


Diversity and Inclusion Strategy and Action Plan



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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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Message from the CEO

I am pleased to present the Greater Metropolitan Cemeteries Trust (GMCT) Diversity and Inclusion Strategy and Action Plan (2023–2025).

Our core values of compassion, respect, integrity and sustainability have helped us foster a culture where diversity and inclusion are highly valued and celebrated.

This has been demonstrated time and again in our services to the community.

Cemeteries are one of the few places in urban areas that bring so many communities, histories, belief systems and lives together in harmony, to respectfully reflect and meaningfully celebrate what is important to them.

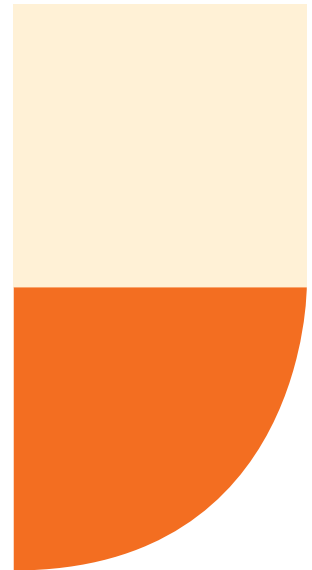
We strive for a workforce that represents the rich diversity of Greater Melbourne’s communities and is united by mutual respect and a clear commitment to providing compassionate service. In doing so, we can better understand and address the needs of all of our customers.

This strategy represents an opportunity to be more aware and deliberate in creating a diverse and inclusive workplace. It provides a framework so we can continue to embrace our differences and ensure our people, and the communities we serve, feel safe, supported and that they belong.

I wish to thank those who have championed the development of the Diversity and Inclusion Strategy and Action Plan. I encourage all staff to actively participate in the actions of this plan and promote an even more inclusive culture at GMCT.



Andrew Eriksen
He/Him
Chief Executive Officer



Message from the Executive Sponsor

As Executive Sponsor of the Diversity and Inclusion Strategy and Action Plan I am very conscious that I don't represent the very diversity I am advocating for. My approach to this will be to use my role to make space for the stories of others to be told – to be the ears, rather than the voice; the lectern, rather than the microphone; and to always be an advocate in the boardroom.

Diversity and inclusion are written into the very purpose of GMCT. As public providers of burial, cremation, memorialisation and other services to the people of Victoria, we know firsthand how diverse and dynamic our communities are.

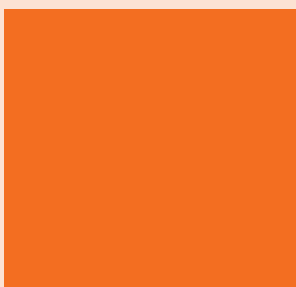
An important starting point for providing these services is to listen to our communities, to understand them and ourselves. We can go a long way by being open, empathetic and fair. We can go a lot further if our organisation – our people – reflects the diversity of our community.

'I'm passionate about diversity and inclusion because I have seen the powerful ways it has transformed organisations I have been involved in'.

This strategy is an important moment on our journey. We already have a wonderful basis to start from just because of who we are. This strategy provides us with a pathway to do even better. I encourage everyone to read and embrace it. Join us as we embark on a journey that will enrich us all.



James Reid
He/Him
Chief Future Built Environment Officer



Context

As an organisation that delivers key essential services to families in need, we are dedicated to ensuring our cemeteries are safe and inclusive for all employees and visitors. Our core values of respect, compassion, integrity and sustainability support us to advance our organisational culture of inclusion.

Diversity and inclusion vision statement

We create and maintain safe, accessible and inclusive spaces for all people to express their identity and feel a sense of belonging.

Diversity and inclusion mission

To create and sustain a respectful and inclusive workplace culture where the diversity of all people is understood, celebrated and leveraged to ensure we come together to make a collective impact on the diverse communities we serve.

Definitions

In most workplaces, the terms 'diversity' and 'inclusion' mean many things to different people. Creating a consistent understanding of diversity and inclusion is the first step in developing an organisation-wide inclusion and diversity strategy for GMCT.

We define **diversity** as the differences we bring to work. It includes diversity of background – such as gender, cultural background/identity, sexual orientation, gender identity, disability, neurodiversity, age, religious beliefs, education, professional discipline and industry experience – as well as diversity of thinking approaches.

