



City West Water™

Diversity and Inclusion Strategy 2016 - 2020

A diverse workforce serving
a diverse community

Our diverse community

130+

cultural groups.
Over one third speak
a language other than
English at home

Melbourne
is Australia's
**fastest
growing**
capital city

City West Water
service area population
in 2030 expected to be
more than
1.3 million

Wyndham

Melton

Hume

Brimbank

Moonee Valley

Maribyrnong

Melbourne

Yarra

Hobsons Bay

Port Phillip

City West Water acknowledge the Traditional Owners of the land on which we operate. We pay our respects to their Elders, past and present.

Our commitment to diversity and inclusion

City West Water exists to provide water and wastewater services to residential, commercial and industrial customers in Melbourne's CBD, inner and western suburbs. Our vision is 'to be an exceptional service provider that puts customers first and benefits the community.'

Our business has long understood the need to satisfy legislative obligations as they relate to diversity. We have invested in the development of our Disability Action Plan and our Reconciliation Action Plan and have undertaken a range of initiatives that acknowledge diversity and support inclusive practices with respect to our people, customers and the community in which we operate.

Now, we commit to move beyond compliance. To shift the focus of our work environment from one that simply understands and accepts diversity, to one that proactively champions it. To embed inclusive processes into all aspects of our business with a view to creating a workforce that mirrors the wonderfully diverse community we serve.

This strategy articulates our commitment to diversity and outlines the ways in which we will work towards our objectives.

Why diversity and inclusion matters to us

Our approach to diversity and inclusion affirms that harnessing differences will create a productive environment in which everybody feels valued, where their talents are being fully utilised and in which organisational goals are met.

A workplace that values diversity and is free of discrimination is more productive:

- **Greater employee satisfaction** leads to improved productivity and profitability.
- **Reduced employee turnover** cuts the cost of having to replace skilled and experienced people.
- **Harnessing employee skills and perspectives** increases creativity and innovation. (Diversity Council of Australia, 2017).

In short, it makes good business sense.

When our employee demographic is as diverse as the community we serve, we will be in a stronger position to understand our customers' needs and to deliver on our vision to be 'an exceptional service provider that puts customers first and benefits the community.'

City West Water will be an inclusive workplace free of bullying, harassment and discrimination. A workplace that actively encourages diversity, promotes positive workplace behaviours and enables employees to participate in employment opportunities that are fair and free from bias.

Where we are now

Our current snapshot of employee diversity is limited to information relating to gender, income and age – as collected through our payroll system. Information is unavailable, not stored or inconsistently collected relating to disability, sexual orientation, Indigenous background or cultural and linguistic diversity.

Gender diversity (October 2016)

	Number	Female	Male
Total CWW employees	464	202 44%	262 56%
CWW Board	8	4 50%	4 50%
CWW Executive Leadership Team	7	2 29%	5 71%
CWW Leadership roles	83	24 29%	59 71%

Generational diversity (October 2016)

	Number	<25	26-35	36-45	46-55	56-65	65+
Total CWW employees	464	14 3%	120 26%	162 35%	106 23%	56 12%	6 1%

Emphasis on understanding the diverse nature of our employees is a high priority and significant for this strategy. Information which supports understanding of our Indigenous workforce participation, cultural and linguistic diversity, disability/accessibility and LGBTIQ diversity is currently unknown, but will be reported on within year one of our Diversity and Inclusion Action Plan.

Where we are going

We are committing to bring our words to life through action. In order to ensure that diversity and inclusion is deeply embedded in our business, we have set a number of workforce targets out to 2020. These will be expedited by a broad number of programs and activities which will be outlined in our Action Plan.

	Our target for 2020	16/17	17/18	18/19	19/20
Gender equity	Our workforce will be gender balanced	45% female	48% female	50% female	50% female
	50% of CWW leaders will be female	32% female	40% female	45% female	50% female
Indigenous workforce	2.5% of our employees will identify as Aboriginal or Torres Strait Islander peoples	Baseline data collection	1%	2.0%	2.5%
Culturally and Linguistically Diverse (CALD)	25% of our employees will speak a language other than English	Baseline data collection	15%	20%	25%
Generational diversity	35% of our workforce will identify as having caring responsibilities outside of CWW. This may be for children, family or friends, or a person with a disability	Baseline data collection	25%	30%	35%
Accessibility	10% of our employees will identify as having a disability	Collect baseline data	5%	8%	10%
Lesbian, Gay, Bisexual, Transgender, Intersex, Questioning (LGBTIQ)	7% of our workforce will identify as belonging to the LGBTIQ community	Collect baseline data	2%	5%	7%
Other	35% of our employees will utilise flexible work options	Collect baseline data	20%	28%	35%

In addition to our own targets, we will support the achievement of VicWater's Diversity and Inclusion targets.

