

Ports Victoria Diversity, Equity and Inclusion Action Plan 2022-2025

Authorised by: Chief Executive Officer

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Message from the CEO

It is with great pleasure that I present to you the Ports Victoria's Diversity, Equity and Inclusion Action Plan 2022-2025.

Diversity and equality in the workplace will be achieved when all our staff and community are able to access and enjoy equal rewards, resources and opportunities regardless of their gender and background.

Ports Victoria has made considerable progress towards gender equity in the workplace however we know there is much more we can do.

We have outlined three key priorities for our organisation that we will work to achieve by 2025.

1. Ports Victoria will be seen as a sector-wide gender equality leader where all women and gender diverse people, with intersectional characteristics, are acknowledged, celebrated, recognised and supported to succeed.
2. The application of inclusive and bias-free practices when assessing our talent pool to achieve a gender-balanced workforce with pay equity, while also striving to have a workforce that is increasingly representative of the local community.
3. A zero tolerance for sexism, discrimination, bullying and sexual harassment with all staff empowered to recognise, address and respond to it.

Our Diversity, Equity and Inclusion Action Plan outlines a range of objectives and targeted strategies that we will implement to achieve gender equality in the workplace.

Ports Victoria is committed to leading the way when it comes to diversity and equality and preventing violence against women and minority groups in our community.

This Diversity, Equity and Inclusion Action Plan aligns with our organisational-wide Corporate Plan. Together, these important tools will ensure we attract, develop and retain an inclusive, high performing and engaged workforce that will continue to deliver outstanding services to our community.

Brendan Webb

Chief Executive Officer

Gender Equality Action Plan

VISION: The desired long-term outcomes of the Diversity, Equity and Inclusion Action Plan		
PRINCIPLES: Guide the way we work and the decisions we make for our workforce		
Priorities The long-term goals we seek to improve, measured by long-term indicators	Priority groups Identification of specific groups in our workforce which require extra support to achieve equitable outcomes	Areas We aim for our workforce to complement the diversity of the community we serve and engage with by creating a working environment and conditions in which we operate, learn, work and age in as a focus of all action plans and strategies.

Ports Victoria (PV) will deliver a safe and inclusive environment with zero-tolerance to any form of discrimination, bullying and sexual harassment, exclusion, vilification and victimisation, and make decisions based on merit, with a fair and transparent process.

Legislative Framework

The *Gender Equality Act 2020* requires each Government entity to address its obligations to promote gender equality in the workplace, consider gender equality when developing policies and programs and delivering services to the public. Ports Victoria will achieve this through promoting, auditing, delivering on action plans, conducting gender impact assessments, and reporting to the Gender Equality Commission every two years.

The overarching principle of workforce planning is to ensure that Ports Victoria has assessed, planned, and reviewed its current state and future requirements to deliver on our Corporate Plan and strategy commitments. For that reason, PV's Corporate Plan also addresses gender equality, diversity, access, and inclusion related to the *Gender Equality Act 2020*, with considerations for Child Safe Standards.

Ports Victoria seeks to play a role in increasing opportunities for Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities

Diversity, Equity and Inclusion Action Plan and Objectives

The Diversity, Equity and Inclusion Action Plan 2022-2025 (DEIAP) aims to guide the integration of gender, intersectionality and equality in our business practices, systems, rules and behaviours. This effort is underpinned by the Ports Victoria values of:

- Safety - Lead the way in the provision of safe navigation and reliable services
- Risk Management - Minimise risk to people, the environment and to property;
- Innovation – Deliver excellence in sustainable, efficient, effective and innovative solutions
- People - Support, respect, challenge and learn from each other

- Integrity - Display integrity, respect and be fair to all
- Customers and communities – we put our customers and communities at the centre of everything we do

The following gender equality principles in the Victorian *Gender Equality Act 2020, Part One (section 6)* have guided the preparation of the Ports Victoria Gender Equality Action Plan:

1. 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.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
7. 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.
8. 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.
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10. Special measures may be necessary to achieve gender equality. These principles are supported by the workplace gender equality indicators of:
 - gender composition of governing bodies
 - gender composition at all levels of the workforce
 - gendered work segregation recruitment and promotion
 - gender pay equity
 - leave and flexibility
 - workplace sexual harassment.