Inclusion is about creating a workplace culture based on a sense of belonging – where people are respected, valued, and feel psychologically safe to contribute the diversity of their lived experiences. An inclusive culture treats everyone equitably, where our people are provided with the opportunities they need to succeed and thrive in their careers. To have an inclusive workplace, discrimination, harassment, vilification and victimisation cannot be tolerated.

The language used when discussing the diversity and inclusion landscape is ever evolving, and as such, this strategy and action plan represents where we are at in this moment in time. We recognise that as times, terminology and societal expectations change, we will grow to accurately reflect the needs of our communities we will serve in the future.

For key terminology and definitions as per the *Equal Opportunity Act 2010* (the Act) along with key legislation relating to diversity and inclusion, see Appendix A.



Strategic focus areas

Building our diversity and inclusion strategy

To ensure a thorough and unbiased approach, we partnered with an external consultant, Diversity Partners, to conduct a detailed assessment of GMCT using their diversity and inclusion (D&I) index based on 14 key characteristics (Appendix B). This was followed by a desktop review of business documentation such as policies, procedures and our enterprise agreement to identify further opportunities. We then convened four employee focus groups of 44 participants and interviewed members of our Executive Team (ET).

Through this multi-faceted approach, we have combined the feedback and perspectives of our workforce with the knowledge and expertise of industry leaders to design a strategy and action plan that is tailored to improving GMCT's culture of inclusion and belonging.



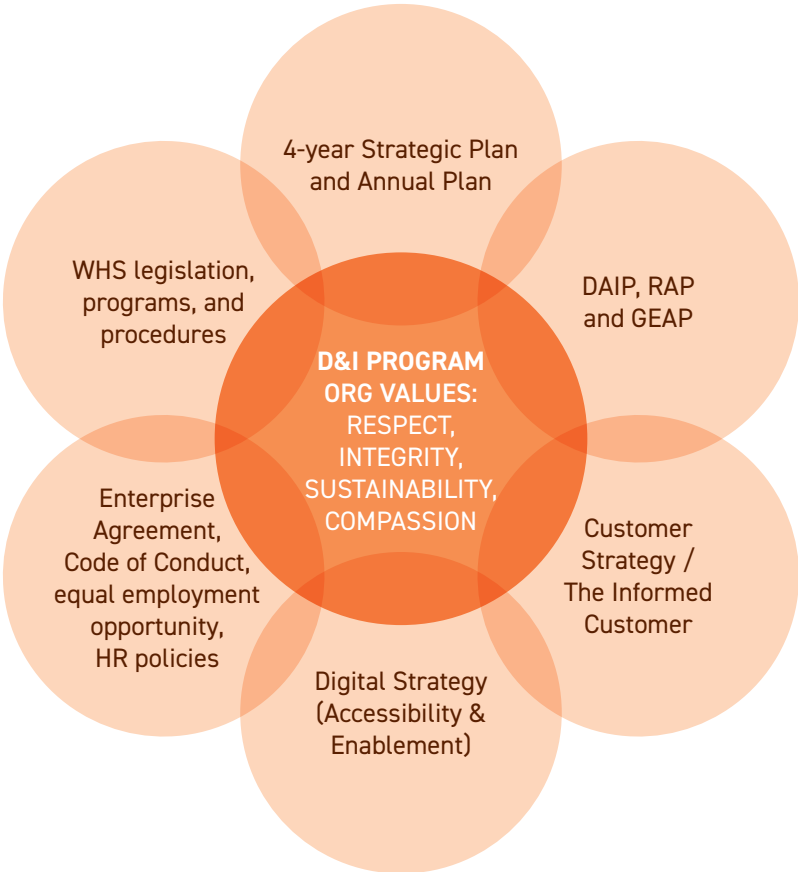
Alignment to existing plans and strategies

The impact of diversity and inclusion at GMCT intersects with everything we do and cannot operate successfully in isolation of other organisational programs, policies, strategies and action plans.

From an internal perspective, we are committed to ensuring we have a psychologically safe space for all employees to feel welcome, comfortable and encouraged to be their authentic selves. We continue to build capability in all employees to understand the needs of the diverse communities we service across Greater Melbourne and deliver a service tailored to these needs. We want leaders to celebrate the diversity within their teams. We also want them to be equipped with the capability to build and sustain a collaborative and respectful team environment where all individuals are supported to perform at their best.