How we will get there

Guiding principles

These principles will guide our journey towards embedding diversity into our business and achieving our 2020 targets.

Lead from the front

Our leaders model inclusive behaviours and advocate for diversity. They understand and support the delivery of our Diversity and Inclusion Strategy and manage diversity within their teams and across the broader business. As diversity champions our leaders are driving inclusive practices. They embed diversity and inclusion into regular work practices and identify and challenge inherent biases.

Respect our differences

Our business actively communicates and shares the benefits of workplace diversity with our employees and our contractors. We deliver information that supports and educates our employees to appreciate and celebrate individual differences. We embrace and encourage diversity of gender, age, culture, thought, sexual orientation, religious belief and ability. Everyone can be their authentic self at City West Water.

Adapt our practices

Our business strives to create a workplace culture where employees feel comfortable to be themselves and willingly share information about their background and personal diversity. We continually review our processes and systems of work to determine effectiveness in the area of inclusion to understand limitations and barriers, and to identify opportunities for improvement.

We will integrate positive and effective diversity and inclusion practices into our policies, procedures and systems of work. This supports an environment where we all contribute to favorable diversity and inclusion outcomes for City West Water.

Holding ourselves to account

We measure the level of diversity that exists in our organisation and learn more about people on an ongoing basis. We will consistently measure our progress against agreed targets to understand our success and to identify areas for further improvement. We use data and evidence to make decisions about our inclusive practices.

How we will get there (continued)

Our areas of focus for creating a diverse workforce - roadmap to 2020

Diversity appears in many forms across Australian workplaces. The actions described in this strategy relate to specific areas of focus as we begin our journey from compliance towards embedding diversity wholly across our business. Given our current level of maturity and to appropriately action all areas of focus we will approach these in two phases. Phase one focus areas will be addressed in years one and two of our action plan, and phase two focus areas will be addressed in years three and four of the plan.

Phase 1 – Years 1 and 2

1. Gender Equity
2. Indigenous workforce participation
3. Cultural and Linguistically Diverse

Phase 2 – Years 3 and 4

4. Generational diversity
5. Accessibility
6. Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ)

The improvement of flexible work practices will contribute positively to all focus areas and will be an enabler of progress across all phases.

Strategic framework

"City West Water will drive inclusiveness to achieve a workplace as diverse as the community in which we operate"					
Why we will manage diversity and inclusion	Our people		Our Customers	Our community	
	Lead from the front CWW leaders will advocate and champion diversity and manage for inclusion	Respect our differences We will communicate with our employees to create understanding and appreciation of our differences	Adapt our practices Our policies, procedures and systems of work will assist us in identifying and mitigating obstacles to our operation as an inclusive workplace	Holding ourselves to account We will develop and embed metrics which articulate our progress on key measures of success.	Gender Equity
Enabler Flexible work practices	What our outcomes will be CWW leaders will identify and challenge inherent biases. They actively foster an environment of inclusiveness and role model flexibility	CWW employees are curious about and appreciate the differences between one another. They provide feedback that tells us they feel included and engaged	We attract exceptional and diverse applicants who want to work at CWW. Employees embrace the flexible work options available to them.	We regularly monitor and report on employee demographic information which indicates our achievement of our agreed targets	
Cultural and Linguistic Diversity (CALD)					
Generational diversity					
Accessibility					
Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ)					

Implementation and evaluation

This strategy will be enabled by a comprehensive Diversity and Inclusion Action Plan with specific actions for each area of focus including:

- Diversity Steering Committee to champion diversity and inclusion and oversee implementation of initiatives.
- Annual Diversity and Inclusion census to understand how our employees reflect the community we serve and to ensure our focus and activities are best serving the needs of our diverse employees.
- Annual Diversity and Inclusion training and awareness programs to build the understanding, skills and knowledge of our people.
- Ongoing review of policies and procedures to support the diversity of our workforce (for example, flexible work practices and gender balanced shortlists).
- Transparent reporting of progress and targets.

These will be developed in partnership with our people.

Progress against this strategy will be reported through:

- Quarterly dashboard reporting to our Executive Leadership Team, the People, Diversity and Executive Remuneration Committee and to the City West Water Board.
- An annual report describing our progress against our targets and achievements.

This Diversity and Inclusion Strategy will be reviewed for its ongoing relevance and for its alignment to the broader organisational and industry requirements on an annual basis. A subsequent strategy will be developed in 2020.



