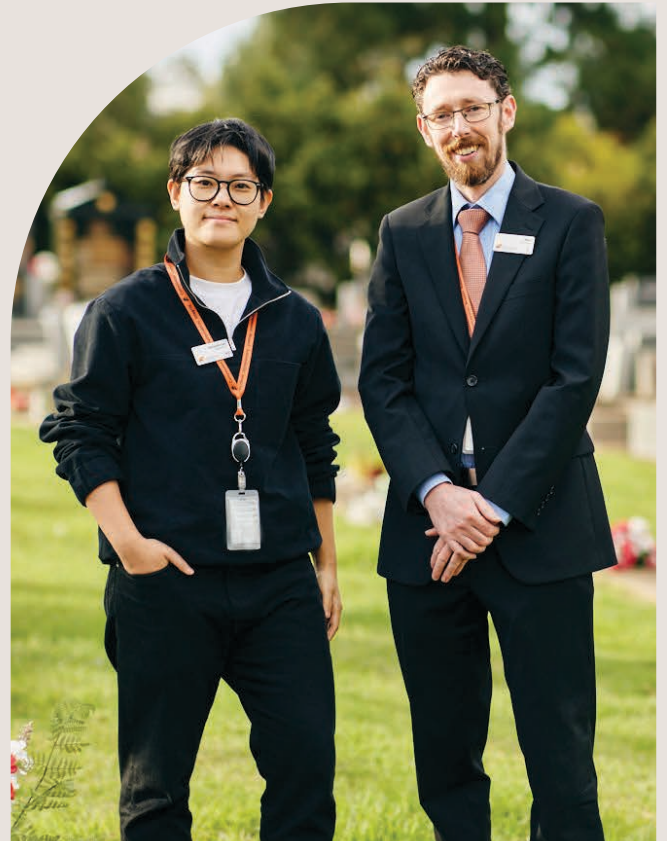
Our executive team provided further input and guidance prior to review and endorsement by GMCT's board.



## SECTION 3 CASE FOR CHANGE

We believe that our organisational vision, mission and purpose align perfectly to our objectives to be an inclusive employer and achieve gender equality.

We have a strong commitment to an inclusive workplace where our people can develop and support each other and do our part for the individuals, families and communities who turn to us when they have lost a loved one.



### OUR VISION

Lasting memories, peaceful places.

*We want to create lasting memories for our employees during their time working with us and have a workplace that is peaceful and harmonious and considers the diverse backgrounds of our employees.*

### OUR MISSION

We provide the final care for your loved ones, with dignity and kindness. We respect all peoples, our heritage, our communities, and the environment.

*Our mission to respect all peoples transfers to how we care for our employees.*

## OUR VALUES



**Compassion.** Whenever our support is needed, we are ready to be there, responding with sensitivity and kindness.

**Respect.** We respect our colleagues and empower one another to do the same. We respect the rights, traditions and beliefs of every individual.



**Integrity.** We hold ourselves and each other to the highest standards of professionalism and compliance.

**Sustainability.** We use our resources wisely, plan effectively, and look after our environment and ourselves to ensure a more sustainable future.



Our values clearly align to and support our objective to further improve our practices relating to gender equity, diversity and inclusion.



## OUR EMPLOYEE VALUE PROPOSITION

Our employee value proposition (EVP) highlights the importance of ensuring our workforce reflects the diversity of the communities we serve. We acknowledge that our people come from a range of different places, backgrounds and lived experiences, and that we each bring our own unique skills, strengths and perspectives to our organisation for the benefit of all of us.

## OUR COMMITMENT

Achieving gender equality forms a key part of our commitment to a diverse and inclusive workplace. We also recognise our important role in shaping services and policies impacting gender equality in the community and in role modelling gender equality to the public that we serve.

Feedback from our consultation highlighted the importance of gender equality in setting the foundations for a diverse workplace and inclusive culture for better decision-making, innovation, employee engagement and a deeper understanding of the community we serve.