The external lens of diversity and inclusion is equally important. As an organisation that supports families through difficult times, we are dedicated to working closely with our customers and communities to understand how we can best deliver on their expectations, offering certainty in times of distress. Equipping ourselves with current and accurate data regarding the ever-changing diversity demographics of each local government area we serve assists us to make key business decisions with diversity and inclusion principles at the heart of the process.

Our consolidated Diversity and Inclusion Program intersects with many of our current GMCT strategies and action plans, such as our Disability Access and Inclusion Plan (DAIP), Reflect Reconciliation Action Plan (RAP) and our Gender Equality Action Plan (GEAP) and is underpinned by our organisational values.



GMCT Diversity and Inclusion Action Plan



Strategic Priority 1

Create a shared understanding of what diversity and inclusion is, why it is important and what it means for us.



GOAL 1.1

The Diversity and Inclusion strategy (D&I strategy) and activity at GMCT is well articulated through communication plans that involve visible leadership, employee storytelling and awareness raising.



ACTION

- Educate leaders on the business case and benefits of diversity and inclusion.
- Endorse the D&I strategy and communicate organisational commitment to diversity and inclusion (D&I) to employees across all locations, and to partners, suppliers and the wider community.
- Provide an explicit focus in internal communications on what we mean by D&I, why it's important to GMCT and planned actions to achieve progress.
- Promote storytelling, for example, to showcase men taking parental leave, part-time managers, teams working flexibly across operations and corporate services teams, teams celebrating cultural backgrounds.
- Establish and communicate a D&I calendar of events that captures agreed significant days; develop supporting educational and awareness activities. Suggestions and examples include:
 - International Women's Day
 - NAIDOC Week
 - Wear It Purple Day
 - Harmony Day
 - International Day of People with Disability.
- Use a variety of approaches to ensure diversity of employee input into the planning of agreed days of significance.
- Invite GMCT leaders to demonstrate visible leadership by participation in the celebrations and/or awareness development activities for the significant days.



MEASURES

- Increase in D&I scores, as part of the Engagement/People Matter Survey, particularly in teams/roles where scores have been significantly lower than the organisational average.
D&I questions currently surveyed:
 - GMCT fosters a culture that values diversity and inclusion.
 - GMCT is genuinely committed to promoting gender equality in our workplace.
 - GMCT is genuinely committed to promoting inclusive work environments for employees with disabilities.

GOAL 1.2

Diversity and inclusion activity is supported and enabled by a governance framework and resourcing, including the establishment of a Diversity and Inclusion network (D&I network).



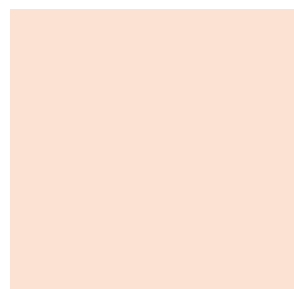
ACTION

- Progress the establishment of a D&I network to amplify focus of the Manager, Organisational Development and Inclusion. Include diverse representation from all regions, including executive sponsor(s), business leaders, customer and community facing teams, operations, human resources, communications, and employee representatives, governed by an agreed terms of reference. Agree timelines, actions, responsibilities, and success measures and reporting.
- Initial activity of the D&I network may include leading the D&I calendar of events for agreed days of significance, and communications messaging.



MEASURES

- D&I network established with terms of reference and agreed actions to demonstrate commitment to employees (such as communication and celebration/commemoration of days of significance).
- The D&I network terms of reference is updated (e.g. annually) in accordance with evolving business requirements.
- Year on year growth in membership to the D&I network, in accordance with the terms of reference governance.





Strategic Priority 2

Develop visible leadership commitment to diversity and inclusion.



GOAL 2.1

Leaders at GMCT are capable and visible champions of diversity and inclusion and actively work to nurture an inclusive workforce culture where diversity is valued.



ACTION

- Establish an executive sponsor(s) for D&I at GMCT and agree personal commitments and expectations for the year ahead.
- Deliver inclusive leadership education to all leaders to build capability to lead inclusively, promote diversity, reward vulnerability and enhance psychological safety.
- Leaders actively champion D&I activities and initiatives across business area of responsibility and organisation-wide. On a quarterly basis ask the ET to share examples, such as:
 - How have they progressed D&I in their area of responsibility?
 - How have they intentionally recruited for diversity?
 - What steps have they taken to mitigate unconscious bias?
 - How are they promoting an active bystander culture?



