



NAWIC QUEENSLAND

Diversity & Inclusion Toolkit



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NAWIC Queensland is committed to supporting and empowering our members, member organisations, partners and construction businesses of all sizes. We are extending this commitment practically to all our stakeholders by assisting them on their diversity and inclusion journeys. By doing so, we are convinced they will create workplaces that are safe and supportive and they will be recognised as construction industry leaders that foster talent and provide rewarding careers for all employees.

With the underlying goal of improving female participation in the construction industry, we have developed a suite of Diversity and Inclusion documents. Whilst we recognise that Diversity and Inclusion is just one, albeit critical, part an improved workplace culture program, NAWIC Queensland is positive that implementing even a few strategies from our documents will see improvements in both your organisation's workplace culture and its financial outcomes.

With so much information available, we have received feedback from our members including, 'where do I start', 'what really works', 'what strategies have bang for buck', 'how do I keep diversity and inclusion simple and actually make a difference'. Based on this feedback, the intent of these documents is to simplify the Diversity and Inclusion process. We've undertaken a review of existing material and resources and summarised available information into the following five Diversity and Inclusion documents:

- 01 Self-Checklist for Organisations & Workplaces
- 02 Strategies Employed by Leading Organisations
- 03 A Guide to Attract & Recruit the Best Candidates
- 04 How to Become an Employer of Choice
- 05 How to Promote Your Organisation's Commitment

If you are unsure whether your business is ready for the Diversity and Inclusion journey or if you are yet to be convinced it is necessary for your organisation, simply ask yourself the following questions:

- Do I want to improve business performance, productivity and financial results?
- Do I want to have a workplace that every employee enjoys turning up to each day?
- Do I want to attract and retain great employees, that I can work with day in and day out and that have similar values and goals both personally and for the business?

If your answer is yes to any of the above, then believe us, your business is ready!

NAWIC Queensland applaud you for taking the first step to achieving a diverse and inclusive workplace. We encourage you continue on this journey so we can all realise a much-needed construction industry shift.

To find out more, please contact communications@nawic.com.au.

01 SELF-CHECKLIST FOR ORGANISATIONS & WORKPLACE

This self-checklist was developed to assist NAWIC member organisations to determine whether their current workplace approaches and practices are diverse and inclusive. The checklist can be used to identify strengths and gaps. It can also be used as an advocacy tool to promote ways to become more diverse.

	YES	NO
01 Do your organisation's vision, mission and values statements clearly acknowledge the diverse experiences and needs of men and women?	<input type="checkbox"/>	<input type="checkbox"/>
02 Does your organisation's plans, programs and policies recognise the diverse experiences and needs of women and men (because their experiences and needs are often different)?	<input type="checkbox"/>	<input type="checkbox"/>
03 Has your organisation previously undertaken a gender audit of the workplace? (If yes, what did it find and what changes, if any, were made after this audit?)	<input type="checkbox"/>	<input type="checkbox"/>
04 Has your organisation undertaken a gender analysis of organisational plans, programs and policies? (If yes, what did it find and what changes, if any, were made after this audit?)	<input type="checkbox"/>	<input type="checkbox"/>
05 Do senior staff in your organisation express an ongoing commitment to gender diversity? (How do they do this?)	<input type="checkbox"/>	<input type="checkbox"/>
06 Does your organisation provide gender diversity training and resources to staff, management and your board of directors or governance group?	<input type="checkbox"/>	<input type="checkbox"/>
07 Does your organisation have tools in place to encourage equal representation of women in management and leadership positions?	<input type="checkbox"/>	<input type="checkbox"/>
08 Does your organisation have agreements, entitlements or policies in place that remove barriers to participation for women and men with families and/or who are carers? For example, flexible work arrangements.	<input type="checkbox"/>	<input type="checkbox"/>
09 Are there designated staff members in the organisation who are responsible for gender equity?	<input type="checkbox"/>	<input type="checkbox"/>
10 Is there a dedicated budget and time allocation for gender diversity work and gender analysis across the organisation?	<input type="checkbox"/>	<input type="checkbox"/>
11 Do your organisation's communications and marketing material feature gender diversity? (For example, are a diverse range of women and men depicted? Do the images challenge gender stereotypes?)	<input type="checkbox"/>	<input type="checkbox"/>
12 Does your organisation have mechanisms in place to monitor gender balance so adjustments can be made where required?	<input type="checkbox"/>	<input type="checkbox"/>

The checklist forms part of a suite of tools developed by NAWIC to assist organisations in their journey to create and support diversity and inclusion. To find out more, please contact communications@nawic.com.au.

Recommended Resources

1. Queensland Government Department of Child Safety, Youth and Women (2018), Gender Analysis Toolkit, <https://www.csyw.qld.gov.au/women/gender-analysis-toolkit>
2. Australian Government Workplace Gender Equality Agency (2017), Gender Strategy Toolkit, <https://www.wgea.gov.au/topics/gender-strategy>

02 STRATEGIES EMPLOYED BY LEADING ORGANISATIONS

The list below provides a summary of the gender diversity principles and practices employed by leading organisations in male-dominated industries. The list was prepared for NAWIC member organisations who want to improve gender diversity in their workplaces or have identified a need to increase the representation and retention of women in non-traditional roles. The strategies can be applied individually or can be implemented as an integrated gender diversity strategy.

