



GUIDE

Diversity and Inclusion Plan 2017–2019



Contents

Foreword A message from our CEO	2
Background	3
About SV	3
Our Commitment to Diversity	3
Diversity and Inclusion at SV	3
Defining Diversity and Inclusion	3
Key Linkages	4
SV's Diversity & Inclusion Aspiration, Objectives and Principles	5
Our Aspiration	5
Outcomes	5
Principles	5
Strategies	5
Key Groups	5
SV's Diversity Profile	6
About our Workforce Profile	6
SV's Diversity Profile at a Glance	6
Cultural Indicators	6
Current Strengths and Improvement Opportunities	7
Achievements from 2014–2016 Plan	7
Strengths	7
Improvement Opportunities	7
Strategy 1: Promote diversity of thought	8
Strategy 2: Provide inclusive leadership	9
Strategy 3: Entrench flexible work practices	10
Strategy 4: Remove Barriers to Diversity and Inclusion	11
Strategy 5: Engage with our stakeholders and the community in a way that reflects and respects their diversity	12
Calendar of Diversity and Inclusion Events	12
Resources and Key Contacts	13



Foreword

A message from our CEO

Sustainability Victoria's vision is for a thriving, sustainable future for all Victorians. To achieve this we all have to work together, create change, innovate and influence as many people and organisations as possible.

We know that the most successful and innovative organisations are diverse in gender, ability, cultural background, sexual orientation, and traditional and digital literacy.

We want SV to reflect the diversity of the community that makes Victoria such a great place to live. We want to reach all Victorians and this requires us to understand the different expectations and influences on people from diverse perspectives.

Our stakeholders reflect the diversity of Victoria's population. So the diversity of our own workforce, and our ability to work with each stakeholder in a way that shows an understanding of and respect for their unique background and circumstances, is critical to our ability to achieve tangible sustainability outcomes.

In 2014, SV created and launched our inaugural Diversity and Inclusion Plan. This was an important step forward in demonstrating our commitment to being an organisation that harnesses diversity and inclusiveness in pursuit of our vision.

Currently at SV, women account for 57 per cent of the workforce, with 64 per cent of women in leadership roles, 13 per cent of people are on flexible working arrangements, 4 per cent identify as having a disability and 21 per cent were born outside of Australia, and finally 8 per cent of employees identify as members of the LGBTI community.

In the three years since our last plan was launched, diversity and inclusion are much more prominent on government, business and community agendas, and community expectations continue to grow. Accordingly we have set our sights higher and want to be amongst the leaders in diversity and inclusion in the Victorian Public Service and our community.

Progress will happen by building on our existing strengths but also by nurturing an open, honest culture, and confidently challenging ourselves and the status quo.

As an organisation, we will continue to consciously develop an inclusive environment where all our staff feel that they can proudly bring their full and authentic self to work and have their talents fully utilised.

Being proud of my own cultural heritage I know we can do more to champion cultural diversity and inclusive language that reaches a broader section of our community – particularly those who may be more vulnerable to climate change or energy costs.

Our next Diversity and Inclusion Plan 2017-2020 builds upon the progress we have made over the past three years while addressing a number of new aspects, including:

- ▶ Training our managers regarding unconscious biases
- ▶ Encouraging story-telling that normalises flexible work and life outside of work
- ▶ Training all staff in the use of inclusive language

By 2020, we will have made significant progress on our diversity and inclusion journey. We will be a more open organisation with internal champions and role models.

SV and its leaders will be prominent in contributing to the evolving public conversation. Diversity and inclusion will be ingrained and embedded in our culture, systems and ways of working and we will measure individual views on this.

All SV staff have a role to play in ensuring our plan is implemented. Their contributions will ensure that we continue to evolve and grow in impact and look for opportunities where we can do better. Our collective contribution will be key to realising our diversity and inclusion vision.

I am proud to commend our Diversity and Inclusion Plan 2017-2020.

Stan Krpan
Chief Executive Officer
Sustainability Victoria

Background

About SV

Sustainability Victoria's purpose is to support Victorians to use resources more sustainably and to take practical action on climate change. Our vision is for a sustainable and thriving Victoria.

In order to deliver on our vision, we partner with a diverse range of stakeholders including individuals and households, business and industry, community organisations and local government.