Our vision is for a whole of organisation integrated and sustainable approach that sees gender equality principles and intersectional factors embedded in the culture and across all business practices of Ports Victoria by 2025.

Gender Equality Methodology

Consideration of intersectional factors have been key to the development of the Diversity, Equity and Inclusion Action Plan 2022-2025. This recognises that people may experience multiple forms of disadvantage or discrimination related to sexual orientation, gender identity, age, race, ethnicity, religion, disability and/or any other attribute.

Preparation of the DEIAP has involved the analysis of Ports Victoria plans, strategies, frameworks, policies, procedures and business rules, baseline audit data and People Matter survey data according to the workplace gender equality indicators and intersectional factors. This has highlighted priority areas for inclusion in the DEIAP and for the further development of strategic documents and processes as outlined in this document.

The baseline audit data analysis from the period of the 1 July 2020 to 30 June 2021 identified areas for further data collection and analysis. A priority is the expansion of the data collection categories for gender to include LGBTIQ+ communities and alignment to the GE Commission data collection methodology released in August 2021.

The data collection methods will mature and evolve to align with the data recording and requirements of the Commissioner. With the audit data being point in time information, our ability to provide more detailed responses will improve and mature over time as we take steps to align our internal reporting systems.

Audit Findings

The audit identified the following key themes to focus our workforce consultation on;

Gender representation Women are under represented in the PV workforce, including a lack of representation at senior levels. Only one woman works in the operational areas of the business. It is also noted that a number of women have exited since the reporting period and all recruits since 1 July 2021 have been male.

Age diversity Ports Victoria is represented by a mature workforce and will benefit from a broader representation of age groups to provide new ideas and innovation. At the same time the business needs to acknowledge the experience its workforce has and ensure knowledge transfer.

Indigenous representation Although there are many diverse cultural identities within the PV workforce no employee identifies as either Aboriginal or Torres Strait Islander. Opportunity should be sought in partnership with the Geelong Aboriginal Employment Taskforce and the Department of Transport Aboriginal Employment Working Group to develop opportunities for indigenous people to join the organisation.

Insufficient data No information was available in a number of categories specified by the Commission. There is a need to enhance the Human Resources Information Systems to record data at the time of employee engagement and to establish better methods of ongoing capture of data, such as learning and development initiatives.

Our consultation and engagement with the workforce aims to facilitate a transparent and open process to ensure we maintain a contemporary approach to gender equality and meet legislated requirements.

Employees, employee representatives and key stakeholder input is encouraged on a range of topics through forums that meet the broad needs of the workforce and individuals within it, through meetings, surveys, committees, Q&A sessions and roadshows

Diversity, Equity and Inclusion Action Plan in Context

Ports Victoria is committed to adopting the Diversity, Equity and Inclusion Action Plan and devoting the necessary resources to implement, monitor, evaluate and report on the Plan. Ultimately, all staff will implement the DEIAP in everyday culture, values and practices. Appropriate systems will be put in place to collect and report on the level of data required to measure progress. This will ensure reliable reporting of statistics and commentary on workforce participation and experience, according to the principles of gender equality and intersectional characteristics, required under the *Gender Equality Act 2020*.

Training, development and awareness activities are an effective way to unite our employees to develop skills, aptitude and capabilities in the areas of gender equality, diversity and inclusion and to create a culturally safe organisation. We encourage all employees to join in and get involved.

Ports Victoria Activity 2021-2022

Employee Engagement Process

Employee engagement for the Ports Victoria Workforce Gender Audit was undertaken.

The People Matter Survey was completed and available in August 2021, with 32 responses received. The Workforce Gender Audit templates were populated with 76 employee profiles against the seven indicators:

- gender composition of governing bodies
- gender composition at all levels of the workforce
- gendered work segregation
- recruitment and promotion
- gender pay equity
- leave and flexibility
- workplace sexual harassment.