MEASURES

- Proactive D&I Executive Sponsor in place.
- Attendance of employees at relevant D&I training events, and learner satisfaction statistics from these training programs.
- Measures in Engagement Survey/People Matter Survey show an increased level of satisfaction over time.
- Frequency of leadership communications regarding D&I activity.

GOAL 2.2

Leaders at GMCT are intentional and accountable for growing workforce representation and an inclusive workforce culture based on diversity and inclusion aspirations.



ACTION

- Leaders take practical action to challenge traditional notions of gender role types to support the achievement of increases in proportional representation.
- Executive leaders review progress in relation to actions, targets and measures. Apply a reflective and learning lens; adjust targets and recommit to new measures.
- GMCT leaders actively support delivery of actions from the D&I strategy which will have a significant impact on their business area of responsibility. Diversity and inclusion indicators/measures are included in the performance plans of leaders.



MEASURES

- Measures in Engagement Survey to show an increased level of satisfaction over time, for example, 'Senior leaders actively support and celebrate diversity and inclusion in the workplace.'
- A clear reporting and review process is designed and implemented for the ET to regularly review actions, targets, and measures and adjust accordingly.



GOAL 2.3

Leadership decisions are informed by diversity and inclusion data insights.



ACTION

- Agree approach to collect and monitor workplace diversity data/demographics and employee perceptions regarding D&I. Augment employee surveys with targeted D&I questions, for example:
 - 'GMCT has a positive culture in relation to D&I.'
 - 'Senior leaders actively support and celebrate diversity and inclusion in the workplace.'
 - 'In my organisation, bullying, discrimination and sexual harassment is not tolerated.'
 - 'I feel safe to share a different perspective.'
 - 'I can bring my full self to work.'
 - 'I have the flexibility I need to manage work and other commitments.'
 - 'My immediate supervisor/manager genuinely supports equality between genders.'
- Create dashboard for reporting gender and diversity data and insights.
- Increase understanding of reasons for employee departures, analysed with regard to diversity dimensions and intersectional analysis (for example, consideration of the intersection of gender/and race, age, disability, etc).
- Create and communicate meaningful goals and metrics with timeframes for leaders to act upon in their areas (for example, gender representation measures and targets to increase under-represented groups).
- Conduct pay equity analysis on like-for-like roles and by level to identify pay gaps or inequities and provide annual reporting to the ET and Board.
- Embed continuous audit, review, and action cycle to monitor and address gender-based pay disparities.
- Provide annual D&I performance update to the Board on achievements, gaps, and recommendations.



MEASURES

- Establishment of a D&I reporting dashboard with baseline data.
- Regular reporting and action cycle to improve identified gender pay gaps.
- Regular reporting to the ET and Board.
- Measures and metrics agreed, and individual leadership accountability established.

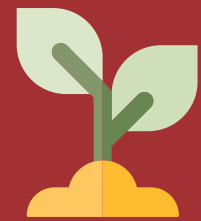




Fountain
Memorial
Tree Garden
Zone 1

Strategic Priority 3

Grow GMCT's culture of psychological safety, and respectful and inclusive behaviours.



GOAL 3.1

There is a shared organisational view of what diversity and inclusion means for everyone at GMCT and this is supported by visible inclusive practices.



