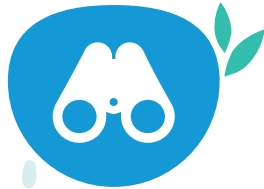




North
Central
CMA

Gender Equality Action Plan



Our vision

North Central Catchment Management Authority (CMA) celebrates the differences between people and the contribution these differences make to our work and communities.

Our organisation demonstrates courage, care and connection through our work with communities, Traditional Owners and partners. We undertake natural resource management activities to achieve sustainably managed land, water and biodiversity resources that support productive and prosperous communities in a changing climate.

We value equal representation, recognition, reward, opportunity - irrespective of gender.

North Central CMA has a respectful and equal workforce that:

- Has a diverse leadership composition reflective of our community.
- Embeds its commitment to offer flexible working arrangements to all employees.
- Embodies a culture of respect and inclusiveness that is upheld by all.
- Supports women with professional development opportunities and experiences.
- Is committed to the Gender Equality Principles.

Gender equality principles

The *Gender Equality Act 2020* (Act) promotes gender equality by requiring entities in the Victorian Public Sector to take positive action towards achieving workplace gender equality. Entities are required to consider and promote gender equality in their policies, programs, and services. The Gender Equality Principles are set out in Section 6 of the Act and have been considered in development of our plan. These are:

- 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 deep connection with our community and care about our future. We are committed to courageous leadership that drives change.

The data shows that women in our community 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

North Central CMA has a long commitment to gender equity and championing gender representation formed a key pillar of our Diversity and Inclusion Plan over the past five years. Developed in consultation with our Board, Leadership, employees and employee representatives, our new Gender Equality Action Plan provides a continuing opportunity for North Central CMA to acknowledge and reflect on the challenges and opportunities to achieve gender equality.

Progress and initiatives we have implemented to date include:

- We are proudly a member of the Greater Bendigo Coalition for Gender Equity and a signatory to the Gender Equity Strategy. The Coalition is a diverse collective of 32 organisations dedicated to advancing gender equity and preventing violence against women and children in Greater Bendigo.
- The Diversity and Inclusion Plan 2017-2022 was developed at the request of the Minister for Water with regular updates provided to our Board demonstrating achievements against measures. 29 of the 30 actions in the plan are completed or ongoing.
- All CMA employees are required to complete online training across key areas including bullying and harassment, equal opportunity, Victorian Charter of Human Rights and Diversity and Inclusion.
- 54 flexible work requests were approved in 2020-21.
- Continued development of women within the organisation through development opportunities such as acting roles and attending the Future Women Leadership Summit.





Strategies and measures

No.	Actions	Outcomes	Indicator	Responsibility	Completion
1.	Commit to women representation of at least 40% at Senior Executive and Program Manager leadership levels.	<ul style="list-style-type: none">• There is fair distribution of women at all levels of leadership across the organisation.	1	Executive Leadership team (ELT)	June 2025
2.	In formal succession planning documents for North Central CMA, include gender composition as a factor.	<ul style="list-style-type: none">• People Matter Survey results show continued increased agreement that 'gender identity is not a barrier to success'.• Improvements in gender equity and gender-balance.• There is clear leadership accountability and responsibility for measurable progress and tangible outcomes to drive change.	1	CEO	June 2024
3.	Explore the implementation of a mentorship program which encourages interested women and gender diverse people, potentially sector-wide, to develop capability and skills for leadership.	<ul style="list-style-type: none">• Reinforce gender equity as a key business and strategic focus and a driver for improved organisational performance and engagement.• Women and gender diverse people feel supported and confident to apply for promotions.• Diverse talent pools are created within all levels and departments of the organisation.	1, 5	ELT	June 2022
4.	Encourage staff to take acting roles to develop leadership skills.	<ul style="list-style-type: none">• Women and gender diverse people feel supported and confident to take up acting roles.• Women and gender diverse people within the organisation develop experience and skills in leadership.	1, 5	ELT	Ongoing
5.	All roles accessible with flexible arrangements available.	<ul style="list-style-type: none">• Flexibility will lead to better outcomes for all.• Flexibility is promoted across all departments of the organisation and is fully embedded as part of business as usual.• Staff are aware and educated around flexible options available to staff including part time and job share.	1, 3, 5, 6	ELT	June 2023

