cenitex
Gender Equality

Gender equality action plan

2021-25

Contents

Message from the Chief Executive Officer

I take great pleasure in presenting the inaugural Gender Equality Action Plan (GEAP) for Cenitex.

Most people working in the public sector are motivated by the opportunity to effect change and then being able to see how the change has made a difference for people. My aspiration for Cenitex is to be a diverse and inclusive workforce reflecting the community we serve. The actions thoughtfully mapped out in the GEAP are the way for Cenitex to be the change.

I am delighted members of the Cenitex Gender Equality stream have produced a well-researched and considered GEAP. After many months of planning, staff consultations and analysis of survey data, the stream members have prepared a document identifying actions we can use as a roadmap to improve outcomes for all employees, suppliers and customers.

Evidence shows workplace gender equality improves organisational performance. It will also assist in enhancing the ability for Cenitex to attract, grow and retain employees and at the same time help develop and boost our organisational reputation.

Diversity is something I am personally passionate about. A diverse workplace that celebrates, advances and fosters inclusion is one that truly shines, and it should reflect the community in which we live. Fostering a diverse workplace promotes innovation, problem solving, increased productivity and for Cenitex, promotes a culture where we are positive and productive, and everyone's voice can be heard.

Frances Cawthra
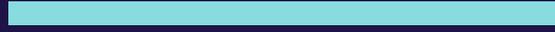
Introduction

About Cenitex

Cenitex serves the Victorian community through our relationships with state government departments and agencies. We provide shared information and communications technology (ICT) services to more than 35,000 members of the public service.

Created as a state-owned enterprise in July 2008, Cenitex supports more than 43 Victorian Government agencies and departments delivering essential services and technology such as identity and network management, security, user workspace and cloud services efficiently and cost-effectively.

The Cenitex vision is to support a modern, agile and productive public sector. The organisation is driven by the government's commitment to a digital Victoria and to securing better outcomes for the community.

What is the *Gender Equality Act*?

On 31 March 2021, an important milestone for gender equality in Victoria was achieved with the commencement of the *Gender Equality Act 2020* (the Act).

The Act seeks to improve and promote workplace gender equality by mandating public sector organisations, universities and local councils develop and implement a Gender Equality Action Plan (GEAP).

Public entities play an important role in shaping services and policies impacting gender equality in the community, this means role modelling gender equality to the public we serve. The Cenitex GEAP includes strategies and measures to make positive organisational change towards gender equality.

For many Victorians, gender inequality may be compounded by other forms of disadvantage or discrimination a person may experience due to other characteristics, such as:

- Aboriginality
- disability
- ethnicity
- gender identity
- race
- religion
- sexual orientation.

What is gender equality?

The Act defines this as 'equality of rights, opportunities, responsibilities and outcomes between persons of different genders.'

For us, this means creating a workplace that addresses disadvantage, stigma, stereotyping, prejudice and violence, and accommodates equal access of opportunities and resources to all our employees at Cenitex irrespective of their gender.

How do we define gender?

It is important to recognise that sex and gender are two different concepts. Sex refers to someone's biological sex characteristics and includes male, female and intersex. Gender is a social construct that creates social expectations as expressed through clothes, physical appearance, and the pronouns that we use. People see themselves as a man, woman, non-binary or with a fluid gender-identity. The work of gender equality seeks to remove social expectations on the sexes and to allow people to be equal and free of potentially limiting and harmful stereotypes.

What is the difference between gender equality and gender equity?

Gender equality
This refers to the equal rights, responsibilities and opportunities of women, men, and trans and gender-diverse people. Equality does not mean women, men, and trans and gender diverse people will become the same but their rights, responsibilities and opportunities will not depend on their gender.

Gender equity
This considers fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that resolves gender related imbalances.

Our commitment to gender equality, and to diversity and inclusion more broadly, is an integral part of the Cenitex Diversity and Inclusion Strategy. We want people of all genders and diverse backgrounds to feel safe, valued and fully included when they work as part of our team. Cenitex is committed to the gender equality principles outlined in section 6 of the Act, listed below.

- 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 based on Aboriginality, age, disability, ethnicity, gender identity, race, 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.
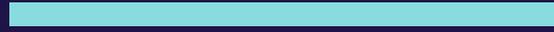
What Cenitex
is doing

Our vision for diversity and inclusion

Cenitex leads the way for sustainable gender equity in public sector STEM and IT service provision. All people at Cenitex work in a safe and inclusive workplace, where diversity, equity and inclusion are obvious and supported universally.

All people at Cenitex recognise that gender equity, and diversity and inclusion benefits everyone and enhances our ability to think creatively and respond to our customers and communities across the Victorian public sector.

What we believe in diversity and inclusion at Cenitex

The Cenitex diversity and inclusion framework supports and champions an inclusive workplace that celebrates, advances and fosters diversity. We recognise a diverse and inclusive workforce is good for employees and it is also for good for business to work in an inclusive team. To do this Cenitex will:

Celebrate

- Understand and track the diversity which already exists at Cenitex.
- Highlight employee stories and experiences within our organisation and broadly.
- Celebrate events and share information reflective of the diverse Victorian communities which we serve.
- Build a culture where differences are recognised and valued and where understanding and acceptance is promoted.

Advance

- Enable and embed practices which support diversity and inclusion.
- Improve representation of people from diverse backgrounds at Cenitex.
- Provide a voice and vehicle for diverse groups to share ideas.
- Measure and track our performance against targets.
- Partner with providers and suppliers who share our commitment to diversity and inclusion.

Foster

- Increase awareness, understanding and acceptance for all staff.
- Increase knowledge and confidence for managers in supporting diversity.
- Better understand barriers which exist for those from diverse backgrounds and challenge ourselves to reduce these.
- Provide supportive and flexible workplaces and work practices.

The creation of the Cenitex GEAP

The GEAP has been created in accordance with the schedule represented in Figure 1, reflecting the Gender Equality Commission's requirements. Key steps in the creation of our GEAP have involved creating our baseline audit and consulting with our people to gain rich insights and perspectives. These stages are detailed below.

Figure 1. Gender Equality Act timelines
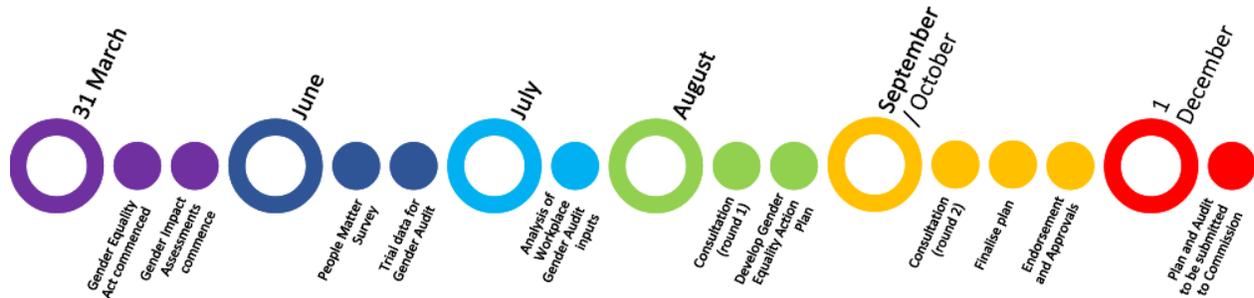
Our baseline audit analysis

In accordance with requirements of the Act, Cenitex conducted a Workplace Gender Audit Analysis using our payroll data. Employees also participated in the 2021 People Matter Survey, achieving a 50 per cent response rate. These provided rich people insights and formed the basis for consultation with our employees to inform the creation of our GEAP.

