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# GENDER EQUALITY AND RESPECT PLAN 2021-2024

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## MESSAGE FROM THE CHIEF EXECUTIVE

I am pleased to present the new Gender Equality and Respect Plan from the Department of Treasury and Finance (DTF).

At DTF, we value the different experiences, perspectives, and skills that women bring to the organisation. We know that women in leadership roles make invaluable contributions to outcomes, policies and laws that work better for all South Australians.

We are proud of the progress we have made from our trailblazing Women in Treasury group to our first Gender Equality in Leadership (GEIL) strategy, White Ribbon accreditation and Gender Equality and Respect Plan (GERAP). However, there remains important work ahead.

In Australia, current trends indicate it will take 26 years to close the total remuneration gender pay gap of 14.2 per cent<sup>1</sup>. Further, women have experienced a higher rate of domestic violence during the COVID-19 pandemic than before it began<sup>2</sup>.

At DTF, we are committed to making a difference and creating a safe and equitable workplace for all our employees, regardless of their gender. We also know that when women are equally represented in leadership, we all benefit from a more diverse, productive, and high-performing department<sup>3</sup>.

Our new plan builds on past achievements and sets the roadmap for how we will keep addressing gender equality and respect as a priority in DTF. The plan also brings together our commitments and forward planning as a White Ribbon workplace, as we know gender inequality is a key driver of men's violence against women.

Every employee has a role to play in building gender equity and respect in their workplace, family and community. Together, we can make a difference towards changing the statistics and creating safe environments and equitable opportunities for women.

I look forward to your support in implementing our Gender Equality and Respect Plan 2021-24.



David Reynolds  
CHIEF EXECUTIVE

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1 – WGEA national gender pay gap figures 2021: <https://www.wgea.gov.au/newsroom/equal-pay-day-media-release>

2 - Boxall H, Morgan A & Brown R 2020. The prevalence of domestic violence among women during the COVID-19 pandemic. *Statistical Bulletin* no. 28. Canberra: Australian Institute of Criminology. <https://doi.org/10.52922/sb04718>

3 - *More women at the top proves better for business*, WEGA

## OUR VISION

Our vision is that DTF is a safe, respectful and gender-equitable workplace, where all our employees have equal access to opportunities, resources and responsibilities, regardless of their gender.

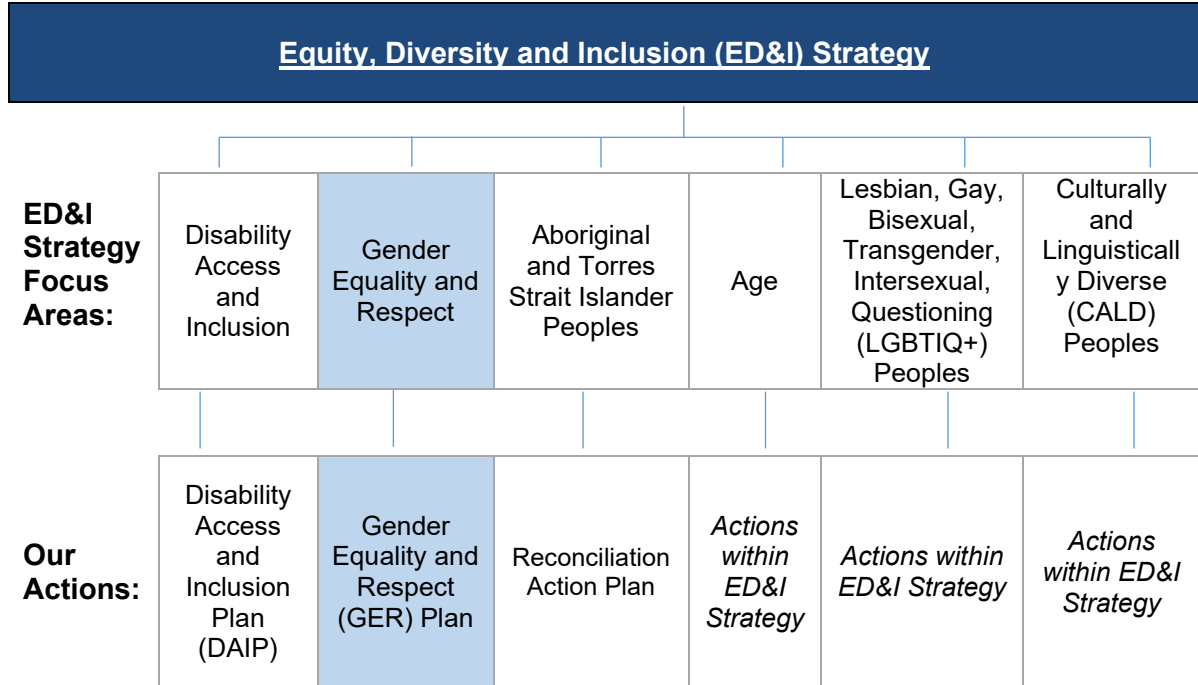
## OUR ACHIEVEMENTS

While there is more work ahead to achieve gender equality in leadership and prevent violence against women in our community, DTF has made significant progress including:

Women in Leadership	Training	Flexible Working Arrangements									
<ul style="list-style-type: none"> <li>Gender neutral terms and statements promoting diversity, flexible work and part time work embedded in all job and person specifications, job advertisements, recruitment processes and interviews.</li> <li>Future female leaders identified and included in all branch succession plans.</li> <li>Increased women in leadership positions:</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>2016 <sup>1</sup></th> <th>2021 <sup>2</sup></th> </tr> </thead> <tbody> <tr> <td>Women in Executive positions</td> <td>17%</td> <td>45.9%</td> </tr> <tr> <td>Women in Leadership feeder group</td> <td>39%</td> <td>49.4%</td> </tr> </tbody> </table> <p><sup>1</sup> as at signing of GEIL strategy in 2016  <sup>2</sup> as at July 2021                      Classifications included are:                      • Executive positions: SAES, Exec                      • Feeder group: AHP4, ASO7, ASO8, MAS3, PO4</p>		2016 <sup>1</sup>	2021 <sup>2</sup>	Women in Executive positions	17%	45.9%	Women in Leadership feeder group	39%	49.4%	<ul style="list-style-type: none"> <li>92% of all DTF staff completed Unconscious Bias training (as at January 2021).</li> <li>90 employees attended Domestic and Family Violence workshops on bystander intervention and responding to staff disclosures (June 2019 - April 2020).</li> <li>196 employees (of which 94% were female) attended workshops to develop skills in performing at interviews, writing resumes / applications, managing competencies and career momentum (March 2017 - August 2018).</li> <li>108 staff attended workshops on aspiring women, work/life balance and women in leadership talks (April 2017 - March 2020).</li> </ul>	<ul style="list-style-type: none"> <li>All staff have access to information about flexible working arrangements, including arrangements tailored for staff returning to work after extended leave.</li> <li>Flexible working arrangement opportunities are promoted on an 'if not, why not' basis to all staff.</li> <li>Flexible working arrangement policies, resources and training modules have been updated and flexible working arrangement policies amended to 'yes' by default .</li> </ul>
	2016 <sup>1</sup>	2021 <sup>2</sup>									
Women in Executive positions	17%	45.9%									
Women in Leadership feeder group	39%	49.4%									
Policies	Support	Awareness									
<ul style="list-style-type: none"> <li>Implementation of Domestic Violence policy, guideline and leave provisions.</li> <li>New Combining Work and Breastfeeding policy implemented.</li> <li>Fact sheets on Commonwealth Paid Parental leave developed for employees.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of specialist Domestic Violence counselling through Employee Assistance Provider.</li> <li>DTF Family Rooms provided on site at the State Administration Centre.</li> <li>Executives and Senior Managers promoted work/life balance through 'Leaving Loudly' as a key action in Our Plan.</li> </ul>	<p>White Ribbon Workforce Survey (Oct 2020) results indicated:</p> <ul style="list-style-type: none"> <li>Over 70% of staff very or reasonably confident in knowing how best to help a colleague or friend experiencing violence in their life.</li> <li>Awareness amongst our workforce is very high regarding violence against women, its prevalence and the different forms of abuse.</li> </ul>									

## STRATEGIC CONTEXT

Our Gender Equality and Respect (GER) Plan is aligned to DTF’s [Equity, Diversity and Inclusion Strategy](#), which highlights gender equality and respect as a key focus area. Our GER Plan is also aligned to White Ribbon Australia’s workplace accreditation standards/criteria and the Our Watch workplace equality and respect standards.



### White Ribbon Workplace Accreditation Standards and Criteria

[White Ribbon Australia](#) is part of a global social movement working to eliminate gendered violence. DTF is proud to be an official White Ribbon Accredited Workplace, through demonstrating our active steps against the below standards/criteria to prevent violence against women.