Strategies and measures

No.	Actions	Outcomes	Indicator	Responsibility	Completion
6.	Review and understand barriers to success for people with disabilities to work for the CMA including increasing accessibility in the workplace.	<ul style="list-style-type: none"> Conduct a third party assessment of accessibility of the workplace. The workplace is open and accessible to all. People Matter Survey results show continued agreement that 'disability is not a barrier to success'. 	1, 3, 5, 6	Human Resources	December 2022
7.	Commit to improving the average gender pay gap over the next four years.	<ul style="list-style-type: none"> The gender pay gap is narrowed by at least 2 percentage points. 	3	ELT	June 2025
8.	Investigate and implement measures to attract Aboriginal and Torres Strait Islander women employees.	<ul style="list-style-type: none"> Applicant numbers are increased for Aboriginal and Torres Strait Islander women. 	5	Human Resources	June 2023
9.	In recruitment, ensure gender representation on interview panel and interview shortlists.	<ul style="list-style-type: none"> Workforce and cultural data shows more gender balanced results to leadership and career opportunities. Hiring practices that contribute to equitable outcomes for all role applicants. Consistent application of process and equal access for all, ensuring we get the best people for the role. 	5	Human Resources	December 2023
10.	Re-induction process for employees returning from parental leave.	<ul style="list-style-type: none"> Employees feel supported and have a smooth return to work experience. Parents and carers are supported to balance home and work in a context that normalises caring responsibilities. 	6	Human Resources	December 2022



Strategies and measures

No.	Actions	Outcomes	Indicator	Responsibility	Completion
11.	Continue to support all staff by encouraging and reiterating available flexible working arrangements by shifting the conversations from 'why' to 'why not' and challenge perceptions about flexible working practices.	<ul style="list-style-type: none"> Parents and carers thrive and are supported to balance home and work in a context that normalises caring responsibilities for all employees. Supports the progression of all people into senior leadership roles. Workforce and cultural data shows more gender balanced results in relation to leadership and career opportunities. All managers and employees are aware of, and promote the use of flexible arrangements. 	6	ELT	June 2023
12.	Add diversity and inclusion as a key performance area in the performance plans of Executive Leadership Team.	<ul style="list-style-type: none"> There is clear leadership, accountability, and responsibility for measurable progress. People Matter Survey results show continued agreement that 'gender identity is not a barrier to success'. 	All	CEO	June 2024
13.	Embed a culture of commitment to the Gender Equality Principles with the resourcing and actioning of strategies and measures within this plan.	<ul style="list-style-type: none"> Undertake annual reporting to the Board and to all staff on the progress of strategies and measures within the GEAP. Review of progress and learning highlights insights and shared challenges and areas of focus. Any potential risk of non-achievement is addressed early and extra resources deployed if necessary. 	All	Board	Annually (August)
14.	Undertake workplace gender audit annually to monitor progress on the Gender Pay Gap.	<ul style="list-style-type: none"> Progress is measured and resources redirected if outcomes are not on track. 	All	Human Resources	Annually (August)
15.	Continue to improve data collection to improve quality of information for the workplace gender audit.	<ul style="list-style-type: none"> Current data gaps are eliminated and the process of data collection is streamlined and easily accessible. 	All	Human Resources	December 2024

Strategies and measures

No.	Actions	Outcomes	Indicator	Responsibility	Completion
16.	Investigate and consider gender equality indicators in evaluation criteria for contractors and consultants we engage.	<ul style="list-style-type: none"> Our partners are encouraged to embed gender equality within their organisations. We contribute to gender equity through procurement. 	All	Corporate Services	June 2024
17.	Implement formal training and awareness program for all staff covering: <ul style="list-style-type: none"> - LGBTIQ+ training - family violence - gender equality - gender fluid, self-identified gender and terminologies - sexual harassment - unconscious bias 	<ul style="list-style-type: none"> Evidence of greater workplace awareness and understanding. A culture is fostered where all employees are confident and knowledgeable to respond if they see or hear about sexism, harassment or discrimination in the workplace. Employees feel comfortable raising concerns about inappropriate behaviour. The results of workplace data show decreased instances of employees having experienced discrimination, bullying or sexual harassment in the workplace. Managers and employees understand how to respond to those impacted by family violence. 	All	Human Resources	Ongoing

Leadership and resourcing

North Central CMA Board and Executive Leadership team take gender equality seriously and are committed to driving change within the organisation and the community. North Central 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 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 GEAP will be planned for and budgeted as part of existing business processes and initiatives.