The Workplace Gender Audit is based on seven key indicators. Our analysis and results in relation to the indicators are provided below.

Indicator 1: Gender composition at all levels of the workplace

At Cenitex, women represent 24 per cent of the workforce. There is a strong representation of women at CEO and executive levels. We are a proud leader with strong representation of women at our senior most levels in comparison with other Australian-based organisations in the computing and technology industry.

There is, however, a significant gender imbalance at multiple levels throughout the organisation, where women are typically under-represented (Figure 2). For example, women comprise 11.1 per cent of senior managers, which is lower than comparator IT organisations. We have a firm commitment to build gender balance throughout our organisation as part of our GEAP.

With respect to age diversity, our employees range from 18–24 years to 65 years and above. Our largest employee representations are in the 35–44 years and 45–54 years cohorts. Women are represented proportionately across all age brackets in relation to

their organisational representation (24 per cent). The exception is in the 15–24 years age bracket where women outnumber men by a ratio of three to one.

Our 2021 People Matter Survey data demographics provides a lens on the rich diversity across our workforce with respect to age, gender identity, sexual orientation and cultural and linguistic diversity. Based on our audit analysis, we recognise that our team at Cenitex includes people who are gender diverse and that our current payroll data and supporting processes do not provide a full perspective. A key priority for our GEAP is to continue to build on our organisational culture traits and values of respect, inclusion, collaboration and courage, so everyone feels safe to bring all of themselves to work and to shine. We will continue to grow our people data processes and insights to better measure inclusion and representation across our workforce. This will enable measurement of the impact of our D Diversity and inclusion efforts, by tracking the experience of inclusion by gender, disability, cultural background, LGBTIQ+ and other relevant diversity dimensions.

Our 2021 People Matter Survey data also shows that our senior leaders are seen as actively supporting diversity and inclusion in the workplace, with 85 per cent of employees in agreement or strong agreement, this includes 88 per cent men, 89 per cent women and 67 per cent 'other'. We recognise that we have work to do to ensure that all employees across all gender identity dimensions, feel valued and included.

An area of strength is in relation to how our team experience their managers in working with people from diverse backgrounds, with 92 per cent of all employees agreeing or strongly agreeing that this is an effective relationship, this includes 92 per cent men, 91 per cent women, 91 per cent 'other'. Furthermore, cultural background is not seen as a barrier to success by 78 per cent of employees.

We are proud to have established our employee reference groups in support of gender equity, people with disability and accessibility, Aboriginal and Torres Strait Islander people, LGBTIQ+ people, culturally and linguistically diverse communities and age diversity. The groups provide a strong focus for continued growth, engagement and connections for everyone at Cenitex.

Figure 2. Our workforce composition by gender

Total Workforce Composition (by gender)

Women
Men

Gender by Level (N = 538)

Number of Staff

	CEO	ELT	-4	-5	-6	-7	-8	-9	-10	-11	-12
Women	1	4	0	4	9	17	10	18	24	7	28
Men	0	2	9	23	59	70	45	60	46	34	57

Levels from CEO
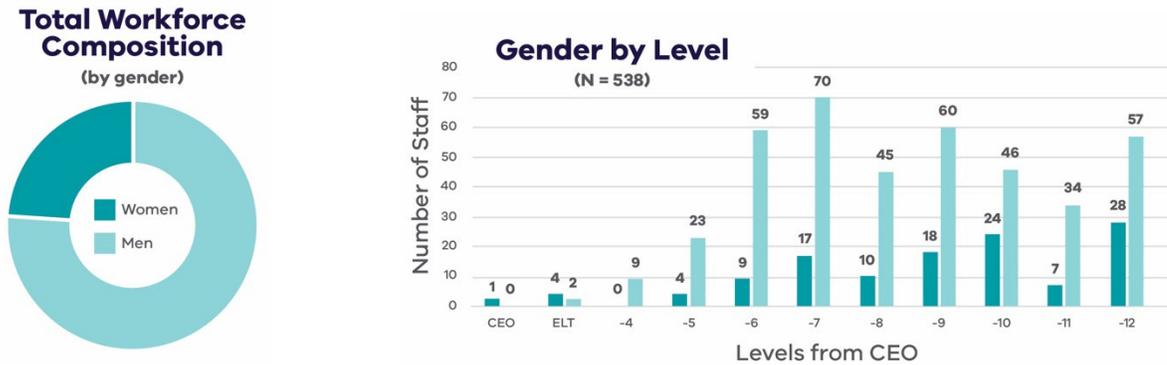
Indicator 2: Gender composition of governing bodies

Cenitex currently has 17 per cent representation of women at the Board. We are committed to providing input and feedback to promote and encourage equal gender representation through future Board appointments and our internal and external governing bodies.

Indicator 3: Gender pay gap

At Cenitex, we have an overall total average base gender pay gap between men and women of 8 per cent. This is slightly lower than the average pay gap for the Victorian Public Service (VPS), which is 10.7 per cent. As part of our GEAP, we commit to growing more equitable gender representation across all levels in the organisation and to proactively track, measure, report and act on identified issues relating to gender pay audits.

Indicator 4: Workplace sexual harassment

There were no formal complaints of workplace harassment lodged during the audit reporting period. Our 2021 People Matter Survey insights, however, show there is a gendered difference in employee experience in relation to instances of bullying, discrimination or aggression (Figure 3). For example, women reported higher instances of experiencing bullying and discrimination compared with men.

Figure 3. Experience of workplace behaviours
*'Other' is made up of people who answered 'prefer not to say', 'Non-binary' and 'I use a different term'

We have made some improvement compared with the prior year's People Matter Survey results in relation to experiences regarding respectful workplace behaviours. However, we still have significant work to do. For example, while 73 per cent of survey respondents agreed with the statement 'my organisation takes steps to eliminate bullying, harassment and discrimination', a significant 19 per cent of respondents gave this statement a neutral response and 8 per cent disagreed. Twenty-four per cent of respondents were neutral in response to the statement 'I feel safe to challenge inappropriate behaviours at work' and 10 per cent disagreed.

Through the actions in our GEAP, we are committed to growing our workplace culture, to ensure our people feel psychologically safe to be fully themselves and to speak up.

Indicator 5: Recruitment and promotion
When applying a recruitment and promotion lens our audit results show:
- Twenty-six per cent of women benefitted from career development and training opportunities, including leadership development. Our GEAP will amplify this with targeted career and development planning, embedded within talent management and succession planning practices.
- Thirty-one per cent of higher duties opportunities were taken up by women, which is proportionally slightly higher than women's workforce representation. Our GEAP will also amplify this activity and align with talent management practices.

Our 2021 People Matter Survey insights regarding recruitment and promotion opportunities at Cenitex, provides valuable insight when disaggregated by gender and highlight key areas for greater focus through our GEAP. Fifty-four per cent of all employees feel that recruitment and promotion decisions are based on merit,

comprising 59 per cent men, 58 per cent women, and 30 per cent employees who self-identified as 'other'. There are significant gender differences in perception of equity of opportunity for promotion, particularly across salary bands. The responses of women at mid to senior salary bands are significantly lower than for men, and warrants focus and attention.