Standard 1: Leadership and Commitment	Standard 2: Prevention of Violence Against Women	Standard 3: Responses to Violence Against Women
1.1 Leadership Commitment 1.2 Commitment of Resources 1.3 Internal Communication 1.4 External Communication 1.5 Collaboration 1.6 Demonstrated engagement in the prevention of violence against women	2.1 Policies, Procedures and Documentation 2.2 Communication of Policies and Procedures 2.3 Manager/Supervisor Training 2.4 Staff Training 2.5 Risk Assessment 2.6 Expectation of Contractors	3.1 Response to Victims 3.2 Response to Perpetrators 3.3 Evaluation and Continuous Improvement

**Our Watch Workplace Equality and Respect Standards**

[Our Watch](#) is a national leader in the primary prevention of violence against women and their children in Australia, working to embed gender equality and prevent violence where Australians live, learn, work and socialise.

The five Workplace Equality and Respect Standards outline how workplaces can ensure gender equality and respect is embedded in the organisation.

Standard 1: Commitment	Standard 2: Conditions	Standard 3: Culture	Standard 4: Support	Standard 5: Our Business
We are committed to preventing violence against women and have structures, strategies and policies that explicitly promote gender equality.	We embed gender equality in our recruitment, remuneration and promotion processes and men and women utilise flexible work options, without penalty.	All employees feel safe and confident to express themselves and gender stereotypes, roles and norms are actively challenged in the workplace. Employees can raise concerns about gender inequality and potential discrimination without adverse consequences.	We have the structures, practices and culture to ensure an appropriate response to employees and external stakeholders who experience violence, bullying and sexual harassment.	We demonstrate our commitment to gender equality and the prevention of violence against women in all our work and interactions with stakeholders.

## OUR ACTIONS

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
<b>Recruitment:</b>					
R1	Achieve at least 50% women in positions from ASO7 and above in DTF.	<p>Measure the male/female ratios at ASO7 and above.</p> <p>Measure how many ASO7 and above positions were advertised and what percentage of the appointments were women.</p>	<p>Achieve by 2024</p> <p>Measure every 6 months</p>	<p>Executive Leadership Group</p> <p>People and Performance</p>	OW 1, 2 WR 1.1
R2	Ensure that interview panels include at least one woman at an equivalent or higher level than the position to be filled.	Measure compliance through the Gender Equality in Recruitment and Selection Form.	<p>Ongoing</p> <p>Measure every 6 months</p>	<p>Branch Heads</p> <p>People and Performance</p>	OW 1, 2 WR 1.1
R3	Have at least 50% of interviewees for each role being women.	Measure whether 50% of the interviewees for each vacancy were women.	<p>Ongoing</p> <p>Every 6 months</p>	<p>Branch Heads</p> <p>People and Performance</p>	OW 1, 2 WR 1.1

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
R4	Ensure our communications strategy includes a focus on educating employees about the requirement to complete the Gender Equality in Recruitment and Selection Form, and importance of actions R2 and R3 (women interviewees and women on panels).	At least two staff communications per year.	Annually	People and Performance	OW 1, 2 WR 1.1, 2.2
R5	Explore ways to attract women into roles that traditionally attract more men, and implement at least one strategy.	Identify roles that attract more men and measure changes in employment statistics across these roles.  Strategy developed and implemented.	Identify roles by Sept 2022, then measure every 6 months.  2023.	People and Performance  People and Performance	OW 1, 2 WR 1.1, 1.2, 3.3
R6	Recruit DTF graduates from the Graduate Development Program based on 50% female and male representation.	Measure gender representation of DTF graduate intake.	Every 6 months	Financial Management, Reporting and Policy	OW 1, 2 WR 1.1

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
R7	Engage universities and TAFE SA to provide education on future career opportunities in SafeWork SA for women and people from diverse backgrounds.	Perform at least 2 education roadshows in universities and/or TAFE.	2024	Director, Workplace Education and Business Services, SafeWork SA	OW 1, 2 WR 1.1, 1.2, 3.3
<b>Flexibility:</b>					
F1	Continue to invite all employees to participate in flexible working arrangements.	<p>Regular communication sent to all staff.</p> <p>Measure changes in uptake of flexible working arrangements.</p> <p>Implement technological solutions to enable staff to work effectively from any location including a consistent telephony and meeting room experience and the increased and ongoing use of MS Teams for meetings.</p> <p>Deliver the Device Refresh Program to all Shared Services SA employees to ensure, where possible, new devices are mobile, allowing remote working arrangements.</p>	<p>Annually</p> <p>Annually</p> <p>June 2022</p> <p>December 2025</p>	<p>Branch Heads People and Performance</p> <p>People and Performance</p> <p>Revenue SA</p> <p>Shared Services SA</p>	OW 2 WR 1.1, 2.1