*'GMCT is very conscious of diversity and inclusion – (this commitment) has impressed newcomers to the organisation when compared with other organisations. It's truly led by values.'*

*'It's definitely improved with more females across the business, particularly at leadership level. This has also happened with a generational diversity.'*





There is a significant body of research, particularly with respect to gender diversity, which outlines diverse organisations perform more effectively and successfully than those with more homogeneous workforces<sup>2</sup>. Diversity leads to improved innovation and problem solving, enabling organisations to be more flexible, agile and provide improved products and services. Everyone benefits from gender equality. It is a human right and makes communities safer and healthier. Gender equality also helps prevent violence against women and girls.<sup>3</sup>

The consultation conversations and our employee engagement survey insights highlighted opportunities to further understand and build capacity to apply an intersectional lens to gender inequality in our workplace. To address this, we have included several actions in our plan including providing further education, improving and maturing our intersectional data collection over time, targeted recruitment strategies with a focus on external partnerships and embedding inclusive people policies and practices.

GMCT fully supports the gender equality principles in the *Gender Equality Act 2020*, set out below, and has considered these principles in our consultation processes and in preparing our plan.

<sup>2</sup>Workplace Gender Equality Agency (WGEA), 2018, Workplace Gender Equality: the business case; McKinsey & Company, 2021, Women in the Workplace 2021; The Global Gender Gap Report; Mercer, 2020, Let's get real about equality: When Women Thrive 2020 global report; Male Champions for Change, 2019, 40:40:20 for gender balance: Interrupting bias in your talent processes.

<sup>3</sup><https://www.vic.gov.au/gender-equality-what-it-and-why-do-we-need-it>

# 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 for Victoria.
- 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 Victorian 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 may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.





## RECENT ACTIONS TO SUPPORT GENDER EQUALITY AT GMCT

- As part of finalising our 2021 Enterprise Bargaining Agreement (EBA), many amendments were made relating to gender, diversity and inclusion such as the addition of:
  - Clause 48: Gender equality which is designed to address the gender pay gap, gender inequality and discrimination
  - Clause 49: Gender transition leave
  - Clause 50: Cultural & Ceremonial leave
  - Clause 51: Leave to participate in First Peoples' Assembly of Victoria.
- Actively promoted diverse candidates, resulting in an increase in the operational workforce from 7 per cent women employees in July 2019 to 13 per cent in June 2020.
- Aligned all employees on the same EBA classification to be on equal pay rates.
- Pay parity exercise conducted with Victorian Public Sector Commission (VPSC) for all executive team.
- Appointed an Executive Sponsor for Gender Equality.
- Commenced a working group to complete Gender Impact Assessments.
- Reviewed our recruitment procedure to ensure interview panels were represented by more than one gender.
- Have celebrated key inclusion events including International Women's Day, Harmony Day and National Carer's Week.
- Our design for the Plaza of Holy Angels Mausoleum at Fawkner incorporated a woman of historical significance to be featured in each row of crypts along with a brief description.

## SECTION 4 STRATEGIES AND MEASURES

Our GEAP 2021—25 has four strategic themes that align with and support the requirements of the Gender Equality Act:

1. **Governance:** Strengthen accountability framework for workplace gender equality progress.
2. **Inclusive culture:** Build understanding of, and support for, workplace gender equality and inclusion across GMCT.
3. **Inclusive people, policies and practices:** Embed diversity and inclusion principles in human resources policies and practices.
4. **Leveraging of partnerships:** Develop networks and partnerships with external organisations to support career pathways for women.

Each of these focus areas aligns with our Workforce Strategy and will support GMCT to make reasonable and material progress in relation to the workplace gender equality indicators as required by the Act. Our GEAP focus areas are mapped to the relevant gender equality indicators in the table below.