We note that if we simply maintain our current rates of recruitment, development, promotion and retention of women (Figure 4), our workforce profile will maintain our current gender representation. The actions within our GEAP include a targeted focus on the attraction, development and promotion of women, gender diverse people and diverse talent, including into business areas traditionally male dominated.

Figure 4. Recruitment and promotion practices in our workplace
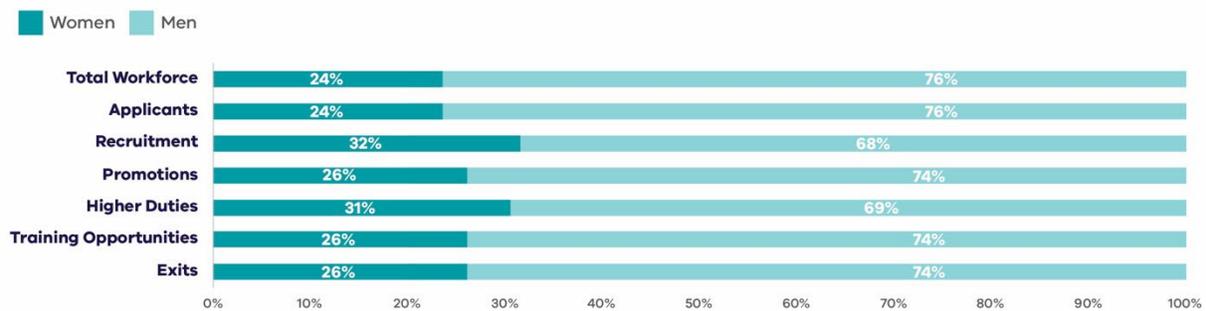
Indicator 6: Leave and flexibility

At Cenitex, 15.7 per cent of women and 5.8 per cent of men have a formal flexible working arrangement, including some people in senior leadership positions.

Paid parental leave during the reporting period comprised of 4.7 per cent of women and 5.1 per cent of men. The average number of paid weeks leave was 14.6 and 2.9 weeks respectively, with an additional 5.7 and 0.4 average unpaid weeks' leave for women and men. Part-time workforce is 2.4 per cent, which is below leading organisations in the IT sector profiled.

Our 2021 People Matter Survey insights tell us that our workplace culture in relation to employees who use flexible work arrangements, as well as employees with family or other caring responsibilities, regardless of gender, are areas of strength. Having caring responsibilities is not perceived as being a barrier to success by 74 per cent of employees. Eighty-eight per cent of employees either agree or strongly agree with the statement, 'my organisation supports employees with family or other caring responsibilities, regardless of gender', comprised by 89 per cent men, 93 per cent women, and 82 per cent 'other'.

As part of our GEAP, our aim is to continue to support and encourage workplace flexibility for everyone.

Indicator 7: Gender segregation

As an ICT organisation, most of our workforce are specialists in ICT services provision. We have a balanced gender representation across multiple business functions, including business administration, finance, human resources, policy and planning, procurement, office management and contracts management.

Women currently comprise 19.7 per cent of professionals across our workforce, which is lower than comparator IT based organisations. Women are under-represented in ICT based roles, including IT specialists, analysts and technicians (Figure 5).

A key focus for our GEAP is to attract, grow and develop more women and gender diverse talent across STEM and ICT based roles, including pathways to leadership. This will include internships, schools education and awareness programs, targeted capability development programs and continued focus on our graduate program.

Figure 5. Our gender composition by occupation, using Australian and New Zealand Standard Classification of Occupations codes
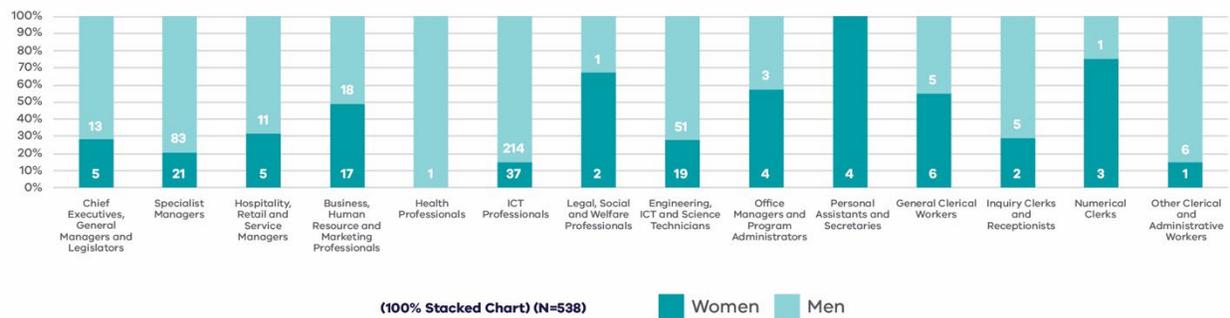
Meaningful consultation and engagement

This GEAP has been created in consultation with our people at Cenitex, including guidance and support from executive leaders, including our sponsors for gender equality, and our Diversity and Inclusion Council.

During phase one in August 2021, we consulted with 127 employees, representing 24 per cent of our workforce. Consultation included:

- a mix of senior leaders, reference groups and committees, and an open all-staff consultation session with the opportunity for the entire workforce to attend
- an opportunity was provided for those with flexible work arrangements and people who have accessed maternity leave to attend these sessions or provide feedback separately
- an anonymous feedback form was circulated for those who did not wish to provide feedback during these sessions, or who were unable to join – 19 responses were received via our anonymous feedback form.

Table 1. Employee consultation groups

Group	Attendees	Date
Executive Leaders	2	23 and 30 August 2021
Health and Safety Committee	7	24 August 2021
Business Leaders Forum	22	25 August 2021
Diversity and Inclusion Council	13	26 August 2021
Open session	80	26 August 2021
Union	2 Union representatives 3 Union delegates	27 August 2021

During October 2021, we conducted a second round of consultation related to our draft GEAP. This included more than sixty-five employees plus time with the Diversity and Inclusion Council, the Executive Leadership team and the Cenitex Board. There was also the option to provide anonymous feedback via an online form.

The case for change

During the consultations, many leaders and employees highlighted the importance of a diverse workplace and inclusive culture for better decision-making, innovation and employee engagement. The following are quotations from participants from consultation focus group sessions.

"We need a diversity of experiences to bring a wealth of different perspectives from our unique communities into Cenitex. The more we represent the diverse communities that we serve, the better we are."

"This is about making sure everyone is included and is afforded every opportunity regardless of their gender."

"As part of VPS, we should feel uncomfortable if we are not reflecting the community that we serve."

"It is very important to increase conversations around this area, and for Cenitex to take on a leadership position within industry."

"It is really good to see this work happening. It will take a while. We've done little things here and there, such as Daughters at Work Day, but is has always been fragmented. It needs to be done in a considered and joined-up way."

"I have a son who has just graduated in IT. Women were in the minority. We have to start at the grassroots."

"Workplaces with a gender balance provide a more productive, friendly and human environment than workplaces without a balanced gender workforce. They are more collaborative and less hierarchical. A male dominant environment is less friendly and comfortable and can be a boys club." (Male participant)

"With a gender balanced workforce, you avoid some of the male dominated traits that can make the workforce less productive." (Male participant).