No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
F2	Support flexible working arrangements by empowering our workforce to gain value from modern productivity tools (e.g. Microsoft Teams and Objective).	In conjunction with HR, develop and promote a quarterly IT training calendar, including program of training (face-to-face, online, workshops etc).	July 2022	ICT Services	OW 2 WR 1.2
F3	Continue to recognise and promote the importance of employees being able to maintain a positive work/life balance (including education provided on the importance of switching off when working from home).	2 communications per year.  Provide information sessions for employees of BAP on flexible working arrangements and work/life balance.	Every 6 months  30 June 2022	People and Performance  Budget and Performance Branch	OW 2 WR 1.1, 2.1, 1.3
F4	Promote the scheduling of meetings and training sessions with consideration of remote and flexible working arrangements, with significant events being held between 9:30am and 2:30pm.	Measure via Pulse surveys if staff have been precluded from meetings due to scheduling that clashed with their part-time or ongoing flexible working arrangements.	Annually	People and Performance  Branch Heads	OW 2 WR 1.1, 2.1, 1.3
<b>Development:</b>					
D1	Ensure that all DTF employees complete the online Unconscious Bias training.	Monitor and maintain 95% training compliance rates.	Within 6 months of commencement for new employees.	People and Performance  Branch Heads	OW 3 WR 2.3, 2.4

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
D2	Encourage the opportunity for employee cross-skilling/work shadowing – matching up employees across branches to share knowledge.	Matching up employees for cross-skilling is incorporated within existing development programs.	2022	People and Performance	OW 2 WR 1.1, 1.2
D3	Ensure that DTF employees complete the 'Understanding Men's Violence Against Women' online training.	Monitor and maintain 95% training compliance rate.	Within 6 months of commencement – then once every 3 years	People and Performance Branch Heads	OW 1, 4 WR 1.2, 2.4
D4	Ensure that DTF Managers / Supervisors (employees with line management responsibility) complete the following online training: <ul style="list-style-type: none"> <li>Preventing Men's Violence Against Women</li> <li>Preventing and Responding to Men's Violence Against Women in the Workplace.</li> </ul>	Monitor and maintain training compliance rates: <ul style="list-style-type: none"> <li>70% compliance rate for Managers / Supervisors*</li> <li>100% for Executive Leadership Group members.*</li> </ul> <i>*as per White Ribbon accreditation criteria</i>	Within 6 months of commencement – then once every 3 years	People and Performance Branch Heads	OW 1, 4 WR 1.2, 2.3
D5	Support employees to attend events/activities aimed at gender equality and/or preventing men's violence against women.	Employees have the opportunity to attend at least one event/activity annually within work hours and record as development opportunity through learning management system.	Annually	Branch Heads People and Performance	OW 1, 5 WR 1.1, 1.2, 1.6

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
D6	Provide CV and interview preparation resources for staff and explore delivering further training, with sessions dedicated for women.	Measure number of staff accessing online resources. Measure number and gender of staff participation in any workshops.	March 2023	People and Performance	OW 2 WR 1.1, 1.2
D7	Ensure that at least 50% of participants in the DTF Coaching Program are women.	Measure at least 50% of women participating in program per year.	Every 6 months	People and Performance	OW 2 WR 1.1, 1.2
D8	Actively leverage Super SA's membership of Women in Super to ensure our staff have access to the latest training, mentoring, industry networking, and leadership programs with a specific lens on gender equity.	All Women in Super education activities will be promoted to Super SA staff with a target of 20% participation by staff across a 12 month period.	September 2022	Super SA	OW 5 WR 1.1, 1.2, 2.4
D9	Create and implement an internal workshop for Lifetime Support Authority employees on Domestic Violence and Violence Against Women – Awareness and Responsibilities.	Workshop delivered to LSA employees and knowledge library made available following workshop.	December 2022	Lifetime Support Authority	OW 1, 4, 5 WR 1.1, 1.2, 1.6, 2.4