## OUR GEAP STRATEGIC THEMES

GEAP focus area	Workplace gender equality indicators
<p><b>1. Governance: Strengthen accountability framework for workplace gender equality progress</b></p>	<p>1. Gender composition at all levels of the workplace            3. Gender pay equity            4. Workplace sexual harassment            5. Recruitment and promotion            6. Leave and flexibility            7. Gendered segregation in the workplace</p>
<p><b>2. Inclusive culture: Build understanding of, and support for, workplace gender equality and inclusion across GMCT</b></p>	<p>1. Gender composition at all levels of the workplace            3. Gender pay equity            4. Workplace sexual harassment            5. Recruitment and promotion            6. Leave and flexibility            7. Gendered segregation in the workplace</p>
<p><b>3. Inclusive people policies and practices: embed diversity and inclusion principles in human resources policies and practices</b></p>	<p>3. Gender pay equity            4. Workplace sexual harassment            5. Recruitment and promotion            6. Leave and flexibility</p>
<p><b>4. Inclusive partnerships: Develop networks and partnerships with external organisations to support career pathways for women.</b></p>	<p>1. Gender composition at all levels of the workplace            3. Gender pay equity            5. Recruitment and promotion            7. Gendered segregation in the workplace</p>

## OUR IMPLEMENTATION PLAN

Strategy	Actions	Who	When	Measures
<b>1. Governance: Strengthen accountability framework for gender equality progress</b>	Regular reporting of progress on GEAP to executive team	Manager Capability & Change	2022—25	Half yearly reporting of progress on the GEAP to executive team
	Develop a Cemetery Industry diversity and inclusion (D&I) committee to meet regularly and collaborate to achieve a more inclusive industry	Manager Capability & Change	2023	Cemetery Industry D&I committee established
	Launch the D&I working group, with an executive sponsor, to track progress on actions and results	Manager Capability & Change	2022	D&I working group established with employees at all levels of the organisation, with an executive sponsor, and meeting regularly to review actions and progress
<b>2. Inclusive Culture: Build understanding of, and support for, workplace gender equality and inclusion across GMCT</b>	Finalise the D&I strategy	Manager Capability & Change	2023	D&I strategy developed
	Develop a communications and education plan that outlines why gender equality is important and steps everyone can take to support D&I. This will also include understanding more about intersectional gender inequality and inclusive language	Manager Capability Change	2022	Communications and education plan to support gender equality, D&I implemented to ensure ongoing and frequent education of our people
	Continue with awareness raising events to celebrate key dates on the diversity calendar such as International Women's Day, International Day of People with Disabilities, NAIDOC Week, Harmony Day, Wear it Purple Day, Pride Week, Equal Pay Day	Manager Capability & Change	2023	Events held throughout each year to mark days of significance for diverse communities

<p><b>2. Continued</b></p>	<p>As part of the communications plan, consider ways to mark events and create symbols that indicate strong support for diversity with particular focus on:</p> <ul style="list-style-type: none"> <li>o Aboriginal and/or Torres Strait Islander employees</li> <li>o Gender diverse and LGBTIQ+ employees</li> <li>o Employees who are carers</li> <li>o Employees from diverse cultural identities</li> <li>o Employees who speak different languages</li> </ul>	<p>Manager Capability &amp; Change</p>	<p>2024</p>	<p>Symbols of support for diversity in place (for example, flags showing ethnic identity on name badges, naming of rooms, lanyards)</p>
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Strategy	Actions	Who	When	Measures
<p><b>3. Inclusive People Policies and Practices: embed diversity and inclusion principles in human resources policies and practices</b></p>	<p>Improve gender equality audit data collection, including reporting of people of self-described gender and intersectional experiences through employee survey data</p>	<p>Manager Capability &amp; Change</p>	<p>2022—25</p>	<p>Gender equality data collection enhanced</p>
	<p>To ensure consistency across the cemetery industry, collaborate with SMCT to align our ANZSCO codes for our positions which are the same across both organisations</p>	<p>Manager Capability &amp; Change</p>	<p>2023</p>	<p>ANZSCO codes for positions aligned with the SMCT</p>
	<p>Refresh recruitment and promotion processes with a D&amp;I lens</p>	<p>Manager Capability &amp; Change</p>	<p>2023</p>	<p>Recruitment and promotion processes reviewed with a diversity and inclusion lens</p>
	<p>Educate people leaders on ways to challenge unconscious biases, particularly relating to gender, age, cultural background, disability and Aboriginal and/or Torres Strait Islander background</p>	<p>Manager Capability &amp; Change</p>	<p>2023—25</p>	<p>People leaders educated on ways to challenge unconscious biases</p>