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

Appendix

Workplace gender audit data

Indicator	Workforce Data	Employee Experience Data
1. Gender Composition of the Workforce	<p>Overall Gender Composition of the Workforce Men 44% Women 54% Self-Identified 2%</p> <p>Overall Gender Composition of the workforce by employment basis Full Time: Men 33% Women 27% Part Time: Men 10% Women 24% Casual: Men 2% Women 3%</p>	<p>Percentage of survey respondents who agreed with the following statement, by gender:</p> <p>There is a positive culture within my organisation in relation to employees of different sexes/genders Men: 82% Women: 100%</p>
2. Gender Composition of the Governing Body	Men 44% Women 56%	N/A
3. Pay Equity	<p>Median Base Salary Gap: 0%</p> <p>Median Total Remuneration Gap: -0.9%</p> <p>Mean Base Salary Gap: 6%</p> <p>Mean Total Remuneration Gap: 5.7%</p>	N/A
4. Sexual Harassment	Number of formal sexual harassment complaints made: Nil	<p>Percentage of survey respondents in the organisation who experienced sexual harassment, by gender (calculated by subtracting the percentage of survey respondents who selected "No, I have not experienced any of the above [sexual harassment] behaviours" from 100%) Men: 9% Women: 4%</p> <p>Percentage of survey respondents who agreed with the following statements, by gender:</p> <p><i>I feel safe to challenge inappropriate behaviour at work</i> Men: 91% Women 93%</p> <p><i>My organisation takes steps to eliminate bullying, harassment and discrimination</i> Men: 95% Women 96%</p> <p><i>My organisation encourages respectful workplace behaviours</i> Men: 95% Women 100%</p>

Appendix

Workplace gender audit data

Indicator	Workforce Data	Employee Experience Data
5. Recruitment & Promotion	<p>Overall gender composition of: Recruitment of employees: Men 29% Women 71%</p> <p>Promotions: Men 25% Women 75%</p> <p>Higher Duties: Men 29% Women 71%</p> <p>Exits: Men 56% Women 44%</p>	<p>Percentage of survey respondents who agreed with the following statements, by gender:</p> <p><i>My organisation makes fair recruitment and promotion decisions, based on merit</i> Men: 64% Women: 82%</p> <p><i>I feel I have an equal chance at promotion in my organisation</i> Men: 45% Women: 61%</p>
6. Leave & Flexibility	<p>Proportion of the workforce using formal flexible working arrangements: 87%</p> <p>Proportion of the workforce using formal flexible working arrangements, by gender Men: 40% Women: 46%</p> <p>Gender composition of people in the organisation who have taken parental leave: Men: 0% Women: 2%</p> <p>Number of people who exited the organisation during parental leave, by gender: Nil</p>	<p>Percentage of survey respondents who agreed with the following statements, by gender:</p> <p><i>My organisation would support me if I needed to take family violence leave</i> Men: 95% Women: 100%</p> <p><i>I am confident that if I requested a flexible work arrangement, it would be given due consideration</i> Men: 95% Women: 100%</p> <p><i>My organisation supports employees with family or other caring responsibilities, regardless of gender</i> Men: 91% Women: 96%</p>
7. Gendered segregation	<p>Gender composition of ANZSCO code major groups in the organisation:</p> <p>1 Managers Men: 8% Women: 3%</p> <p>2 Professionals Men: 35% Women: 35%</p> <p>3 Technicians and trades workers Nil</p> <p>4 Community and personal service workers Nil</p> <p>5 Clerical and administrative workers Men: 0% Women: 16%</p> <p>6 Sales workers Nil</p> <p>7 Machinery operators and drivers Nil</p> <p>8 Labourers Nil</p>	N/A

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