In March 2022, stakeholders from the below groups were asked to provide feedback on the Diversity, Equity and Inclusion Action Plan:

- Executive Leadership Team
- Chair, People, Culture and Remuneration Committee and other Board members
- Employee representative group (AMOU)

- Employees across the organisation

Monitoring and Evaluation

The Ports Victoria Diversity, Equity and Inclusion Action Plan outlines a range of goals and strategies which will be undertaken over the next three years. Actions will include work to be undertaken by Ports Victoria or in partnership with stakeholders and will be reviewed and updated annually, with progress managed by the Gender Equality Diversity and Inclusion (GEDI) Committee.

The Diversity, Equity and Inclusion Action Plan and review documents showing progress against actions will be publicly available from the Ports Victoria website. As changes in gender equality across the workforce can usually only be observed over an extended period of time, a range of indicators are used to monitor progress over both the medium and long-term.

Medium-term indicators are used to measure the success of projects and implementation.

Long-term indicators are used to show progress against the seven indicators and priorities.

The Gender Equality Commission has developed a comprehensive framework, guidance and advice regarding the obligations to promote gender equality, conduct gender impact assessments when developing policies and programs and delivering services to the public and to monitor and evaluate through two-yearly progress reports and four-yearly workforce gender audits.

Ports Victoria will develop an evaluation framework designed to ensure we continuously reflect on and learn from the work undertaken for the Diversity, Equity and Inclusion Action Plan. Due to the breadth and scope of this plan, specific projects will be selected for evaluation of their process and project outcomes. Evaluation will be based on the following questions:

Has this project achieved the desired change?

Is this project having the influence we expected?

Have we done what we said we would do?

What worked well and what needs improvement?

How effective is our planning?

Diversity, Equity and Inclusion Action Plan 2022-2025

CEO Office: **CEO** | People and Culture: **P&C** | Communications: **COM** | Finance & Corporate Services: **FCS** | Infrastructure: **INF** | Business and Strategy: **BIS** | Marine Operations: **MO** | Gender Equality Diversity and Inclusion Committee: **GEDI** | Executive Leadership Team: **ELT**

Priority 1 The Ports Victoria workplace is a sector-wide gender equality leader where all women and gender diverse people, with intersectional characteristics, are acknowledged, celebrated and recognised in a way that supports people to succeed

Indicator	Objective	Strategy	Who	When
Gender composition	>1 Leadership commitment to gender and intersectionality equality	<p>Promote the role of CEO and the Chair PCR Committee as champions for gender equality and the Ports Victoria's vision and commitment as a gender equality organisation through public statement, the Ports Victoria's website and internal and external communications</p> <p>Role-model a commitment to women in leadership and diversity, within the organisation and with business partners</p> <p>Incorporate gender equality, diversity and inclusion in plans, frameworks, strategies, policies, procedures and rules as these documents are reviewed</p>	CEO	<p>2022 2022 ongoing</p> <p>2025</p> <p>2022</p>
	> 2 Leadership commitment to cultural safety	<p>Provide a culturally safe workplace guided by a Cultural Safety Framework developed in consultation with Aboriginal and Torres Strait Islander peoples. Pay respect to Aboriginal and Torres Strait Islander people and work with community for recruitment and community consultation, planning and development</p>	P&C Working Group(s)	2023

Indicator	Objective	Strategy	Who	When
Gender composition	> 3 Appropriate use of gender neutral and inclusive language and diverse images in all of Ports Victoria policies, procedures and communications	<p>Ensure language and images in all Ports Victoria's internal and external documents and communications are diverse and follow LGBTIQA+ inclusive language guidelines</p> <p>Use gender neutral job advertisements, interview invitations, specific recruitment and selection criteria and structured interviews</p> <p>Continue to implement language that is gender-neutral and inclusive (gender decoder) when writing/reviewing position descriptions and advertisements</p>	COM P&C	2022 2022 2022
	> 4 Develop gender equality targets for leadership positions	<p>Strive for gender-balanced composition of executive, senior managers, managers, total workforce (by business units/team/location)</p> <p>Establish processes for recruitment of Committees and Working Groups internal to Ports Victoria that provide equitable opportunities for broader gender and intersectional representation.</p>	CEO P&C	2022 Ongoing 2025 2022
	> 5 Enable and support women and people of diverse genders in governance and senior leadership decision-making positions	<p>Consider gender equality, diversity and inclusion costs in annual budget preparations and ensure the infrastructure is in place to support a more inclusive and flexible workplace</p> <p>Invest in frontline leadership capabilities to drive cultural change</p> <p>Establish a formal mentoring program to assist women in mid-level roles to access high level positions in government. Ensure experience in key roles with support through life transitions</p>	CEO FCS P&C	2022 2022 Ongoing 2025 2023