Strategy	Actions	Who	When	Measures
<b>3. Continued</b>	Build a D&I induction module for new employees	Manager Capability & Change	2023	D&I induction module for new employees developed
	Review talent identification, performance evaluation and succession planning data to identify if any biases are slowing the progression of women through GMCT	Manager Capability & Change	2023—25	Talent identification, performance evaluation and succession planning data reviewed to identify any gender biases
	Educate leaders on the importance of career-focused learning and development programs reflecting as close as possible to a 40/40/20 gender split	Manager Capability & Change	2024	Deliver education sessions to inform our leaders about the importance of career-focused learning and development programs reflecting as close as possible to a 40/40/20 gender split
	Explore a leadership development and/or mentoring program which can support women to gain further leadership and career-planning skills	Manager Capability & Change	2024	Leadership development and/or mentoring program for women developed
	Undertake further exploration with people leaders to ensure higher duties are offered across all genders equally, particularly at Level -2	Manager Human Resources	2023	Higher duties opportunities balanced across genders
	Develop a Reconciliation Action Plan	General Manager Strategy & Effectiveness	2022	Reflect Reconciliation Action Plan developed





Strategy	Actions	Who	When	Measures
<b>3. Continued</b>	Continue progressing with our five-year Disability Access and Inclusion Plan (DAIP) to support people with disability	Various owners, reporting by General Manager Strategy & Effectiveness	2021—25	Key performance indicators associated with DAIP
	Develop a plan to support our ageing workforce, including items such as options of reduction of hours, a transition to retirement program, superannuation, time off work to manage caring and other needs	Manager Human Resources	2023—25	Develop a support plan to assist with transition to retirement program (accessible under EBA clause 12.4 Flexible working arrangements – specific circumstances)
	Improve pay equity <ul style="list-style-type: none"> <li>o Upskill our human resources (HR) team to undertake annual gender pay parity assessments across all levels of our organisation</li> </ul>	Manager Human Resources	2022	HR team up skilled to measure pay equity data
	<ul style="list-style-type: none"> <li>o Review positions in our payroll system to ensure positions reflect the salaries of other roles at the same level away from the CEO</li> </ul>	Manager Human Resources	2022	Review specific positions in our payroll system such as executive assistants and business partners, which can provide audit results which don't accurately compare to the salaries of other roles at the same level away from the CEO
	Provide annual education and/or communication to ensure that everyone is fully aware of GMCT's sexual harassment, discrimination and harassment policy and processes that are in place	Manager Capability & Change	2022	Annual education provided as part of annual Learning and Development calendar

Strategy	Actions	Who	When	Measures
<b>3. Continued</b>	Research reasons why women are departing the business through a review of exit questionnaires with departing employees, applying a gender equality lens to our departures, and conducting 'stay' interviews with employees to gain insight as to the varying challenges faced by women and men	Manager Human Resources or Manager Capability & Change	2023	Exit analysis undertaken to understand reasons why women are leaving
	Continue to promote flexible working at GMCT (from induction onwards)	Manager Human Resources	2022—25	Flexible working promoted on a regular basis through internal communications and education (including induction)
	Create a campaign to encourage the continued use of carer's leave entitlements to support the high percentage of employees who have caring responsibilities	Manager Workplace Health and Safety / Wellbeing Business Partner	2023	Creation and success of carer's leave campaign, and review of amount of carer's leave taken each year
	Review and communicate family violence leave policies to ensure they are in line with best practice	Manager Human Resources	2023	Family violence leave policies refreshed to align with leading practice (included in our 2021 EBA under Clause 45)
	Increase awareness of the prevention of occupational violence	General Manager Service and Delivery / Manager Workplace Health and Safety	2023	Deliver Occupational Violence program to raise awareness of the role of gender and diversity in these incidents
	Continue to refresh parental leave and supporting processes to encourage access by different genders	Manager Human Resources	2024	Parental leave policies refreshed to align with leading practice