The capability and performance of SV's people is critical to delivering on our purpose and vision for all Victorians, and for meeting the needs of our stakeholders and partners.

Our Commitment to Diversity

SV is deeply committed to a sustainable working and operating environment that is inherently diverse and inclusive. Given that our core focus at SV is sustainability, Diversity and inclusion feels like a natural and closely related extension of that focus.

Our commitment to diversity and inclusion emanates from several perspectives:

- › **Care for our people** – providing a diverse and inclusive workplace is simply the right thing to do for our employees and the stakeholders whom we serve;
- › **Delivering on our purpose and vision** – a culture and working environment of diversity and inclusion helps deliver improved organisational performance across a range of key indicators and therefore delivers the best possible results for our stakeholders; and
- › **Supporting and delivering on the Victorian Government's commitment to diversity and inclusion** – and role modeling its enactment, positively influencing the broader community.

There are many legislative and government policy elements that underpin diversity and inclusion, fair treatment and equality. While these serve an important purpose, it is our commitment to diversity and inclusion, rather than compliance that drives our agenda.

Diversity and Inclusion at SV

In 2014, SV developed our first ever *Diversity and Inclusion Plan*, covering the period 2014–2016. The plan affirmed our commitment to diversity and inclusion and helped ensure that it was actively managed. The 2014–2016 plan primarily focussed on accessibility and diversity awareness raising initiatives.

With the lifespan of that plan soon coming to an end, it provides a great opportunity for SV to review progress against the plan, assess where we are placed in our Diversity and Inclusion journey, and develop a new plan that will take Diversity and Inclusion to the next level over the next three years.

We have achieved much in progressing diversity and inclusion over the life of our initial plan, of which we should all be proud. However, we are not content or complacent, and we recognise there is more to be done in order to build upon this progress and to further advance diversity and inclusion at SV.

With input from our people we have assessed our strengths and opportunities for improvement in relation to diversity and inclusion, and have used this as the basis for developing strategies and actions in our 2017–2019 plan.

Defining Diversity and Inclusion

Diversity refers to all of the characteristics that make individuals different from each other. It includes characteristics or factors such as religion, race, ethnicity, language, gender, sexual orientation and disability, as well as socio-economic level, educational attainment, personality, marital and parental status, and general life and work experience.

Diversity includes the element of thought diversity. In a workplace that embraces diversity of thought, difference is sought and valued, people feel safe to share different perspectives and are more willing to provide honest input and feedback, contributing to better problem solving and innovation.

"Inclusion occurs when a diversity of people (e.g. of different ages, cultural backgrounds, genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation. Inclusion is associated with:

- › Value and Respect;
- › Belonging and Connection;
- › Participation and Contribution;
- › Influence;
- › Opportunity;
- › Group Dynamics; and
- › Societal Dynamics" (Diversity Council Australia, 2016).

Importantly, people feel that they can bring their full and authentic self to work and that their talents and potential are being fully utilised.

Key Linkages

Our *Diversity and Inclusion Plan 2017–2019* does not exist in isolation; it links with and supports a range of other plans, strategies and principles both in relation to SV and the broader Victorian Public Sector. These linkages have been considered and the plan developed in way that integrates and promotes them, ensuring alignment across a range of related initiatives.

Key Linkages	How it Links
Victorian Public Sector Values	As part of the Victorian Public Sector these guide our conduct. Some of the Values include 'respect', 'human rights', 'impartiality' and 'leadership'.
VPSC Employment Principles	Employment processes must ensure: <ul style="list-style-type: none"> > employment decisions are based on merit; > employees are treated fairly and reasonably; > equal employment opportunity is provided; and > human rights are upheld.
SV Desired Culture	Our Diversity and Inclusion Plan aligns with SV's desired "constructive" culture, particularly 'affiliative' and 'humanistic encouraging' cultures.
SV Behaviours	The SV Behaviours promote actions that help foster a diverse and inclusive workplace (e.g. "I listen to people's ideas and am constructive, respectful and inclusive").
SV Strategic Plan and Business Plan	Our Diversity and Inclusion Plan helps build SV's capability and culture, facilitating delivery of our strategic plan.
SV People and Culture Strategic Plan and Business Plan	Many of the key focus areas and actions from the P&C Strategic Plan facilitate diversity and inclusion across SV (e.g. "developing and promoting the capabilities of our leaders").