Indicator	Objective	Strategy	Who	When
Gender composition at all levels of the workforce	> 6 Implement gender equality policies and practices across all levels of the workforce	Analyse the gender composition of each organisational structural level and, between business units and teams, develop strategies to address areas of gender and intersectional factor inequality and increase diversity and inclusion	CEO P&C	2023
		Establish a policy of salary on commencement at base level and guidelines for any negotiation above base for preferred candidates to ensure it follows a standard gender equity approach		2022
		Provide flexible work arrangements at all levels of employment to encourage more women into the organisation		2022
Gendered work segregation	> 7 Increase gender and intersectionality awareness and support	Ensure the working environment is inclusive of gender and intersectionality needs, with new staff and existing staff appropriately supported	CEO P&C	2024
		Ensure gender equality principles are applied to employee lifecycle frameworks and initiatives and that everyone is encouraged and confident to actively participate in meetings and forums		2022
		Ensure all employees have access to appropriate facilities, equipment and uniform based on their needs that do not make them feel vulnerable or disrespected		2022
		Develop and implement people at work awareness guidelines for LGBTIQ+ people, disability and culturally and linguistically diverse communities		2023
		Communicate and consult with people with physical disabilities, vision impairment, hearing impairment, intellectual disability, mental health issues, and people with communication or speech difficulties		2023

	<p>> 8</p> <p>Develop and provide professional development on gender, intersectionality and inclusion</p>	<p>Manage teams to ensure the organisation provides additional training and access to resources on gender equality and increases awareness of intersectional factors so that teams can support inclusion and diversity</p> <p>Provide support and guidance to all staff when reviewing plans, frameworks, strategies, policies, procedures and rules, and make recommendations on the implications of gender and intersectional factors</p> <p>Incorporate an understanding of gender equality and intersectional factors into an induction program and provide regular and ongoing training across the areas including being an active bystander, unconscious bias, and Preventing Violence Against Women (PVAW)</p>	<p>COM P&C</p>	<p>2023</p> <p>2022 Ongoing 2025</p> <p>2023</p>
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Indicator	Objective	Strategy	Who	When
Recruitment and promotion	> 9 Increase attraction and recruitment of women and the diversity of the workplace	Establish gender targets and use these targets to inform attraction, engagement and retention strategies, including specific and intensive recruitment efforts such as secondments and supporting communities affected by multiple forms of disadvantage and discrimination.	CEO P&C	2023
		Strive for gender and intersectional balance composition of employees of different ages, including older women, joining the organisation (by business units/team/location)		2025
		Ensure all recruitment processes use a gender-balanced interview panel. When using recruitment agencies ensure they are adhering to the Ports Victoria's gender equality requirements and reporting on gender splits in the shortlisting and interviewing process		2022 Ongoing 2025
		Recruit people with disability following the guidance on disability employment basics, fundamentals for organisations, recruiting people with disability and getting your workplace ready		2022 Ongoing
		Review organisation structures to seek opportunity to introduce entry		P&C ELT