Strategy	Actions	Who	When	Measures
<b>4. Inclusive Partnerships: Develop networks and partnerships with external organisations to support career pathways for women</b>	Explore opportunities to partner with the Southern Metropolitan Cemeteries Trust (SMCT) on a graduate program	Manager Capability & Change & Manager Human Resources	2023	Conduct meetings with SMCT to investigate the mutual benefits and resourcing required to run a graduate program
	Create a campaign to attract women school leavers and those studying at Technical and Further Education (TAFE) to consider GMCT as an employer	Manager Human Resources	2024	Campaign developed and launched and conduct review of new women employees entering GMCT as a result of campaigns
	Consider partnerships with women in trade organisations to increase awareness of GMCT as a potential employer	Manager Human Resources	2024	Partnerships with women in trade organisations explored and developed where appropriate



## **SECTION 5 LEADERSHIP AND RESOURCING OUR GEAP**

Our commitment to gender equality and growing a diverse workforce at GMCT with a culture of inclusion will be supported and enabled through our People and Risk team and with key GMCT initiatives – as tabled in our Implementation Plan in Section 4. This will include recruitment, internal communications, learning and development, talent management, pay equity and external partnerships (for example, with TAFEs).

Our Executive Sponsor for Gender Equality, Andrew Eriksen, will champion the GEAP at executive and board levels. Our executive regularly make recommendations about how our organisation can progress inclusion initiatives and actively support these.

To ensure we have access to diverse perspectives and lived experiences across our employee group, we will continue to engage with our workforce through our Consultative Committee and Diversity & Inclusion Working Groups. We will also engage with and utilise other employee groups (for example, mental health first aid officers and change and innovation ambassadors), where appropriate.

As part of development of our Diversity and Inclusion Strategy in FY24, we intend to submit a strategic resource plan that will clearly outline how GMCT intends to continue to progress our initiatives relation to Diversity and Inclusion, which also incorporates the implementation and review of the GEAP.

A business case will be presented to our executive team for consideration for FY24 which will outline the requirements and benefits of a role specifically focused on diversity and inclusion.



## SECTION 6 MEASURING PROGRESS

Progress on our GEAP will be reported to GMCT's Diversity and Inclusion Working Group and executive team on a half yearly basis. This will be based on our Implementation Plan outlined in Section 4, with measures noted.

We will continue to monitor data and employee lived experiences through our HR system and employee surveys.

We will also provide regular updates to our people, so they can see how we are tracking, and importantly, how their feedback is influencing our activities and our ongoing commitment to build capability and invest in our people to support the delivery of our strategic priorities.

We are also required to report our progress to the Commission every second year, the first of which is due on 31 October 2023.





## THE BROADER REGULATORY FRAMEWORK

The relevant laws, standards and guidelines considered in the development of our GEAP include:

- *Gender Equality Act 2020 (Vic)*
- *Safe and strong: A Victorian Gender Equality Strategy (2016)*
- *Fair Work Act 2009 (Cth)*
- *Equal Opportunity Act 2010 (Vic)*
- *Charter of Human Rights and Responsibilities Act 2006 (Vic)*
- *The Sex Discrimination Act 1984 (Cth)*
- *United Nations Convention on the Elimination of All Forms of Discrimination against Women (1979)*
- *United Nations Sustainable Development Goal 5: Achieve gender equality and empower all women and girls (2016)*

## FURTHER INFORMATION

For more information about GMCT's Gender Equality Action Plan 2021—25 contact the Manager Capability and Change or the Chief People and Risk Officer via the Contact Us section on our website.



## **APPENDIX A: WORKPLACE GENDER AUDIT ANALYSIS**

### **LAYING OUR FOUNDATIONS FOR FUTURE GENDER EQUALITY AUDITS, INSIGHTS AND ANALYSIS**

As per requirements under the Act, we completed our first Workplace Gender Audit (WGA) in 2021. This process included compiling data from multiple sources, including:

- our payroll system, Chris21
- our talent acquisition platform, Talent Propeller
- our Employee Engagement Survey, conducted in April 2021, on our survey platform Culture Amp
- various excel spreadsheets containing information relating to learning and development, sexual harassment, and ANZSCO codes.