SV's Diversity & Inclusion Aspiration, Objectives and Principles

Before delving into a plan of action it is important to be clear on what our aspirations are and what outcomes we seek to achieve from diversity and inclusion.

Our Aspiration

SV's aspiration for Diversity and Inclusion is:

- › We will be seen as an exemplar, role model and leader of diversity and inclusion;
- › Our workforce profile broadly reflects that of the Victorian community;
- › We engage highly effectively with our stakeholders and the community due to our cultural savvy;
- › People seek out and maintain a career with SV due to its attractive culture of openness and inclusiveness; and
- › Diversity and inclusion is ingrained and entrenched in our culture, systems and ways of working.

While this vision of the future for SV is aspirational, we believe it is very much achievable over time as we continue to progress our maturity in the Diversity and Inclusion realm.

Outcomes

The main outcomes that Sustainability Victoria seeks to achieve through the development and execution of the Diversity and Inclusion Plan are to:

- › Attract, retain and develop top talent;
- › Facilitate high performance across SV, delivering on our purpose and vision, through stronger innovation, problem solving and leadership, and depth and range of talent;
- › Maximise SV's ability to build and maintain strong working relationships with stakeholders (our approach to diversity will improve our ability to understand, empathise with and partner with a wide range of stakeholders); and
- › Ensure that our people work in a safe and inclusive environment that enables and encourages them to make a valuable contribution to the organisation and reach their potential.

Principles

The following principles guide us in developing and delivering on our Diversity and Inclusion Plan:

- › Diversity is more than just about demographics, it includes our thoughts, considerations, approach to work, and how people work together.
- › Different points of view are essential; constructive conversation promotes better outcomes.
- › Diversity and difference are embraced and sought out, not just accepted or tolerated.
- › SV's systems, processes and symbols must support, rather than hinder, diversity.
- › Everyone has a right to be treated fairly and equitably. This sometimes means tailoring a strategy or action to a specific demographic group who are under-represented or disadvantaged in the workplace.

- › Everyone should feel safe, valued and included, and be in a working environment that enables them to perform and make a significant contribution.
- › Diversity and inclusion is everybody's responsibility and should be considered in our everyday actions and activities.

These principles also serve as a guide for all our people in relation to ensuring that our day-to-day actions, behaviours and decisions are progressing diversity and inclusion at SV.

Strategies

The following key strategies are those that we believe provide the greatest opportunity to progress Diversity and Inclusion at Sustainability Victoria and deliver the outcomes we seek to achieve:

- › Promote diversity of thought
- › Provide inclusive leadership
- › Entrench flexible work practices
- › Remove barriers to diversity and inclusion
- › Engage with our stakeholders and the community in a way that reflects and respects their diversity

These strategies and associated objectives and actions are described in more detail later in this document.

Key Groups

Some of the key demographic groups upon which the Diversity and Inclusion Plan and its strategies will focus include:

- › Women
- › Disability
- › Indigenous
- › Mature age
- › Culturally and linguistically diverse backgrounds
- › LGBTI
- › Youth
- › Carer responsibilities

This list, while by no means exhaustive, reflects some of the key groups upon which the plan will focus.

Actions associated with each of the four strategies may apply to one or more of the identified key groups; hence actions are not listed by group (as for the 2014–2016 plan), but rather by strategy,

SV's Diversity Profile

About our Workforce Profile

Tracking and analysing SV's workforce profile provides important insights about the characteristics of our workforce in a diversity and inclusion context. The profile is reviewed on a regular basis both as a stand-alone profile as well as using relative comparisons such as the Victorian Public Sector, the Victorian labour market, and the Victorian general population.

This helps SV to identify key groups that may need more focus from a diversity and inclusion perspective and can help identify systemic issues or barriers to diversity and inclusion that need to be addressed.

Given the relatively small size of our workforce SV does not set targets as such for employment of people from specific demographic groups. However our philosophy is that our workforce should generally reflect the composition of the Victorian labour market and working age population. Variances are identified and are then addressed as part of our *Diversity and Inclusion Action Plan*.