ACTION

- Educate all employees on inclusivity and psychological safety, including characteristics of inclusive teams, unconscious biases and inclusive language and behaviours.
- Leverage team, region-based and organisation-wide engagement sessions to raise awareness and celebrate aspects of diversity and inclusion.
- Continue to promote zero-tolerance in relation to all forms of harassment, discrimination and bullying through policy review and refresh, communications and training. Amplify the message that to have an inclusive workplace, exclusion, bullying, discrimination, and harassment cannot and will not be tolerated, by providing:
 - mandatory training and annual refresher training for all employees, including internal support processes and mechanisms for making a complaint, and
 - clear communication regarding expectations in relation to acceptable and unacceptable behaviour, including specific examples.
- Educate teams, including leaders, on disability confidence, cultural awareness and LGBTIQ+ inclusion. Provide awareness and skills development on how to be an ally for others with differing backgrounds and identities.
- Continue to develop and extend visible practices to support workforce inclusion. Examples include:
 - Consider establishing the protocol for employees to add their pronouns to their email signatures, name badges and organisational charts. Implement this with employee education as to why this is important.
 - Promote the option for employees to update their personal profile on human resources systems, including gender identity (with the option for gender non-binary people to self-describe).
 - For team members who wear a name badge (for example, in an onsite customer facing role), add pronouns in addition to flags which indicate languages spoken in addition to English.
 - Consider expanding the use of employee lanyards as a tool to increase the visibility of D&I (for example, rainbow, artwork by Aboriginal and Torres Strait Islander peoples, etc.).
 - Agree organisational protocols for Acknowledgement of Country at meetings and events (in accordance with Reflect Reconciliation Action Plan (Reflect RAP)).
 - Ensure internal and external communications include imagery that reflects the diversity of people across various roles to showcase diversity and inclusion at GMCT.
 - Ensure adequate bathroom and changing room facilities for men, women and gender-neutral options where practicable.
- Using employee demographic insights, consider creating facilities for employees for:
 - prayer (multi-faith with an accessible design and signage)
 - breast-feeding/pumping
 - quiet spaces, for example, for deep thinking and/or time away from the activity of an open-plan office (this is particularly important for employees who may be neurodiverse).
- Ensure site tours/employee inductions are updated to reflect a reference to bathroom, changing room, prayer and breast-feeding/pumping facilities.



MEASURES

- Measures in Engagement Survey to show an increased level of satisfaction over time, for example:
 - 'GMCT has a positive culture in relation to D&I.'
 - 'In my organisation, bullying discrimination and sexual harassment is not tolerated.'
 - 'I feel safe to share a different perspective.'
 - 'I can bring my full self to work.'
- Participation/attendance at relevant D&I training and/or cultural events, and any participant/learner satisfaction surveys.
- Improved employee retention rates across all parts of the organisation, and notably for employees in under-represented groups.
- Evidence of visible practices to promote workforce inclusion.



GOAL 3.2

Where possible, everyone has access to flexible working arrangements relevant to their role and leave provisions that support the attraction and retention of a diverse talent pool.



ACTION

- Review and refresh flexible work guidelines based on recommendations in this report and employee insights.
- Adopt a team-design approach to consider flexible working options for Enterprise Bargaining Agreement teams in operations (including Burial Operations, Horticulture, Funeral Services) whilst maintaining safety, quality, and performance standards. Considerations include flexible start-finish times, RDO planning, flexible leave options and employee input into team-scheduling.
- Use various communication channels to ensure all leaders and employees are aware of the use of flexible arrangements and leave provisions (for example, Picnic Day) to support participation in employment at GMCT and the balancing of personal and professional lives.
- For corporate services roles, consider providing tactical tips to support hybrid/flexible working practices, including:
 - Agree a team protocol to communicate varying working patterns across team members, for example, make working hours clear on online calendar, including blocked off time for deep thinking.
 - Consider agreeing rules of engagement for various platforms, including chat messages, video calls, emails and documentation.
 - Use technology to produce artefacts that can be shared after a meeting for those unable to attend, for example, recorded Teams meetings, automatically generated transcripts and/or meeting minutes.
- Promote storytelling about the lives and experiences across all employee groups; for example, profile men and employees with diverse backgrounds who have caring responsibilities or community-based commitments and showcase examples of flexibility across professional and personal lives. Use a variety of communication approaches to promote visibility and benefits.
- Provide a brief toolkit for leaders to support and empower them to build an effective hybrid team based on D&I principles (for example, as outlined above).



MEASURES

- Measures in Engagement/People Matter Survey to show an increased level of satisfaction over time.
- Improved employee retention rates.





Strategic Priority 4

Strengthen our diverse and future-focused workforce capability.



GOAL 4.1

GMCT people policies and practices are strengthened with D&I principles to support leaders to attract, recruit, develop and retain diverse talent.