"Gender equality is linked to growth of Cenitex as well as human rights and United Nations Sustainable Development Goals, so is very important."

"If we are a 70/30 male to female split it is likely that we are missing a diverse range of talent."

"It is very tiresome being the only female in a team. You have to share things differently, you are treated differently, and it does not always feel particularly inclusive."

"As members of our diversity and inclusion groups, we have opportunity to add to the awareness of what else is going on in the world, across the public service, and for other people."

"I use a future lens, I have nieces and want the same opportunities to be presented to them."

"ICT is not as attractive as other sectors. How do we attract the best talent and an equitable balance? I don't fully understand the problem, I understand bias and the importance of strong recruitment practices."

The benefits of gender-balanced and culturally diverse teams are well documented, and the business case strengthens over time, as McKinsey research demonstrates.

McKinsey's analysis of more than 1,000 large companies across a range of industries and across 15 countries, including Australia, found the following.

- Companies in the top quartile for gender diversity on executive teams were 25 per cent more likely to have above-average profitability than companies in the fourth quartile, up from 21 per cent in 2017 and 15 per cent in 2014. Women's representation on executive teams and boards increased slowly but steadily during the timeframe from 2014 to 2020, with an increasing of the gap between top and bottom quartiles in average profitability.

- Top-quartile companies for ethnic and cultural diversity outperformed those in the fourth quartile by 36 per cent in profitability, slightly up from 33 per cent in 2017 and 35 per cent in 2014. These findings highlight there is significant opportunity in developing and promoting ethnic and cultural diversity in companies' top teams. Despite this, ethnic and cultural diversity appears to have been less of a focus than gender for many companies, given the flatlined progress. By increasing ethnic and cultural diversity on their top teams, companies could potentially reinvigorate performance and growth.

   Reference: Diversity wins: How inclusion matters, McKinsey & Company – May 2020.

Using baseline audit results, employee consultation inputs and our case for change, our GEAP is grounded in Cenitex diversity and inclusion principles and will be supported and enabled through the activity of our Diversity and Inclusion Council. We have mapped how the seven gender equality indicators align to our diversity and inclusion principles, as presented in Appendix 1.

The Cenitex Diversity and Inclusion Council

The Cenitex Diversity and Inclusion Council (Council) was established in 2020 to represent employee reference groups for our diverse communities and to act on behalf of employees at Cenitex to champion diversity and inclusion activity.

Our Diversity and Inclusion Council consists of:
- executive leadership team members
- general members with particular expertise, such as procurement, and talent and resourcing
- diversity and inclusion champions, including leads from each Employee Reference Group
- representatives from People and Capability
- communications representatives.

Representation of executive leaders ensures tight alignment with the overall Cenitex business strategy and helps embed practices that support and accelerate diversity and inclusion goals.

The Council has agreed six key priority areas: gender equality, dis/ability, intergenerational, LGBTIQ+, Aboriginal and cultural.

What does the D&I Council look like?

Chair

- Lead gender equality
- Lead dis/ability
- Lead cultural
- Lead LGBTIQ+
- Lead Aboriginal
- Lead intergenerational
- General members

Supporting Groups
- **Women in Cenitex**
- **Champions of change**
- **Enablers**
- **CALD networks**
- **Pride network**
- **Aboriginal staff network**

Reference Groups (each theme)
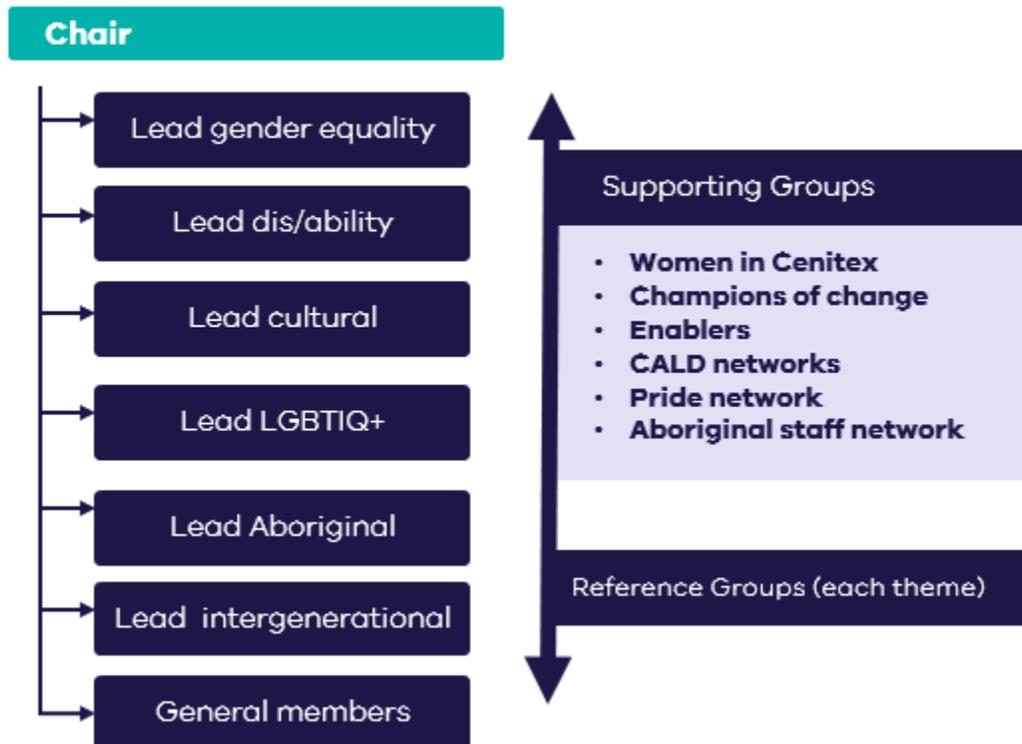
Our diversity and inclusion journey and achievements to date

Our GEAP provides the opportunity for Cenitex to acknowledge and leverage the actions and progress towards gender equality to date including the following achievements.

- The formation of the Women in Cenitex Committee in 2013. An initiative to facilitate networking and development opportunities aimed at supporting the careers of women. This aligned with enhancing the diversity of the organisation, celebrating difference and initiating affirmative action to ensure that women, are equally represented. The committee aimed to create a positive network for women across Cenitex to learn, share and support each other, increase confidence in women and their ability to be heard. Events arranged and facilitated by the committee included recognition of Ada Lovelace and International Women's day each year, workshops to obtain feedback from the business on what they would like the committee to achieve for the year. Cenitex was shortlisted for the TechDiversity Award in 2016 due to a submission arranged by Women in Cenitex Committee.

- An increase of 40 to 60 per cent in women successfully obtaining graduate positions at Cenitex between the years of 2018 and 2020. Women centric and gender-neutral words were used in the advertising to attract diversity in application numbers. In the first stage of initial application and second stage of cognitive testing, we shortlisted based on diversity factors as well as merit, resulting in 80 per cent of initial applicants being shortlisted were women and 43 per cent of the applicants were men. In the final stage of selection, over half the candidates invited to the assessment centre were women. Since the first graduate program in 2017, all women graduates have been successful in obtaining roles to continue their employment at Cenitex.