		level positions that can attract more diverse candidates		
	<p>> 10</p> <p>Strive to increase women's applications and success rates in promotions</p>	<p>Challenge traditional views of merit in recruitment and promotion assessment and evaluation</p> <p>Provide mentoring and support programs for women seeking promotion</p> <p>Provide the same benefits, training and promotional opportunities to women on flexible work and leave arrangements as other employees</p> <p>Strive for gender and intersectional balance in promotion practices</p>	CEO P&C	
	<p>> 11</p> <p>Provide access to opportunity through supported programs</p>	<p>Investigate the establishment of a graduate program, either in-house or in partnership the Department of Transport, that provides work placement opportunities for diverse graduates in fields such as engineering.</p> <p>Work in partnership with the Geelong Aboriginal Employment Taskforce and the DoT Aboriginal Employment Working Group to identify opportunities for placement of Aboriginal and Torres Strait islander peoples by traineeship, scholarship or other suitable program.</p>	<p>P&C & GEDI</p> <p>P&C & GEDI</p>	<p>2023</p> <p>2023</p>
<p>Gender Impact Assessment (GIA), review, implementation monitoring and reporting</p>	<p>> 12</p> <p>Provide gender impact reporting</p>	<p>Ensure employee engagement/ culture surveys allow for meaningful consultation, including measures of employees' sense of inclusion by gender diversity and intersectionality factors with disaggregated reporting of data</p> <p>Conduct gender analysis of inflows and outflows of staff (voluntary and involuntary) by business units/team/ location to identify hotspots and incorporate into recruitment and/or retention strategies</p> <p>Continue to complete gender impact assessments on policies, programs and services that have direct and significant impact on the public</p>	CEO P&C	<p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>

Priority 2 Ports Victoria applies inclusive and bias-free practices when assessing its talent pool to achieve a gender-balanced workforce with pay equity, while also striving to have a workforce that is increasingly representative of the local community

Indicator	Objective	Strategy	Who	When
Gender pay equity	> 1 Remove gender pay gap	<p>Review remuneration policy with clear and transparent processes, including objective criteria for allocating benefits, with all remuneration linked to objective performance measures that consider gender</p> <p>Conduct transparent annual gender pay equity audits and seek to eliminate inequities with continual monitoring and review of pay practices that can lead to gender-based pay inequities. Consider gender pay differences when hiring new staff, allocating remuneration packages and pay rises</p> <p>Quantify the gender pay gap and establish mechanisms to reset the baseline. Examine how the Enterprise Agreement can be expanded to ensure greater workplace equity and flexibility</p>	CEO P&C	<p>2023</p> <p>2022 Ongoing 2025</p> <p>2023</p>
Leave and flexibility	> 2 Provide support for parental leave, family violence leave, carers leave	<p>Ensure employees on flexible work arrangements have access to meaningful and quality work. This includes the same benefits, training and promotional opportunities as other employees</p> <p>Support carers to return to work after parental leave and take steps to minimise disruption to their career progress</p>	CEO P&C	<p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>

	<p>> 3</p> <p>Increase promotion and provision of flexible work arrangements</p>	<p>Provide flexible parental, carer and family violence leave regardless of gender</p> <p>Promote flexible working arrangement options highlighting different genders</p> <p>Review overtime and shift arrangements to make sure access is provided equally to male, female and gender diverse employees</p> <p>Ensure leadership and professional development opportunities are provided through flexible means allowing an equal number of opportunities for participation</p>	<p>CEO P&C</p>	<p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p> <p>2023</p>
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Priority 3 Ports Victoria has zero tolerance for sexism, discrimination, bullying and sexual harassment with all staff empowered to recognise, address and respond to it

<p>Workplace sexual harassment</p>	<p>> 1</p> <p>Maintain a workplace free from sexual harassment, bullying and discrimination</p>	<p>Develop a communication plan that supports reinforcement of messaging from CEO and ELT on a zero tolerance approach to harassment, discrimination, unfair treatment, and sexism.</p> <p>Ensure a clear process exists for an employee or by-stander to report unwanted or offensive behaviour in the workplace, and at work-related social activities, confidentially and without fear of reprisals, with appropriate action</p> <p>Ensure there are no requirements about employee appearance that might make people feel disrespected, vulnerable or deprived of lacking opportunities</p>	<p>CEO Com P&C</p>	<p>2022</p> <p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>

	<p>> 2</p> <p>Develop and launch a campaign on violence against women and intersectionality</p>	<p>Develop and implement a program of activities and events to engage and support informal learning and build awareness of gender equality and intersectional factors, including International Women's Day and LGBTIQ+ festivals and events, and significant cultural events including National Reconciliation week and NAIDOC week.</p> <p>Develop and distribute an internal campaign and tools that clearly articulate what sexism and discrimination looks like and how to call out and prevent it</p>	<p>GEDI Working Group(s)</p>	<p>2023</p> <p>2022</p>
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