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<b>No.</b>	<b>What we will do</b>	<b>Deliverable / tracking progress</b>	<b>By when</b>	<b>Who is leading</b>	<b>Alignment to White Ribbon (WR) and/or OurWatch (OW)</b>
D10	Provide tailored leadership development opportunities for women identified as emerging leaders.	<p>At least two tailored external leadership development opportunities supported and facilitated for women identified as emerging leaders in Commercial and Economics.</p> <p>As part of IRAP leadership succession planning, implement a temporary acting role opportunity or external leadership training opportunity for at least 1 woman identified as an emerging leader in IRAP.</p>	<p>December 2022</p> <p>June 2023</p>	<p>Commercial and Economics Branch</p> <p>Industrial Relations and Policy</p>	OW 2 WR 1.1, 1.2
D11	Create and implement a 'lunch and learn' series that invites diverse speakers to share their experiences.	At least four 'lunch and learns' held for SAFA employees.	June 2022	SAFA	OW 1, 3 WR 1.3, 2.4
D12	Provide the opportunity for women at Procurement Services to gain a globally recognised qualification for procurement professionals.	Sponsor and support at least 5 women at Procurement Services to undertake a Chartered Institute of Purchasing and Supply qualification.	June 2023	Procurement Services SA	WR 1.2 OW 2

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No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
<b>Risk Mitigation:</b>					
RM1	Ensure that DTF's suite of corporate policies and guidelines support our commitment to gender equality and preventing violence against women.	Review of DTF policies and procedures undertaken, in collaboration with expert organisation.  Communication of new/updated policies sent to all employees.	December 2022  Every 6 months	People and Performance	OW 1, 2, 3, 4 WR 1.5, 2.1, 2.2, 3.3
RM2	Using Pulse and I Work for SA surveys, establish a baseline and measure results around: <ul style="list-style-type: none"> <li>if the organisational culture around flexible working arrangements has improved</li> <li>if employee-initiated requests for flexible working arrangements have been approved</li> <li>how part-time employees feel about their career opportunities</li> <li>if employees have been provided with adequate opportunities to participate in appropriate training programs.</li> </ul>	Baseline established using I Work for SA results.  Pulse surveys delivered.  Monitor and review survey results with a specific lens on gender and implement any actions required to address any issues.	Dec 2021  At least once annually  At least once annually	People and Performance	OW 2, 3 WR 3.3

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
RM3	Ensure that contractors acknowledge DTF's zero tolerance policy on violence against women.	Contractor/Consultant Management Policy (Induction checklist) updated.	October 2021	People and Performance	OW 3, 4 WR 2.6
RM4	Review and analyse results from the I Work for SA Survey with a specific lens on gender.	Implement actions required to address any issues (across survey areas of: Discrimination; Bullying / Harassment; Recruitment / Retention; Career / Working Conditions; and Diversity).	December 2021	People and Performance	OW 2, 3 WR 3.3
<b>Leadership and Commitment:</b>					
L1	Continue to demonstrate that DTF is a safe and inclusive workplace.	Organise at least one activity/event hosted by DTF aimed at preventing men's violence against women.	Annually	Equity, Diversity and Inclusion Committee	OW 1, 5 WR 1.1, 1.2, 1.6
L2	Continue to promote a culture of zero tolerance of men's violence against women in DTF.	2 public statements are provided on DTF's commitments and position on violence against women.	Annually	Chief Executive  Executive Sponsor, White Ribbon	OW 1, 5 WR 1.1, 1.3, 1.4, 1.6
L3	Communicate our commitment from senior leadership to promote gender equality and a culture of zero tolerance of men's violence against women in DTF.	Statement of commitment signed and promoted in DTF.	December 2021	Executive Leadership Group	OW 1, 5 WR 1.1, 1.3, 1.4, 1.6

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
L4	Continue to reinforce key messages and definitions, both internally and externally, around preventing men's violence against women and gender equality.	<p>Communications strategy developed and implemented to support DTF's Gender Equality and Respect plan</p> <p>Communicate commitment to White Ribbon and gender equality and respect by:</p> <ul style="list-style-type: none"> <li>• incorporating 'White Ribbon Workplace' branding in CTP Regulator website footer template</li> <li>• publishing CTP Regulator website page(s) about 'What we stand for', including White Ribbon and gender equality and respect.</li> </ul>	<p>December 2021</p> <p>December 2021</p>	<p>People and Performance</p> <p>CTP Regulator</p>	<p>OW 1, 3, 5 WR 1.1, 1.3, 1.4, 2.2</p>
L5	Ensure that DTF's key messages on violence against women are clear that sexist/sexually explicit jokes are not acceptable.	Key messages are reviewed/updated, published on DTF's White Ribbon Intranet page and communicated to all employees.	December 2021	People and Performance	OW 1, 3, 5 WR 1.1, 1.3, 2.2