- There has been a positive increasing trend in Executive Leadership Team (ELT) numbers at Cenitex being women. Women currently represent 71 per cent of the total ELT, compared to 50 per cent in 2017.

- Between 2017–18 there was a 40 per cent representation of women in the General Manager group at Cenitex. There is now a larger group of senior leaders called the Business Leaders forum which currently has a 14 per cent representation of women over 22 roles.

- We identified the opportunity to create more awareness for girls regarding careers in STEM in order to positively influence the number considering it as a course of study. The first 'bring your daughter to work day' was arranged for 23 January 2020 and created opportunities to expose STEM in the workplace to

daughters, granddaughters and nieces of our staff. The program had intended to run again but was interrupted by the COVID-19 pandemic. We look forward to expanding this program and running it again once we are able to have visitors back in the office, as well as exploring options to collaborate with schools and universities.

Our Cenitex GEAP approach

Cenitex is committed to five strategic themes that align with and support the requirements of the Act:

1. visible leadership and accountability
2. workplace culture – living our values and culture traits
3. inclusive employment practices – we have a strong foundation
4. greater balance and representation – we target the attraction, development, and retention of women in leadership and STEM as well as underrepresented groups
5. our customer, supplier and community engagements across the Victorian public sector reflect our vision, and diversity and inclusion principles.

Each of these themes directly supports the achievement of the seven gender equality indicators, as specified by the Act (Table 2).

Table 2. Mapping of the Cenitex strategic themes to gender equality indicators

Cenitex GEAP – five strategic themes	Gender equality indicator
1. Visible leadership and accountability.	**Indicator 1:** Gender composition at all levels of the workplace **Indicator 2:** Gender composition of governing bodies **Indicator 3:** Gender pay equity **Indicator 4:** Workplace sexual harassment I**ndicator 5:** Recruitment and promotion **Indicator 6:** Leave and flexibility **Indicator 7:** Gendered segregation within the workplace
2. Workplace culture – living our values and culture traits.	**Indicator 4:** Sexual harassment in the workplace **Indicator 6:** Leave and flexibility – using flexible working arrangements and working arrangements supporting workers with family or caring responsibilities and family violence leave
3. Inclusive employment practices – we have a strong foundation.	**Indicator 3:** Gender pay equity **Indicator 4:** Workplace sexual harassment **Indicator 5:** Recruitment and promotion **Indicator 6:** Leave and flexibility

4. Greater balance and representation – we target the attraction, development, and retention of women in leadership and STEM as well as underrepresented groups.	**Indicator 1:** Gender composition of all levels of the workforce **Indicator 2:** Gender composition of governing bodies **Indicator 5:** Recruitment and promotion practices in the workplace **Indicator 7:** Gendered segregation within the workplace
5. Our customer, supplier and community engagements across the Victorian public sector reflect our vision and diversity and inclusion principles.	**Indicator 1:** Gender composition at all levels of the workplace **Indicator 5:** Recruitment and promotion **Indicator 7:** Gendered segregation within the workplace

Implementation

The Gender Equality reference group led by the Gender Equality Lead will work in partnership with People and Capability and all Cenitex divisions to implement initiatives from the GEAP relevant to their respective work function and operations.

All Cenitex teams will be encouraged to identify and implement initiatives within the GEAP to include in their own work area's strategic plan. The initiatives are designed to work alongside and within broader strategic initiatives and existing programs of work.

Development of this action plan has included over 600 hours of work effort across a range of skill sets, inputs, and consultations (Table 3). Cenitex greatly values the time and contribution of employees who have supported the development of this plan, and who will support the implementation and monitoring of the plan.

Table 3. Resource effort to support the development of our GEAP

Task	Hours
Workplace gender audit , including data collection and analysis	60
Consultation rounds one and two, including preparation, facilitation of sessions and employee attendance at sessions	210
Attendance at Gender Equality Commission's training	35
Attendance at Diversity and Inclusion Practitioner's group	30
Drafting Plan, including working groups time and graphic designer	100
Reference and working group time	80
External consultant	120
Total estimated hours	635

Cenitex commits to providing additional resourcing to support the implementation of actions and achievement of outcomes captured within the GEAP. This is includes an initial two-year appointment of a Diversity and Inclusion Policy and Projects Advisor. A further review of resourcing involved in development and implementation of action plans will be undertaken within the next two years to inform resourcing required to meet obligations into the future. Appendix 2 contains an estimated breakdown of staff hours over the four-year plan.

Our aim is to see year-on-year improvement across the life of the plan. Progress will be reported annually to the Diversity and Inclusion Council and Board, and to the Gender Equality Commission every two years in line with the Act.

Strategies and measures for our Gender equality action plan
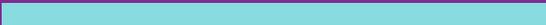
Visible leadership and accountability

1. Visible leadership and accountability

Description: Build the knowledge and capability of all leaders to understand the business benefits of gender balance and diversity and inclusion, actively champion diversity, and recognise and challenge unconscious biases.

Objective: Leadership who are committed to and personally accountable for achieving equality.

Indicators
- Indicator 1: Gender composition at all levels of the workplace.
- Indicator 2: Gender composition of governing bodies.
- Indicator 3: Gender pay equity.
- Indicator 4: Workplace sexual harassment.
- Indicator 5: Recruitment and promotion.
- Indicator 6: Leave and flexibility.
- Indicator 7: Gendered segregation within the workplace.

1.1 Goal: Ensure our leaders champion diversity initiatives

Accountability: Executive with support of the VPSC Gender Equality Commission

Actions	Year
Establish and confirm executive champions for the GEAP.	Year 1
Deliver inclusive leadership education to all leaders, including the business case, and the importance of psychological safety for inclusion, innovation, and high performing teams.	Year 1
Senior leaders to promote and proactively champion the Cenitex GEAP.	Year 2
Develop leaders to promote awareness and role-model inclusive behaviour across different diversity dimensions.	Year 3

Outcomes:

- Champions are visible and active across the organisation.
- The GEAP is communicated and well understood across Cenitex.
- Experience of staff has improved across all genders, as measured through the People Matter Survey.

1.2 Goal: Cenitex leaders are accountable for driving positive change and inclusion

Accountability: Executive with support from People and Capability

Actions	Year
Leaders take practical action to achieve increases in proportional representation.	Year 1– ongoing
Members of the ELT to focus on three strategies in the GEAP which will have a significant impact on their business area.	Year 2
Include diversity and inclusion indicators in the performance plans of all executive members.	Year 3
Consider the establishment of KPIs for executives to increase gender representation in their divisions and branches, and remove barriers.	Year 3–4

Outcomes:
- There is clear leadership accountability and responsibility to drive change.
- People Matter Survey results show increase in leadership support.
- Experience of staff of all genders increased.
- Increased gender representation at Cenitex.

1.3 Goal: Establish accurate gender and diverse workforce profile at Cenitex

Accountability: People and Capability in consultation with the Diversity and Inclusion Council

Actions	Year
Confirm methodology to accurately collect and monitor workplace profile data.	Year 1
Create dashboard for reporting gender and diversity inclusion data and insights, such as leveraging gender equality audit templates.	Year 2
Create and communicate meaningful metrics for people managers to interpret and act upon in their areas.	Year 2
Review pay equity analysis on individual and grade level where possible pay gaps are identified.	Year 2

Outcomes:
- Annual snapshot data and accurate longitudinal data base is established.