ACTION

- Review and refresh recruitment and selection approach and practices in line with best practice diversity and inclusion recommendations (refer to Appendix 2 – People Policy and Enterprise Agreement Review).
- Promote creative ways to remove barriers and encourage greater gender balance across areas of under-representation. Examples include secondment, project-based activity and higher duties opportunities. Educate people leaders to consider what a candidate may 'add' to the culture as opposed to how they might 'fit' the culture.
- Apply a D&I lens to key points in the employee journey, including performance reviews, development and succession planning, promotions, remuneration reviews and retention strategies.
- Incorporate D&I and inclusive leadership principles and practices into organisational induction/onboarding and leadership development programs.
- Expand GMCT's successful graduate program, targeting scholars from diverse backgrounds, including area(s) of study, based on agreed D&I aspirations. Include business rotations as part of the program design (where appropriate) to allow for greater exposure and maximised ripple effect across the organisation.
- Launch the 'A Day in the Life Of' program, offering employees the opportunity to spend time in another part of the business for an agreed period. This could be part of induction and/or part of regular people development planning activity. Leverage insights from the Customer Experience Team.



MEASURES

- GMCT's people policies and practices reflect leading D&I principles and practices.
- Increased employee satisfaction with career development opportunities as measured through Engagement/People Matter Survey data.
- Targeted development and succession plans are in place to promote the growth and development of women and under-represented groups.
- Increased representation of women and cultural diversity at all levels, especially senior leadership and executive levels.

GOAL 4.2

The implementation of the GEAP, DAIP and Reflect RAP actions support GMCT to be an attractive employer for diverse talent and under-represented groups, including on the basis of disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.



ACTION

- Progress the implementation and review of the GEAP, DAIP and Reflect RAP actions, with the support and guidance of the D&I network.



MEASURES

- Measures in Engagement/People Matter Survey to show an increased level of satisfaction over time.
- Increased representation of diverse talent and under-represented groups across GMCT.
- GMCT's obligations are met under regulatory frameworks, including the *Gender Equality Act 2020 (GEA)* and the *Disability Discrimination Act (DDA) 1992*.





Strategic Priority 5

Embed diversity and inclusion principles into customer, community, partner, and supplier interactions.



GOAL 5.1

GMCT's external presence, customer services, cemetery and memorial park design, procurement and supplier channels are enhanced with the application of D&I principles and practices.



ACTION

- Strengthen the capability of GMCT's customer facing employees to provide a consistent approach to inclusive and accessible customer service by incorporating D&I into customer service education, tools and frameworks. This could include:
 - An overview of various diversity dimensions and lived experiences, including religious, cultural and faith, age and gender diversity
 - Exploration of the diversity of religious and cultural perspectives, traditions and customs with respect to mourning, memorial events, ceremonies and services
 - Exploration of inclusive and accessible customer service practices to support diverse customer needs (including translations services and/or relay services)
 - Unconscious bias and how this plays out in our customer service and decision making
 - GMCT policy and protocols for people with diverse requirements across the customer journey
 - Storytelling and sharing of successes, learnings and practices from the Future Built Environment and Community & Communications teams.
- Promote GMCT's D&I commitments, progress, and stories on the GMCT website and social media (for example LinkedIn); use imagery that celebrates diversity and inclusion.
- Embed D&I principles in GMCT's Customer Strategy.
- Grow GMCT's capability to support diversity, equity and inclusion across customer and community services (including burials, cremations and memorials) and activities by conducting Gender Impact Assessments (GIAs) with an intersectional lens on new/reviewed programs, policies and services that have a 'direct' and 'significant' impact on the community:
 - Agree approach for prioritising and managing GIAs by defining 'direct' and 'significant' based on organisational context and business strategy
 - Develop organisational capability through awareness and education sessions and provision of tools and resources
 - Establish mechanisms for accountability and monitoring (reporting).
- Continue to promote digital accessibility and inclusion by adopting Web Content Accessibility Guidelines 2.1 (WCAG 2.1) Level AA in the development of internal and customer-facing digital, mobile, app and web systems and applications. Ensure design criteria have been met and website design has been optimised for customers with accessibility requirements, including compatibility with assistive technologies.
- Review and refresh procurement policy and practices to integrate D&I principles.
- Actively encourage suppliers to demonstrate commitment to D&I through their business practices.
- Strengthen customer and community inclusion through ongoing review, design and development of visible practices and facilities (including through GMCT's DAIP). Examples include:
 - accessible signage that caters for a diversity of accessibility requirements
 - facilities for prayer (multi-faith with an accessible design and signage) and breast-feeding/pumping
 - visible imagery, signage and/or flags that represent Aboriginal and Torres Strait Islander peoples.