SV currently has approximately 110 employees. In order to better understand our workforce profile from a diversity and demographic perspective, we conducted a survey of our people in September 2016. The profile below draws heavily upon the survey data.

SV's Diversity Profile at a Glance

Disability

Some 4% of SV employees identify as having a disability (the estimate for the Victorian Public Sector is 3%).

Indigenous

SV has one employee who identifies as of Aboriginal/Torres Strait Islander origin. Approximately 1% of Victorian Public Sector employees identify as Aboriginal.

Culturally and Linguistically Diverse Backgrounds (CALD)

Around one-fifth (21%) of SV employees were born outside Australia (compared with 21% for the Victorian Public Sector and 31% for the general Victorian population). Just over half of SV employees born outside Australia were born in either the United Kingdom or New Zealand. For 8% of the SV workforce, their first language is one other than English.

Gender

Women account for 55% of SV's workforce. Currently, women comprise 20% of the Executive Leadership Team (ELT), however this figure is skewed somewhat by the very recent retirement of a female ELT member whose position is yet to be filled. Furthermore, two-thirds of SV's Leadership Group (direct reports to the ELT) are female.

Youth

SV has no employees aged 24 years and under. This profile is reflective of the highly specialised and skilled nature of SV job roles, where 85% of SV employees have a Bachelors Degree qualification or higher. Employees aged 25 to 35 comprise 26% of SV's workforce.

Mature Age

Employees aged over 45 years comprise 35% of SV's workforce (and 38% of the Victorian labour force). Around 14% of SV employees are aged over 55 years (17% for the Victorian labour force).

Carer Responsibilities

Around 45% of SV employees have carer responsibilities. Some 42% of SV employees have carer responsibilities for dependants (including children), while 6% have carer responsibilities for elderly parents.

LGBTI (lesbian, gay, bisexual, trans, intersex)

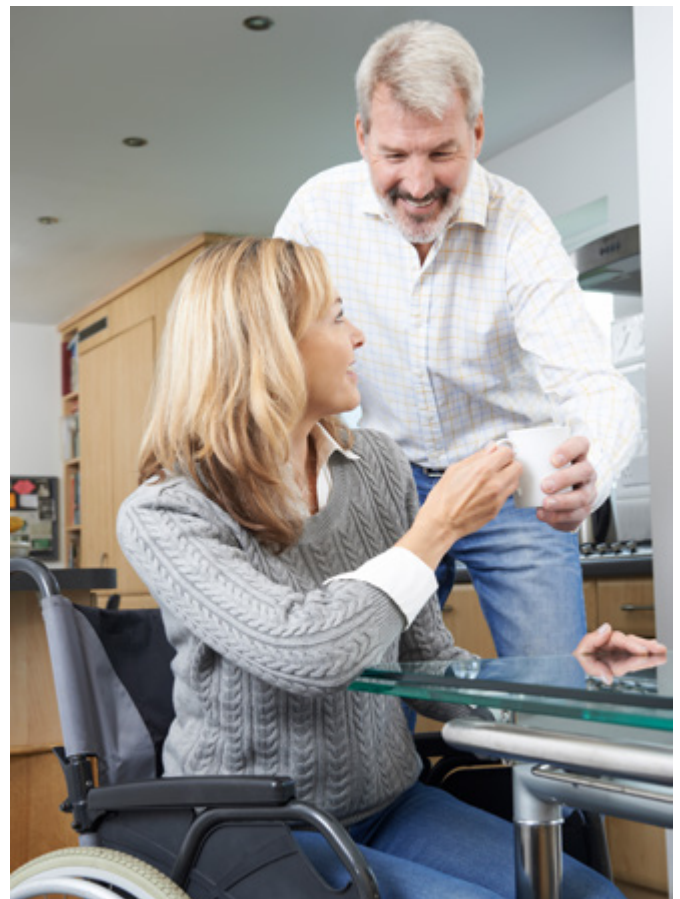
Some 8% of SV employees identify as members of the LGBTI community.

Sources: SV Workforce Diversity Survey, September 2016 and The State of the Victorian Public Sector 2014-15.

Cultural Indicators

The Organisational Culture Inventory (OCI) questionnaire completed by SV employees in June 2016 provides some useful cultural data about diversity and inclusion at SV.