1.4 Goal: Report on progress against actions taken

Accountability: People and Capability

Actions	Year
Regularly monitor and analyse data to show areas of improvement including at division and team level where possible, including drilled down data.	Ongoing
Provide annual performance report to the Board on achievements, gaps and recommendations, including key findings from annual People Matter Survey and against the Gender Action Plan.	Ongoing

Outcomes:
- Regular monitoring shows significant improvement and effectiveness of strategies.

1.5 Goal: Provide input and feedback to promote and encourage equal gender representation through governing bodies

Accountability: People and Capability, and Executive Leadership Team

Actions	Year
Regularly monitor and provide recommendations and proactively influence equitable gender representation across the internal and external governing bodies.	Ongoing

Outcome:
- Increase in gender balance on the Board and other governing bodies.

Workplace culture – living our values and culture traits

2. Workplace culture – living our values and culture traits

Description: Create an organisational view of what gender equality, diversity and inclusion means for everyone at Cenitex.

Objective: Employees understand the role that they play in the use of language and inclusive behaviours.

Indicators:
- Indicator 4: Sexual harassment in the workplace.
- Indicator 6: Leave and flexibility, including using flexible working arrangements and working arrangements supporting workers with family or caring responsibilities and family violence leave.

2.1 Goal: All staff are committed to contribute to a respectful and inclusive work environment

Accountably: All staff

Actions	Year
Create a safe environment for employees to raise awareness through sharing of personal stories.	Year 1
Suitable diversity training to be sourced and made available to all employees and people leaders. This includes training on characteristics of inclusive teams, unconscious biases, micro-inequities and micro affirmations, inclusive language for all employees at Cenitex.	Year 2
Encourage employee participation and contribution to community initiatives relevant to gender representation, diversity and inclusion.	Year 3

Outcomes:

Continued improvement in People Matter Survey results, including:
- more women and gender diverse people who believe their immediate supervisor actively supports diversity in the workplace.
- more women and gender diverse people who believe their work colleagues actively support diversity in the workplace.
- increase in employees sharing their stories internally and externally.

2.2 Goal: Cenitex promotes and celebrates diversity and inclusion

Accountability: The Diversity and Inclusion Council with streams and employee reference groups, Communications team with business leaders, all employees, and support from People and Capability

Actions	Year
Create strategy and content framework for forums and events to: • showcase best practice in diversity and inclusion • share achievements of all genders and diverse employees through Cenitex publications and mainstream media • recognise and celebrate relevant days of significance.	Year 1–ongoing
Promote and grow the Cenitex diversity and inclusion streams and relevant reference groups. The streams include: age, gender diversity, cultural, dis/ability, LGBTQI+ and Indigenous.	Year 1–ongoing

Outcomes:
- Future People Matter Survey results shows more women and staff who identify as other or non-binary believe there is a positive culture within their organisation in relation to gender diversity.
- Growth of the Cenitex Diversity and Inclusion Council, streams and employee reference groups.
- Cenitex is cited by reputation as leader in accessibility and inclusion for people of all people.

2.3 Goal: Strengthen networks and relationships with professional associations that support gender representation and diversity and inclusion

Accountability: People and Capability, the Diversity and Inclusion Council with streams and employee reference groups, Cenitex employees and people leaders

Actions	Year
Investigate current networks and relationships and how we can support each other in relation to gender diversity.	Year 1
Grow the maturity of the Cenitex employee reference groups through: • increasing network membership, including allies, ensuring representation from every organisational unit • exploring associations and partnerships with organisations and groups which reflect and support the Cenitex diversity and inclusion goals and aspiration, such as the Ada Lovelace Network, Pride in Diversity, The Australian Network on Disability, Reconciliation Australia.	Year 2 onwards
Create a mentor program for women and gender diverse people in Cenitex as both mentors and mentees.	Year 2

Outcomes:
- The Cenitex employee reference groups are central to the Cenitex employee value proposition.

2.4 Goal: Increase awareness and trust in relation to practices relating to sexual harassment in the workplace and family violence

Accountably: People and Capability, including business partners, all staff and managers

Actions	Year
Review current reporting of incidents and practices supporting workplace sexual harassment claims.	Year 1
Act on opportunities to improve the experience and outcomes of complainants and people leaders.	Year 2
Promote and educate leaders and employees on updated practices regarding sexual harassment.	Year 2
Promote and educate leaders and employees on updated practices regarding policies and support available in relation to domestic and family violence.	Year 2

Outcomes:
- increased visibility of any sexual harassment.
- improved employee experience and increased trust in the process, as measured by the People Matter Survey.

Inclusive employment policies and practices

3. Inclusive employment policies and practices

Description: Ensure Cenitex human resources policies and processes are best practice through review and further embedding diversity and inclusion principles.

Objective: Strengthen the Cenitex human resources policies and processes by embedding best practice of diversity and inclusion principles. This includes recruitment, induction, professional development, performance management, promotion, talent identification, succession planning, remuneration, and end-of-employment.

Indicators:
- Indicator 3: Gender pay equity
- Indicator 4: Workplace sexual harassment
- Indicator 5: Recruitment and promotion
- Indicator 6: Leave and flexibility

3.1 Goal: Increase the representation of women and diverse employees across the entire organisation through best practice recruitment strategies and practices

Accountably: People managers with support from People and Capability

Actions	Year
Review and refresh the Cenitex recruitment policy and processes in line with best practice diversity and inclusion recommendations. This includes: • refresh of advertising approaches • promotion of GEAP on website • review and broaden strategic partnerships, such as WORK180, to attract women and gender diverse people • review of job description to include gender decoder lens • monitor and measure data on applications received, short-listed candidates and offers accepted by gender • encourage women and diverse representation on candidate long and short-lists and interview panels where appropriate.	Year 1–2
Provide unconscious bias training for hiring managers and for those on interview and short-listing panels and provide strategies to address these.	Year 1
Leverage diversity of recruitment channels to expand reach.	Year 2
As part of the selection criteria for senior roles add the requirement that candidates be assessed for their capability and track record in having built diverse and inclusive teams.	Year 3

Outcomes:
- increased representation of women, gender diverse people and people from diverse backgrounds, based on agreed Cenitex measures and goals.
- the Cenitex workforce is more representative of the Victorian community that it serves.

3.2 Goal: Everyone has access to flexible working arrangements

Accountability: People leaders, supported by People and Capability

Actions	Year
Ensure all managers and staff are aware of and promote the use of flexible arrangements where appropriate, to support the full participation in employment at Cenitex.	Year 1
Review and refresh the Cenitex flexible work policy and practice based on employee insights and best practice review.	Year 2

Outcomes:
- flexible working arrangements are accessible and appropriate for all staff.
- the Cenitex flexible working practices reflect best practice.