MEASURES

- Customer service training has D&I practices embedded and is completed by employees in customer facing roles.
- GMCT D&I aspirations and progress are shared externally (for example, website and social media).
- D&I principles are embedded within GMCT Customer Strategy.
- Compliance with regulatory frameworks, including GIA requirements of the GEA (2020) and the DDA (1992).
- Conduct regular ongoing accessibility assessments, testing and compliance audits to ensure compliance with WCAG 2.1 (AA) guidelines.
- Acquisition of new suppliers who align with and support GMCT's D&I principles.



GOAL 5.2

GMCT's community engagement, external partnerships and accreditation and memberships are enhanced with the application of D&I principles and practices.



ACTION

- Strengthen and build new partnerships with organisations that demonstrate a strong focus on D&I, to deepen organisational awareness, grow capability and improve inclusion and economic outcomes. Considerations for GMCT to access specialist support, best practice toolkits and resources are memberships with organisations such as Australian Network on Disability, Pride in Diversity (for LGBTIQ+ inclusion), the Victorian Multicultural Commission and Reconciliation Australia.
- Apply a D&I lens and use learnings from Harkness community engagement to strengthen organisational approaches to community engagement. Measure impact and share insights widely with employees to strengthen learning and performance.



MEASURES

- Development of partnerships with organisations who can provide specialist inclusion support.
- Increased diversity of community sponsorship programs.
- Improved customer impact scores.





GMCT Diversity and Inclusion Three-Year Success Plan

| STRATEGIC PRIORITY | YEAR 1 |
|---|---|
| <p>1 Create a shared understanding of what D&I is, why it is important and what it means for us.</p> | <ul style="list-style-type: none"> • Employees have a clear view of GMCT’s commitment to D&I and agreed days of significance are celebrated. • D&I network established with a visible executive sponsor for D&I. • Expanded employee demographic profile and deeper awareness of inclusion through engagement survey insights. |
| <p>2 Develop visible leadership commitment to diversity and inclusion.</p> | <ul style="list-style-type: none"> • Leaders have participated in inclusive leader education and coaching to build capability, promote diversity and enhance psychological safety. • D&I insights are growing through the development of GMCT’s D&I dashboard. • Leaders actively champion D&I across their business area of responsibility. |
| <p>3 Grow GMCT's culture of psychological safety, respectful and inclusive behaviours.</p> | <ul style="list-style-type: none"> • GMCT actively reinforces and promotes its zero tolerance to workplace harassment, bullying and discrimination. • Employees have participated in an awareness session on creating psychological safety, inclusive language and behaviours and mitigating unconscious bias. • Visible practices are being adopted to support inclusion such as diverse imagery to represent diverse people across internal and external communications. |
| <p>4 Strengthen our diverse and future-focused workforce capability.</p> | <ul style="list-style-type: none"> • GMCT attracts and recruits diverse talent who offer ‘culture add’ rather than ‘culture fit’ through leading practice recruitment and selection policies and processes. • Expanded apprenticeship and graduate programs. • ‘Day in the Life Of’ program has been implemented with stories shared through internal communications. |
| <p>5 Embed D&I principles into customer, community, partner and supplier interactions.</p> | <ul style="list-style-type: none"> • GMCT’s customer facing employees participate in inclusive customer service training. • A D&I lens is applied to programs, policies and services that have a ‘direct’ and ‘significant impact on the community.’ • GMCT D&I aspirations, goals and progress are communicated externally. • D&I principles are integrated into procurement policy and suppliers are encouraged to sponsor D&I activity. |