On the key item of "People are treated well – regardless of ethnicity, sex, age", SV recorded an average rating of 4.46 on a five-point scale (where 5 is 'agree'). This was higher than the benchmark average of 4.11, but slightly below the high performing benchmark of 4.63.



Current Strengths and Improvement Opportunities

Critical to developing the *2017–2019 Diversity and Inclusion Plan* was a review of achievements associated with the previous plan and a qualitative assessment of SV's strengths and opportunities for improvement in relation to Diversity and Inclusion. Employees from across SV provided their input to this via interviews or Yammer posts.

Achievements from 2014–2016 Plan

The *Diversity and Inclusion Plan 2014–2016* was instrumental in defining SV's diversity agenda and ensuring that tangible progress was made in delivering against it.

Some of the key achievements flowing out of the 2014–16 plan include:

- › Incorporated diversity and inclusion awareness building into our leadership development program (including encouraging diversity of thought).
- › Promoted and supported flexible working arrangements.
- › Encouraged and supported mature aged employees to help develop the knowledge and expertise of others at SV.
- › Promoted opportunities for female employees across SV to meet with portfolio colleagues for information sharing and professional networking opportunities.
- › Provided work experience and internships for young people as an opportunity for them to acquire valuable experience and job ready skills.

Some of the actions from the 2014–16 plan are on-going, and therefore also appear in the 2017–2019 plan.

Strengths

SV's strengths in relation to Diversity and Inclusion include:

- › **A safe, open, supportive and inclusive environment for SV employees:** Our people report feeling included, accepted and embraced for who they are, and therefore able to make a valuable contribution to SV.
- › **A generally balanced workforce profile:** SV has a reasonably balanced workforce profile that generally reflects the Victorian labour market and population. Naturally, given SV's relatively small employment size and some of the small categories of demographics of interest from a diversity perspective (e.g. the Indigenous population), there will be ebbs and flows over time and some key demographics which we would like to have greater representation of in our organisation.
- › **Gender equity:** Women occupy around half of all SV leadership positions, proportionate to their overall composition of the SV workforce. SV policies and programs such as flexible working arrangements and support for people on/returning from parental leave are working well. However, gender equity needs to remain a continued focus area for SV so that gains are maintained and further improved.

- › **Flexible working arrangements:** There has been a relatively high level of adoption of flexible working arrangements at SV. It is important that this is maintained and further work done to ensure that it is fully embraced and supported as part of the SV culture and ways of working.

These strengths provide a solid foundation upon which SV can continue to build in relation to diversity and inclusion.

Improvement Opportunities

SV's key improvement opportunities are:

- › **Cultural diversity:** While again noting that with a small employment size it is difficult to represent every demographic group proportionate to the population, there is still some work to be done to achieve a more culturally representative workforce balance. It is well established that cultural diversity is under-represented in leadership roles across Australian organisations and SV is no exception.
- › **Diversity of thought:** Diversity of thought is an area that SV has identified as a focus to continually improve how we work together and with our stakeholders and drive innovation and high performance.
- › **Youth:** Young people are significantly under-represented in the SV workforce yet are also a key stakeholder demographic with which we engage.
- › **Community and stakeholder engagement:** Our key stakeholders and the Victorian community in general are inherently diverse. We believe we should continue to find better ways to engage with our diverse range of stakeholders, stemming from how we plan our engagement through to how we actually interact and engage.

The Plan: 2017–2019

Strategy 1:

Promote diversity of thought

Objectives:

- 1 Drive innovation and high performance by leveraging the experience and ideas of our people and stakeholders.
- 2 Foster an environment in which different perspectives and ideas are sought, encouraged and respected.