3.3 Goal: Ensure Cenitex people policies and practices are inclusive in relation to gender and diversity

Accountability: All People policy owners

Actions	Year
Consult relevant stakeholders when making decisions that may impact people.	Year 1
Ensure Employee Self Service (ESS) and other people systems are not gendered in language or imagery, such as the ESS image of a male silhouette. Introduce more gender options for staff to choose on their staff profile. Current options are male, female and undisclosed.	Year 1
Employees to add their pronouns to their email signatures and implement this with employee education as to why this is important.	Year 1
Conduct a detailed assessment of people policies and processes to ensure diversity and inclusive practices throughout the employment journey. These are applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development, recognition and end-of-employment.	Years 1–2
Strengthen existing human resources policies by implementing recommendations to further embed diversity and inclusion principles.	Years 1–3
Embed diversity and inclusion principles into talent management practices throughout the employee life cycle.	Years 1–3
Strengthen Cenitex induction and leadership development programs by embedding best practice diversity and inclusion principles.	Years 2–4

Outcomes:
- Cenitex people policies and processes reflect best practice diversity and inclusion.
- Improved People Matter Survey results, including development and promotion opportunities for women and gender diverse employees.

3.4 Goal: Conduct a salary review or pay gap audit to determine any gender-based disparities between salaries and provide this information to leadership via regular reporting mechanisms

Accountability: People and Capability

Actions	Year
Conduct detailed assessment of current pay gap status.	Year 1
Determine best reporting mechanism to use to provide this data to the leadership team.	Year 2
Identify initiatives where possible to be able to reduce or remove any pay gaps identified.	Year 3
Embed continuous audit, review and action cycle to monitor and address gender-based pay disparities.	Year 3 onwards

Outcomes:
- regular reporting and action cycle to improve gender pay gap.
- improvement in the Cenitex gender pay gap.

4

Greater balance and representation

4. Greater balance and representation – we target the attraction, development, and retention of women in leadership and STEM as well as underrepresented groups

Description: Target the attraction, development and retention of diverse talent and under-represented groups across the Cenitex workforce to reflect customers and communities served, and the organisation's inclusive culture.

Objectives: Accelerate efforts to improve gender diversity across Cenitex business functions and throughout all levels of the organisation. Broaden focus to grow diversity and inclusion at Cenitex based on ethnicity, LGBTIQ+ inclusion, age, Aboriginal and Torres Strait Islander peoples, and people with disabilities.

Indicators:
- Indicator 1: Gender composition of all levels of the workforce
- Indicator 2: Gender composition of governing bodies
- Indicator 5: Recruitment and promotion practices in the workplace
- Indicator 7: Gendered segregation within the workplace

4.1 Goal: Agree and create representation measures to track progress

Accountability: Executive with support from People and Capability

Actions	Year
Model and define gender representation targets based on workforce and market insights.	Year 1
Establish baseline representation of employees at Cenitex based on ethnicity, LGBTIQ+ identity, age, Aboriginal and Torres Strait Islander identity, and people with disabilities.	Year 1
Set gender targets with timeframes to improve the representation of: • women and gender diverse people in leadership, such as increasing representation year-on-year • women and gender diverse people in ICT and STEM based roles, as well other business areas with gender imbalance • under-represented groups across the workforce	Year 2–4

Outcomes:
- gender and diversity targets and enabling action plans are in place with visible leadership and accountability.

4.2 Goal: Build gender balanced pipelines – apply a targeted development lens to support the growth, development and retention of Cenitex talent

Accountability: Cenitex people leaders with support from People and Capability, and the Diversity and Inclusion Council

Actions	Year
Align with and leverage activity of the gender equity employee reference stream at Cenitex, such as networking events.	Year 1
Apply a development lens and provide leadership and decision-making opportunities for women, with support through personal development planning.	Year 1
Build communities of practice for women across similar role types to promote sharing of ideas, connection and growth.	Year 2
Promote creative ways to remove barriers and encourage greater gender representation across secondment opportunities, including: • splitting secondment opportunities amongst interested candidates, such as getting two people to do 50 per cent of a role or split over secondment period • educating people leaders that best fit for the team in relation to training opportunities and secondments is not necessarily the most obvious choice or highest scoring interview candidate	Year 2–3
Promote family engagement and commitment to girls in STEM through regular events, such as 'bring your daughter to work day'.	Year 2–onwards
Create talent pools with targeted development strategies such as through formal learning, sponsorship, networking, coaching, secondments, and business projects, to grow our representation of: • women in STEM • women in leadership and emerging leaders	Year 2–4
Develop a high-potential women and gender diverse people mentoring and sponsorship program to support succession into general management and executive leadership roles.	Year 3
Provide opportunities for women and gender diverse people to present at executive meetings as subject matter experts and coordinators with mentoring and support to build their skills.	Year 2–4
Participate in industry networks and membership groups for women. Promote thought leadership and external public speaking opportunities, for example across the VPS and the Committee for Economic Development Australia.	Year 3–4

Outcomes:

- improvement in People Matter Survey results, for example, my manager supports gender and diversity in the workplace.
- targeted development and succession plans are in place to promote the growth and development of women and gender diverse people across the organisation at Cenitex.
- improvement in promotion and retention rates for women and gender diverse people.
- equitable distribution of training and secondment opportunities.
- diversity and inclusion are clearly articulated in the Cenitex employee value proposition.

4.3 Goal: Attract women and gender diverse people to Cenitex, so that its an employer of choice for women

Accountability: Cenitex people leaders with support from People and Capability

Actions	Year
Leverage the Cenitex relationship with WORK180 to attract diverse talent for new role opportunities.	Year 1–ongoing
Consider internships to attract and grow diverse talent, with focus on women and gender diverse people in IT and STEM, such as Code Like a Girl.	Year 2–ongoing
Create targeted job rotations and skills exchanges across the VPS.	Year 2
Consider forming a partnership with a university to solve business challenges, create thought leadership, provide opportunity to collaborate with deep specialists and host student placements on projects and internships.	Year 2–3

Outcomes:
- Cenitex is an attractive employer for women and under-represented groups.
- Cenitex is a thought-leader across the VPS and wider business areas aligned with business strategy.
- diversity and inclusion and clearly articulated in the Cenitex employee value proposition.

4.4 Goal: Attract diverse talent to Cenitex, so that its an employer of choice for diverse talent

Accountability: Cenitex people leaders with support from People and Capability, the Diversity and Inclusion Council and employee reference groups.

Actions	Year
Leverage and align activity with the Cenitex Disability Action Plan and all employee reference groups.	Year 1
Promote the Cenitex Gender Affirmation Policy in partnership with the LGBTIQ+ stream.	Year 1
In partnership with the Cenitex LGBTIQ+ employee reference group, undertake a gap analysis and employee survey using the Australian Workplace Equality Index, the national LGBTIQ+ inclusion benchmark.	Year 2– onwards
Provide intersectional lens into the creation of an Aboriginal Inclusion plan to provide meaningful development and career pathways for Aboriginal and Torres Strait Islander peoples.	Year 2– onwards

Outcomes:
- increase in employment, engagement, growth, and retention of diverse talent at Cenitex.
- diversity and inclusion and clearly articulated in the Cenitex employee value proposition.

Embedding our D&I principles and practices into our community engagements

5. Embedding our diversity and inclusion principles and practices into our customer, supplier and community engagements

Description: We embed the diversity and inclusion principles and practices through our desired organisation's inclusive cultural traits, across the Cenitex customer, supplier and community sectors, to reflect the customers and communities we serve.

Objectives:
- all customer facing content will be reviewed to support the Cenitex gender equality goals
- Cenitex website and customer intranet will reflect our inclusive culture, gender equality goals and recognise achievements
- suppliers engaged to work with Cenitex will demonstrate support of gender equality
- procurement policy and practices will be reviewed to support the Cenitex gender equality goals
- Cenitex will develop, promote and support programs that encourage all genders to pursue a career in ICT and STEM
- Internal and external speaking and presentation opportunities will include gender equality and representation of diversity and inclusion commitments.