| YEAR 2 | YEAR 3 |
|---|--|
| <ul style="list-style-type: none"> • GMCT's D&I network strengthens organisational focus on D&I, with clear alignment of D&I activity with human resources, close ET connection and regular reporting to the Board. | <ul style="list-style-type: none"> • Leaders have meaningful D&I data insights, targets and metrics to guide and inform people related decisions. |
| <ul style="list-style-type: none"> • Leaders participate in formal leadership development programs which foster the development of inclusive leaders. • Leaders review and discuss progress in relation to agreed actions and measures. They apply a reflective lens and recommit to new measures. | <ul style="list-style-type: none"> • Leaders 'walk the talk' with their inclusive language, behaviours, and decision making. • D&I indicators/measures are included in the performance plans of all executive leaders. |
| <ul style="list-style-type: none"> • Leave policies reflect best practice D&I principles. • Accessible and inclusive facilities for employees are being created, for example quiet spaces for people to work and dedicated multi-faith space for prayer. • GMCT flexible working practices are an organisational strength and are promoted through storytelling (internally and externally). | <ul style="list-style-type: none"> • All employees have received training on disability confidence, cultural awareness and LGBTIQ+ inclusion including integration into induction and leadership development programs. |
| <ul style="list-style-type: none"> • People policies and practices have been strengthened with a leading practice D&I lens. • Leaders are intentional and use people data and insights to guide approaches to grow, promote and retain the organisation's diverse talent. Leaders actively seek to remove barriers for under-represented groups. | |
| <ul style="list-style-type: none"> • Community engagement approaches have been extended to reflect GMCT D&I goals and aspirations. • GMCT partners with diverse organisations to support and enable organisational D&I aspirations. • GMCT website and customer-facing digital and mobile systems are compliant with Web Content Accessibility Guidelines 2.1 (AA). | <ul style="list-style-type: none"> • GMCT's external presence and branding reflects and celebrates the organisation's D&I commitment. |

Measuring progress

This recommended D&I strategy and approach provides opportunity for the team at GMCT to track, measure, quantify and report on the impact of work. Measurement and data are important, not only because they allow progress to be recognised and celebrated, they also enable identification of approaches and opportunities to do better.

While numbers provide an important and necessary snapshot, continued prioritisation of the perspectives and experiences of employees is key. Participation in regular employee check-in/ engagement pulse checks and surveys will provide valued inputs to inform and guide progress, as well as areas to celebrate and refine.

Alongside regular reporting of progress to the ET and Board, we also recommend regular updates to all employees. They can then see how D&I activities are tracking, and importantly, how their feedback is influencing activities and the ongoing commitment to build capability and an inclusive workplace to support the delivery of strategic priorities.

Appendix A

The Equal Opportunity Act 2010 (the Act) lists the following aspects of a person's identity that are protected from discrimination:

- Aboriginality
- gender identity
- disability
- marital status
- parental status or status as a carer
- physical features
- pregnancy
- race (including colour, descent or ancestry, nationality or national origin, ethnicity or ethnic origin)
- religious belief or activity
- sex
- sexual orientation
- personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the above attributes.

A person's identity may include attributes such as:

- refugee or asylum seeker background
- migration pathway, visa status or mode of arrival in Australia
- veteran status
- language
- health status
- mental health status
- medical record
- socioeconomic status
- housing status
- geographical location
- criminal record
- appearance, mannerisms and voice.

Identities within an individual may come, go or converge depending on time or place (for example life stages).

Key legislation relating to diversity and inclusion

Victorian

- Advancing the Treaty Process with Aboriginal Victorians Act 2018
- Carers Recognition Act 2012
- Change or Suppression (Conversion) Practices Prohibition Act 2021
- Charter of Human Rights and Responsibilities Act 2006
- Disability Act 2006
- Equal Opportunity Act 2010
- Gender Equality Act 2020
- Multicultural Victoria Act 2011
- Occupational Health and Safety Act 2004
- Racial and Religious Tolerance Act 2001

Commonwealth

- Disability Discrimination Act 1992
- Sex Discrimination Act 1984
- Racial Discrimination Act 1975
- Age Discrimination Act 2004

Policies and procedures

- GMCT Enterprise Agreement 2021
- Code of conduct
- Anti-discrimination and equal employment policy
- Workplace Bullying Recruitment and Selection policy
- Hybrid working guiding principles, 2022
- Diversity and Inclusion Policy – yet to be developed

Appendix B

Diversity Partners D&I index – 14 key indicators for diversity and inclusion:

1. Diversity of workforce overall
2. Diversity of executive leadership and board
3. Experiences of inclusion (and harassment and discrimination)
4. Integration of diversity and inclusion with people and business strategy
5. Governance, accountability and resourcing
6. Measures
7. People policies
8. Visible leadership
9. Leadership capability
10. Pay gap
11. Recruitment, development, and promotion practices
12. Flexibility, leave and support practices
13. Integration with procurement, supplier channels and product/service design
14. Community involvement, external partnerships and accreditation and memberships

For further information on diversity and inclusion at GMCT, please contact us via our website.