Action	By When	Responsible Area
Incorporate a diverse and creative thought award as part of SV's recognition program.	December 2016	People & Culture Team
Use secondments and student placements as a means of bringing into SV people with different experiences, backgrounds and perspectives to broaden the diversity of thought (this includes internships and student placements that may help bolster SV's youth representation)	On-going	People & Culture Team to lead in partnership with Divisional Managers
For every project or working group established at SV, consciously plan for how diversity of thought will be brought to life (e.g. add a project team member from outside of typical disciplines, bring someone from outside the team into a design session etc.)	On-going	All leaders of teams and projects
For each recruitment activity, consider and plan how to attract a diverse candidate pool (and ask, are the criteria and job requirements unduly restricting the diversity of suitable candidates likely to apply?)	On-going	People & Culture Team to lead Divisional Managers with support from Comms & Marketing Team
Curate a range of easily accessible diversity resources that all SV employees can access – promote key articles or videos via channels such as Yammer or newsletters	Establish by March 2017 and then maintain and update	People & Culture Team to curate and resources to be crowd sourced from SV employees
Continue to ensure that diversity and inclusion is incorporated into SV leadership development programs and updated to reflect contemporary practice	On-going	People & Culture



Strategy 2:

Provide inclusive leadership

Inclusive leadership is about:

- › Treating people and groups fairly—that is, based on their unique characteristics, rather than on stereotypes
- › Personalising individuals—that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
- › Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided

(Source: Deloitte University Press, 2016)

Objectives:

- 1 SV leaders at all levels champion, drive and role model diversity and inclusion.
- 2 SV leaders shape a work environment where people contribute their talents in a way that drives performance, innovation and outcomes for our stakeholders

Action	By When	Responsible Area
All SV leaders to role model inclusive leadership on a day-to-day basis and drive and support diversity and inclusion initiatives in their area of influence	On-going	All leaders
Review and where appropriate incorporate performance objectives or KPIs for senior leaders' roles in relation to delivering leadership and results in relation to diversity and inclusion	For FY 2017–18	People and Culture to work with the CEO and Executive Leadership Team
Expand the remit of Diversity Officers to proactively champion diversity and inclusion within their areas of influence and to support leaders in delivering on their accountabilities in relation to diversity	Q1 2017 and beyond	People & Culture to work with Diversity Officer group to establish their remit and set them up for success
Encourage leaders to seek informal feedback about their leadership style and effectiveness in a diversity and inclusion context, and to work on any identified development areas	On-going	SV leaders with support from People & Culture
Provide leadership in diversity and inclusion beyond SV, in the public arena, by representing SV on panels, in presentations, public sector working groups, Male Champions of Change etc.	On-going	SV leaders including CEO
Adopt key policy positions on diversity and inclusion in relation to public forums, including not participating in all male panels and not attending events at venues or for groups that exclude women (or other groups).	Q1 2017 onwards	SV Executive Leadership Team
Develop a set of SV Diversity and Inclusion success indicators which are tracked and progress against which reported across SV on a regular basis	Develop in Q1 2017 and implement in Q2 2017	SV Executive Leadership Team supported by People & Culture

Strategy 3:

Entrench flexible work practices

Objectives:

- 1 Understand and support the work-life balance needs of SV employees.
- 2 Entrench flexible and effective work practices into SV's culture and ways of working
- 3 Promote SV's flexible work practices as a key talent attraction and retention tool
- 4 Increase productivity by introducing tools, technology and work practices that support both flexible working and individual and team performance

Action	By When	Responsible Area
Continue to provide opportunities for flexible working arrangements for SV employees to support work-life balance and remove barriers to workforce participation	On-going	People & Culture Team Leadership Group
SV and its leaders to regularly reaffirm a commitment to flexible work arrangements (e.g. Diversity and Inclusion Plan launch, all-staff meetings and newsletters as appropriate)	On-going	People & Culture and Comms Team to support senior leaders in delivering
SV leaders with direct reports to attend a refresher session covering SV's commitment to and policies regarding flexible working arrangements and helping equip them to deliver on their accountabilities as leaders in this aspect	Annually	People & Culture to lead
Highlight and promote success stories of flexible working arrangements at SV (storytelling) – via Yammer, newsletters etc.	On-going	People & Culture with support from Comms and marketing.
Regularly look for opportunities to pilot/test new tools, technology or work practices which facilitate flexible work arrangements and improved team effectiveness and productivity	On-going	People & Culture to lead with support from IT
Continue to promote and support flexible working arrangements and transition to retirement for mature age employees that ensures that they can make a valuable contribution in a way that meets their needs and aspirations and benefits SV	On-going	People and Culture to support SV leaders



Strategy 4:

Remove Barriers to Diversity and Inclusion

Objectives:

- 1 Proactively identify and remove any barriers to diversity and inclusion.
- 2 Have in place and manage plans to actively promote the inclusion and participation of target demographic groups

Action	By When	Responsible Area
Conduct a pilot of Unconscious Bias training and assess its value for being offered to all SV employees (research shows the best results are achieved when people volunteer for such sessions, rather than it be compulsory)	Q1 2017	People & Culture
Conduct a review of SV's recruitment, selection and onboarding practices with the objective of identifying and eliminating any systemic bias and identifying opportunities for further facilitating diversity of the candidate pool and new hires	Q2 2017	People & Culture
Continue to celebrate and promote events which celebrate and raise awareness of key diversity issues (see Calendar of Diversity & Inclusion Events)	On-going	People and Culture Diversity Officers
Review the SV workforce demographic profile and remuneration by gender annually and identify and address any aspects that are out of balance from a diversity perspective	Annual	People & Culture
Develop a concise diversity and inclusion plan for target demographic groups including women, Indigenous, disability and LGBTI	In place by Q2 2017	People and Culture working with the Executive Leadership Team and Diversity Officers
Continue to promote opportunities for women across SV to meet with portfolio colleagues for the purpose of information sharing and professional networking	On-going	SV leaders supported by People & Culture
Continue to promote the availability and value of SV's Employee Assistance Program to all our employees	On-going	People & Culture, leaders and Diversity Officers.
Encourage SV leaders to actively seek to mentor women and provide development opportunities that ensure the pipeline of female leaders continues to build	On-going	SV leaders, supported by People & Culture
Engage with universities with courses in disciplines that align with SV's capability requirements and seek opportunities to promote current and future careers and opportunities at SV (including placements), with an emphasis on candidates from a culturally diverse background (medium term pipeline development)	On-going	People & Culture to coordinate with relevant SV leaders driving this

Strategy 5:

Engage with our stakeholders and the community in a way that reflects and respects their diversity

Objectives:

- 1 Continue to improve and promote accessibility of SV and its resources to stakeholders.
- 2 Plan and conduct SV's engagement with stakeholders in a way that considers, respects and shows understanding of their background and needs.

Action	By When	Responsible Area
Review SV information available to stakeholders (e.g. website, booklets, information guides etc.) and identify issues of accessibility and develop a plan to address those where feasible	Q4 2017	Comms and marketing
Ensure that planning of engagement with stakeholders and the community in general takes into consideration the diversity and needs of groups and individuals, with a tailored approach as required	On-going	All SV areas
Develop a pool of community representatives from different cultures in key areas for SV who can be engaged (on a paid basis) as needed to help engage key groups and deliver key messages	Q2 2017	Engagement and Comms & Marketing

Calendar of Diversity and Inclusion Events

SV has an annual calendar of diversity and inclusion events in order to celebrate, promote and raise awareness of diversity and inclusion across the organisation.

These are often aligned with national events or days.

Our current calendar of key events include:

Event	Date
Harmony Day	March
International Women's Day	March
Cultural Diversity Week	March
Reconciliation Week	May
Rainbow Day	May
NAIDOC Week	July
Stress Down Day	July
Wear it Purple Day	August
Mental Health Week	October
International Day of People with Disability	December

Resources and Key Contacts

Some key Diversity and Inclusion resources and key contacts are listed below.

The Australian Human Rights Commission is the government body leading the protection and promotion of human rights in Australia.

The Diversity Council Australia (DCA) is the independent, not-for-profit workplace diversity advisor to business in Australia. SV has a membership with DCA that enables access to a range of useful tools, resources and advice.

The Department of Employment is an Australian Government department that works to ensure safe, fair, productive and successful workplaces. Areas of responsibility include Paid Parental Leave, Workplace Gender Equality Reporting, and Social Enterprise Development.

Indigenous Employment Australia is a national employment website dedicated to connecting Indigenous jobseekers with employers.

Disability Employment Services is an Australian Government service that helps people with disability find and keep a job.

Job Access is the national hub for workplace and employment information for people with disability, employers, and service providers.

Converge International is SV's Employee Assistance Program (EAP) provider and can assist employees and managers with a range of services to support diversity and inclusion.