Several aspects of this process were challenging given the information was being sourced from many different systems and tools. Some of the data such as internal secondments and promotions had not previously been recorded and therefore required our human resources team to retrospectively review these indicators to allow us to report on certain elements. We also had to review all training that was conducted during the year to determine which would be considered 'Career Development Training Opportunities' as per the definition of this within the Act.

Through this audit process, we engaged external consultants to customise our payroll system to enable a more effective method of obtaining the data required for future gender equality audits.

These upgrades to the functionality of Chris21 included:

- assigned an alternate number to each staff member
- updated gender coding to reflect the codes used in WGA Audit spreadsheet
- updated employee data field titles to match those used in WGA Audit spreadsheet
- added ANZSCO codes for each position
- added levels away from the CEO for each position
- added manager level/category
- added FTE hours (replacing percentage worked data field)
- repurposed a data field to capture internal secondments, acting roles and promotions
- created a WGA-specific report for future audits.

Some improvements were also made to our processes, including:

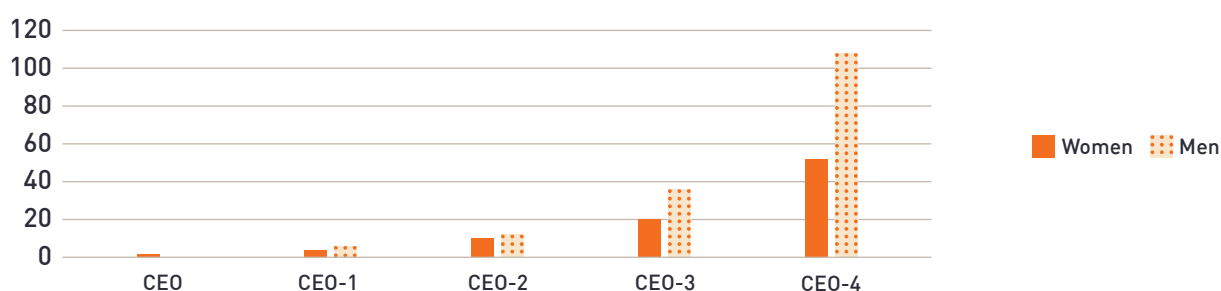
- updated recruitment process to allow people to self-describe their gender
- customised recruitment processes to allow reporting level from the CEO to be entered into Chris21.

# INDICATOR 1. GENDER COMPOSITION OF ALL LEVELS OF THE WORKFORCE

At 30 June 2021, GMCT's workforce comprised 247 employees (85 women and 162 men). Women represent 34 per cent of the workforce. Our senior leadership levels are more gender balanced with 48 per cent women and executive team including CEO comprises 43 per cent women; the percentages of women at levels —3 and —4 from the CEO are lower (35 per cent and 32 per cent respectively).