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
<b>Support:</b>					
S1	Develop a Domestic Violence Workplace Guide which includes Safety planning resources for Managers, confidentiality requirements, employee entitlements and information for victims and perpetrators.	Guide developed and made available / promoted to all DTF employees.  Next review of Guide considers and includes more detailed information on the workplace approach to employees who use or may use violence.	October 2021  April 2023	People and Performance	OW 1, 4 WR 2.1, 2.2, 3.1, 3.2
S2	Provide information to employees about: <ul style="list-style-type: none"> <li>• services and resources for employees who are experiencing violence</li> <li>• services and resources for employees who are concerned about their use or potential use of violence</li> <li>• gender equality</li> <li>• prevalence and definition of gendered violence</li> <li>• DTF's zero tolerance to violence.</li> </ul>	DTF's White Ribbon Intranet page is reviewed and promoted to all DTF employees.	Once annually	People and Performance	OW 1, 4 WR 1.5, 2.1, 2.2, 3.1, 3.2



No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
S3	Continue to promote specialist domestic violence counselling available through the Employee Assistance Program (EAP).	Domestic Violence EAP statement is included in all relevant communications.	Review annually (April)	People and Performance	OW 1, 4 WR 1.1, 1.2, 1.5, 3.1
S4	Reinforce guidance for employees on respectful treatment and behaviours in the workplace.	<p>Respectful Treatment at Work policy is updated and communicated to all employees.</p> <p>Develop and communicate to all employees a new Respectful Treatment at Work procedure to support employees through any circumstances of harassment, bullying or victimisation.</p> <p>Respectful behaviours workshop delivered for SAET Presidential Members, Commissioners and Registrars.</p>	<p>December 2021</p> <p>December 2021</p> <p>June 2022</p>	<p>People and Performance</p> <p>People and Performance</p> <p>SA Employment Tribunal</p>	OW 1, 3, 4, 5 WR 1.1, 1.3, 2.1, 2.2, 3.3

No.	What we will do	Deliverable / tracking progress	By when	Who is leading	Alignment to White Ribbon (WR) and/or OurWatch (OW)
S4 (cont)		Provide training for OCPSE employees and managers on appropriate workplace behaviour, processes and support mechanisms to nurture a gender-equal, safe high performing workplace.	December 2023	OCPSE	
S5	Communicate what employees can do to help if a friend or colleague was experiencing violence in their life.	<p>Bystander intervention resources added to the Intranet and communicated to all employees.</p> <p>Bystander training investigated/re-offered for employees.</p> <p>All employees are reminded that all 3 White Ribbon online training courses are available to undertake.</p>	<p>December 2023</p> <p>December 2023</p> <p>Annually</p>	People and Performance	OW 1, 3, 5 WR 1.1, 1.3, 1.5, 2.2

## **GOVERNANCE**

The DTF Equity, Diversity and Inclusion (ED&I) Committee, in partnership with People and Performance, will support the monitoring and implementation of our Gender Equality and Respect Plan.

Progress against the plan will be reported to the DTF Executive Leadership Group (ELG) every six months, and we will formally review the plan at least every 3 years.

We will launch the plan to our employees and stakeholders and communicate regularly about our ongoing commitment to ensuring that gender equality is embedded in our workplace and that women in our community live free from all forms of violence.

## OUR COMMITMENT

We, the members of the Executive Leadership Group, commit to the implementation of the actions outlined in this Gender Equality and Respect Plan.

We will be accountable for actively supporting gender equity principles and advocating for gender equality in DTF. We commit to stand up, speak out and act to end domestic and family violence and men's violence against women. We will drive the changes, model the behaviours and actions, and report back on milestones throughout the journey.



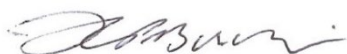
**David Reynolds**  
CHIEF EXECUTIVE



**Stuart Hocking**  
DEPUTY CHIEF EXECUTIVE



**Dascia Bennett**  
CHIEF EXECUTIVE,  
SUPER SA



**Kim Birch**  
CHIEF EXECUTIVE, CTP  
INSURANCE REGULATOR



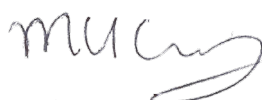
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EXECUTIVE DIRECTOR,  
INDUSTRIAL RELATIONS AND  
POLICY



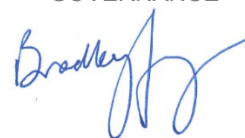
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