We will collaborate with VPS and other partners to foster gender equality.

Indicators:
- Indicator 1: Gender composition at all levels of the workplace.
- Indicator 5: Recruitment and promotion.
- Indicator 7: Gendered segregation within the workplace.

5.1 Goal: Customer content will represent the Cenitex commitment to our diversity and Inclusion principles, inclusive culture and gender equality

Accountability: Cenitex Customer Engagement and Communications team

Actions	Year
Update Cenitex website and intranet sites with GEAP details, goals, achievements, etc.	Year 1
Review all Cenitex customer collateral for gender equity, including but not limited to MOUs, agreements and proposals.	Year 2

Outcomes:
- Cenitex is regarded as a leader in providing high quality customer engagement experiences which promote gender equality, diversity and inclusion as measured by:
    - website, intranet, agreement and proposal content reviewed and updated with gender appropriate language
    - Cenitex proposal, agreement and template content reviewed and updated to demonstrate gender pay equity.

5.2 Goal: Procurement and supply policies and practices will represent both Cenitex and its suppliers commitment to our Diversity and Inclusion principles, inclusive culture and gender equality

Accountability: Cenitex Procurement team

Actions	Year
Procurement policy and practices to be reviewed to support GEAP goals, aligned to Social Procurement Strategy objectives.	Year 1– onwards
Cenitex suppliers demonstrating support for gender equality, enabled and reported through social procurement objectives.	Year 2–3

Outcomes:

Cenitex is regarded as a leader in providing high quality procurement and supplier engagement experiences which promote gender equality, diversity and inclusion as measured by:

- All procurement policies and practices being reviewed and updated to support GEAP goals, with alignment to the Social Procurement Strategy.
- Evidence that Cenitex suppliers support for gender equality, captured through social procurement annual reports.

5.3 Goal: Development of material and programs that promote diversity and inclusion representation, gender equality and career opportunities

Accountability: Cenitex People and Capability and Communications team

Actions	Year
Develop, promote and support programs for ICT and STEM careers, such as graduates, schools, internships.	Year 1– onwards
Develop support material for staff to refer to when invited to present and speak to support gender equality, and diversity and inclusion representation.	Year 2

Outcomes:
- Cenitex will enable and encourage staff to seek support for gender equality and diversity and inclusion representation when presenting for Cenitex, as measured by the implementation and adoption into practice of appropriate support materials.
- Cenitex is regarded as a leader in providing, promoting and supporting high quality community engagement experiences which promote gender equality, diversity and inclusion as measured by evidence of increased gender participation in the Cenitex workforce and career intake pathways, such as graduates, interns, school programs.
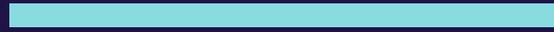
Further information

The broader regulatory framework

The relevant laws, standards and guidelines considered in the development of the Cenitex Gender Equality Action Plan include:

- *Gender Equality Act 2020*
- Safe and strong: A Victorian Gender Equality Strategy 2016
- *Fair Work Act 2009* (Cth)
- *Equal Opportunity Act 2010*
- *Charter of Human Rights and Responsibilities Act 2006*
- 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

Additional information regarding the Cenitex Gender Equality Action Plan 2021-25 is available by contacting the Gender Equality Lead or chair of the Diversity and Inclusion Council.

Appendix 1. Cenitex Diversity and Inclusion principles mapped to gender equality indicators

Cenitex diversity and inclusion principles	
Celebrate	Gender equality action plan indicator
Understand and track the diversity which already exists at Cenitex.	Baseline results and used to track progress
Highlight employee stories and experiences within our organisation and broadly.	Indicator 1 – Workplace profile Indicator 7 – Gender segregation Indicator 5 - Recruitment and promotion
Celebrate events and share information reflective of the diverse Victorian communities which we serve.	Indicator 1 – Workplace profile
Build a culture where differences are recognised and valued, and where understanding and acceptance is promoted.	Indicator 1 – Workplace profile
Advance	
Enable and embed practices which support diversity and inclusion.	Indicator 2 – Gender composition of governing bodies Indicator 3 – Gender pay gap Indicator 5 – Recruitment and promotion Indicator 7 – Gender segregation
Improve representation of people from diverse backgrounds at Cenitex.	Indicator 1 – Workplace profile Indicator 5 – Recruitment and promotion Indicator 7 – Gender segregation
Provide a voice and vehicle for diverse groups to share ideas.	Indicator 1 – Workplace profile

Measure and track our performance against targets.	Indicator 1 – Workplace profile Indicator 2 – Gender composition of governing bodies Indicator 3 – Gender pay gap Indicator 4 – Workplace sexual harassment Indicator 5 - Recruitment and promotion Indicator 6 – Leave and flexibility Indicator 7 – Gender Segregation
Partner with providers and suppliers who share our commitment to diversity and inclusion.	All
Foster	
Increase awareness, understanding and acceptance for all staff.	Indicator 4 – Workplace sexual harassment
Increase knowledge and confidence for managers in supporting diversity.	All
Better understand barriers which exist for those from diverse backgrounds, and challenge ourselves to reduce these.	Indicator 5 – Recruitment and promotion Indicator 6 – Leave and flexibility Indicator 7 – Gender segregation
Provide supportive and flexible workplaces and work practices.	Indicator 6 – Leave and flexibility

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Appendix 2. Strategic resourcing plan

This is an estimation of staff hours for the implementation of the GEAP over four years. In the creation of the plan, we have considered the variables listed below. Please note it does not include the business-as-usual activities of the diversity and inclusion policy and projects advisor. Leadership attendance at training.

- Time of Executives.
- Development and delivery of training.
- Attendance of all staff at training.
- Creation of reporting tools and ongoing delivery of reports.
- Time of council and reference group in ongoing meetings and attendance at other reference groups.
- Time of policy review and implementation and associated team members time to complete this.

Themes	People & Capability + BAU	Additional FTE	General/All Employees
1. Visible leadership and accountability			
Ongoing	17	10	
Year 1	20	10	160
Year 2	60	30	
Year 3	10		160
Year 4	6	14	
Estimate total hours	**113**	**64**	**320**
2. Workplace culture - living our values and culture traits			
Ongoing	60	50	
Year 1	20	20	
Year 2	65	50	1100
Year 3	35	10	100
Estimate total hours	**180**	**130**	**1200**
3. Inclusive employment policies and practices			
Ongoing	50		
Year 1	50	45	110
Year 2	35	35	
Year 3	20	45	
Year 4	20	10	
Estimate total hours	**175**	**135**	**110**
4. Greater balance and representation - we target the attraction, development, and retention of women in leadership and STEM as well as underrepresented groups			
Ongoing	95	20	
Year 1	65	125	500
Year 2	40	35	37
Year 3	40	15	42
Year 4	20	15	39
Estimated total hours	**260**	**210**	**618**
5. Embedding our D&I principles and practices into our customer, supplier and community engagements			
Ongoing	10	20	
Year 1	5	5	
Year 2	50	45	
Year 3		25	
Estimated total hours	**65**	**95**	
Grand Total	**793**	**634**	**2248**