## GENDER BY LEVELS (REPORTING DISTANCE FROM THE CEO)

Audit data, actual numbers

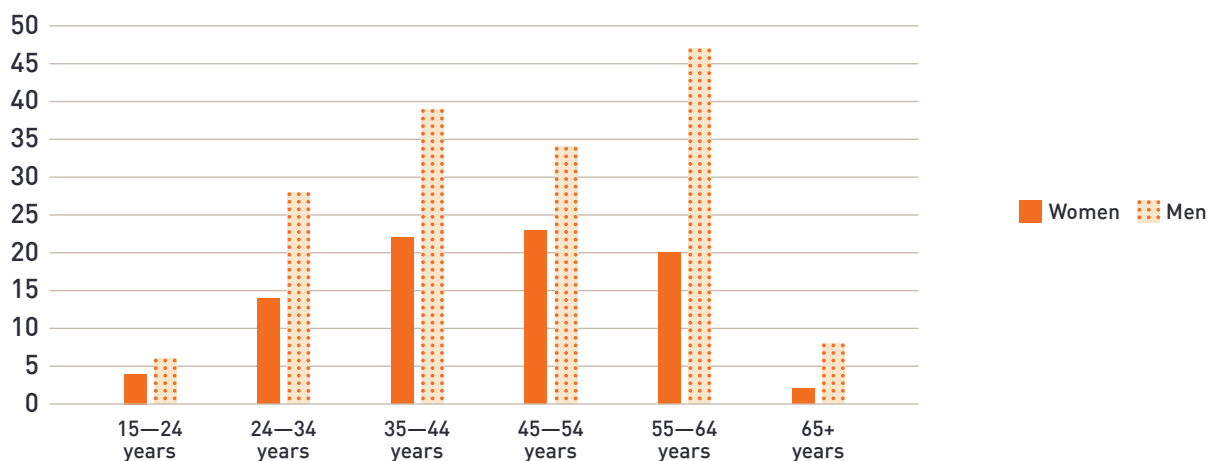


Our cumulative part-time workforce (permanent and fixed-term) is 62 per cent women (16 women and 10 men), with 73 per cent of these from Level —4. Some of our executive and senior managers work on a part-time basis (women and men).

We have more men than women across all age categories at GMCT. The age category with the highest number of GMCT employees is between 55—64, and this age category also shows the largest difference in gender representation (with 70 per cent men). With 54 per cent of our workforce 45 years or older, our ageing workforce is an important consideration for developing our talent attraction strategy.

## AGE AND GENDER PROFILE

Audit data, actual numbers

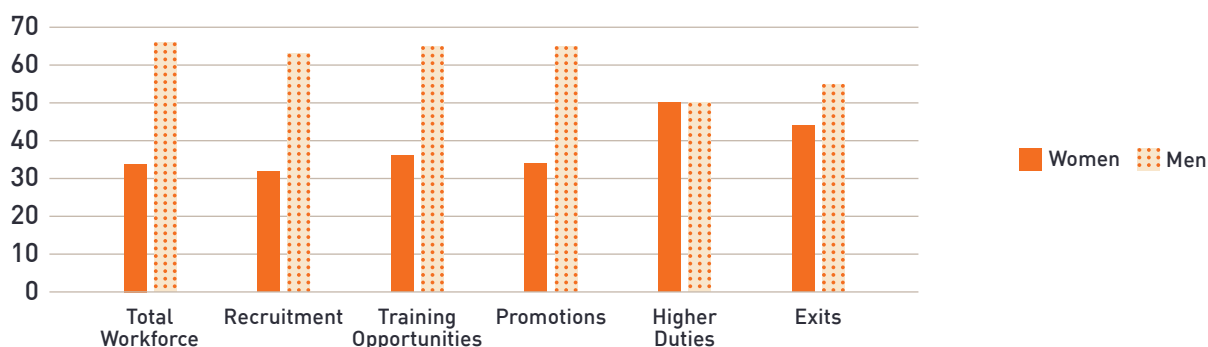




# INDICATOR 5. RECRUITMENT AND PROMOTION PRACTICES IN THE WORKPLACE

## RECRUITMENT, DEVELOPMENT, PROMOTIONS AND EXITS

Audit data, figures expressed as percentages



**5.1. Composition of people recruited by level to CEO, employment basis and gender of our new employees to GMCT over the reporting period, 11 (35 per cent) were women and 20 men (65 per cent). Women were recruited for roles at Levels —3 and —4, with 91 per cent of these in full-time ongoing or full-time contract positions, and none of these were leadership positions.**

Recruited men were spread across Levels —2, —3 and —4 and were all in full-time ongoing or full-time contract positions, two of which were leadership roles.

The vast majority of these recruited employees (70 per cent) were for employees at Level —4 and were mostly for technical, trade and labouring positions.

No part-time contract or casual employees were recruited during this period.

### 5.2. Permanent Promotions

The rate of promotion of men was significantly higher than for women (66 per cent — six men and three women).

Of the three promoted women employees, all were at Level —3 and all were full time; two of these were for permanent roles and one full time contract position.

Our promoted men included 33 per cent at Level —2 and 66 per cent at Level —3. All promoted men were employed to full-time positions; the ratio of permanent to contract positions was the opposite to women with four of these (66 per cent) in contract positions as compared with two employees in permanent roles.

### 5.3. Career development training opportunities

More men (107) received career training opportunities than women (57). However, this is reflective of the composition of our workforce, which is also 66 per cent and 34 per cent respectively.

The career development opportunities at the executive level (Level —1) were equal for men and for women while every other level of the organisation saw more men participating in career development training opportunities as compared with women (Level —2 was 40 per cent women, Level —3 was 48 per cent and Level —4 was 32 per cent).

#### 5.4. Higher duties

Fifteen women were awarded higher duties compared with 13 men. There was stronger representation at Levels —1 and —3 of the organisation, however no representation at Level —2 which is often an organisational level where future leaders can be identified and offered growth opportunities such as higher duties.

#### 5.5. Internal secondments

There were no internal secondments during the reporting period. No specific requirement has been identified to further explore this option to support our gender equality action plan at this stage given our higher duties opportunities are in favour of women employees.

#### 5.6. Exits

Exits by men were slightly higher (12) than for women (10). Exits for both genders were split across Levels —2, —3 and —4 of the organisation, with a large proportion of these employees in casual positions (two women and nine men) or contract positions (three women and two men). Of the six permanent full-time employees, who exited the organisation, five were women (83 per cent).

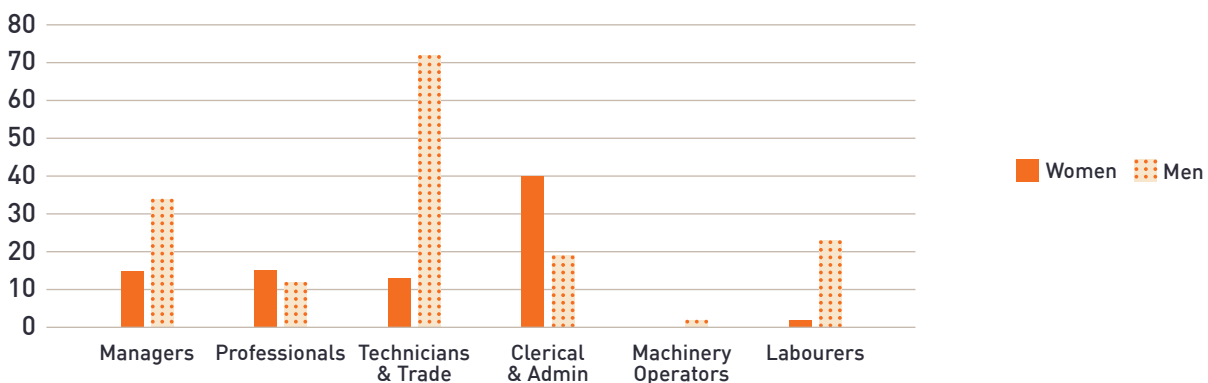
## INDICATOR 7. GENDERED SEGREGATION IN THE WORKPLACE

Our gender segregation of all GMCT roles across the ANZSCO codes are spread across six different ANZSCO 'Major Groups':

- Managers
- Professionals
- Technicians and Trades Workers
- Clerical and Administrative Workers
- Machinery Operators and Drivers
- Labourers.

## GENDERED SEGREGATION IN THE WORKFORCE

Audit data, actual numbers



In both Technicians and Trade (16 per cent women compared to 84 per cent men) and Labourer (4 per cent women compared to 96 per cent men) groupings, men are significantly overrepresented. Men are also significantly more represented in the Managers, with 31 per cent women compared to 69 per cent men.

Women are more significantly represented in the Clerical and Administration Major Group, with 68 per cent of employees in these roles women compared to 32 per cent men. Within this category, women are represented throughout all ANZSCO 'Minor Groups' with one exception being Program or Project Administrators, which saw only 20 per cent of these positions being women (two women compared to eight men).

The Professionals category was relatively balanced across genders, with women in 54 per cent of these roles compared to 46 per cent men.

When considering the roles within the Technicians and Trade category, there is a distinct gender imbalance in favour of men for gardener/arboret and funeral worker roles.

## TECHNICIANS AND TRADE BY GENDER

Audit data, actual numbers