- **CEO and Senior Management Endorsement.** Lead from the top with the CEO and Senior Managers supporting your organisation's clearly articulated vision for gender diversity.
- **Establish a Diversity Committee.** Task your CEO and Senior Managers with endorsing your organisation's gender diversity strategy and with monitoring delivery against action plans.
- **Develop Strategy with Male Employees.** Collate male perspectives and participation for buy-in, co-ownership and lasting success for increasing women in nontraditional roles in your organisation.
- **Establish Key Performance Indicators (KPIs).** Link gender diversity, with a particular focus on increasing women in non-traditional roles, to the performance and remuneration outcomes of Senior Managers within your organisation.
- **Implement a Transparent Monitoring and Reporting System.** Track female-specific data including number of applicants, years of tenure, leave days etc., and ensure it is reported against regularly. Use this data to assess the impact of your organisation's policies, practices and strategies.
- **Conduct Employee Surveys.** Determine what is working, and what is not working, with existing workplace culture and policies within your organisation. Analyse responses based on the gender of respondents and the type of role, including those that are non-traditional.
- **Implement a Training Program.** Ensure gender diversity training is available to all employees.
- **Implement Flexible Working Arrangements.** Ensure these are equally available to men and women and across all parts of your organisation.
- **Ensure Pay-Equity.** This includes both fixed and variable pay, at all levels of your organisation. Ensure this is regularly monitored through a transparent audit process.
- **Monitor Turnover by Gender.** Undertake exit interviews (on departure and one year after departure) to understand reasons for resignations within your organisation.
- **Implement Workplace Culture Policies.** Change behaviours and attitudes within your organisation in relation to gender roles by challenging assumptions and stereotypes about non-traditional roles and workplaces.
- **Embed a Gender Diversity Strategy.** Apply your organisation's gender diversity strategy to key Human Resources activities including the end-to-end talent process. Inject scrutiny at all critical decision-making points within the talent process.
- **Develop a Communications Plan.** Share your organisation's vision, strategy and action plan to achieve gender diversity with all employees and with all key external stakeholders. Ensure the imagery, tone and language used in communication material is inclusive, acknowledges diversity and is devoid of gender assumptions.
- **Publicly Promote the Benefits of Gender Diversity.** Aim to be a recognised leader in having a sustainable and inclusive culture.

The list forms part of a suite of tools developed by NAWIC to assist organisations in their journey to create and support gender diversity. To find out more, please contact communications@nawic.com.au.

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1. Queensland Government Department of Child Safety, Youth and Women (2018), Gender Analysis Toolkit, <https://www.csyw.qld.gov.au/women/gender-analysis-toolkit>
2. Australian Government Workplace Gender Equality Agency (2017), Gender Strategy Toolkit, <https://www.wgea.gov.au/topics/gender-strategy>

03 A GUIDE TO ATTRACT & RECRUIT THE BEST CANDIDATES

The lists below summarise the different strategies and mechanisms leading organisations in male-dominated industries can implement to increase the representation of women, especially in non-traditional roles. The lists can be used to assist NAWIC member organisations to remove subjectivity, biases and other influences in their attraction, recruitment and retention strategies in order to become a magnet for top talent and gain a competitive advantage.

ATTRACTION STRATEGIES

Create Job Advertisements that Attract Women to Apply

- Display diverse images and use inclusive and universally attractive language and other visual cues.
- Exclude any non-fundamental criteria and reference broader capability requirements to avoid disproportionate focus on technical and professional qualifications or years of experience.
- Place advertisements broadly and where women will notice them including in fitness centres, in print media, on internet sites and the online forums women are regularly accessing.
- Advertise to key influencers on the career decisions of young women including mothers, friends, career advisers and teachers.

Use women's voices for radio, television, video and internet advertising to send a strong signal your organisation wants to attract female employees.

- Focus on the 'brand' of your organisation, career opportunities and create a value proposition that is attractive to women. For example, your organisation's commitment to a culture of inclusion and flexibility.
- Provide a female contact within your organisation for questions. This will give potential female applicants the opportunity to ask questions to a woman employed in a non-traditional role.
- Highlight paths that are available to women within your organisation.
- Sponsor and offer an apprenticeship program to young women and promote the career opportunities available in non-traditional roles within your organisation.

Engage in Activities that Broaden the Pool of Potential Applicants

- Engage with primary and secondary schools to raise awareness of opportunities for girls. Have your organisation create teaching aids, sponsor competitions, offer work experience opportunities, run camps and provide careers guidance.
- Engage with TAFE, colleges and universities and provide careers guidance, scholarships, internships, vacation employment for women and the various events NAWIC holds for school girls.
- Partner with local communities, clubs and skills-based networks to market the opportunities and non-traditional career

03 A GUIDE TO ATTRACT & RECRUIT THE BEST CANDIDATES

RECRUITMENT STRATEGIES

Adhere to Merit-Based Processes

- Establish recruitment targets for women, both shortlisting and interview, and explain the process and rationale to all your organisation's employees.
- Engage labour suppliers with a credible record of building diverse candidate pools.
- Share your organisation's gender diversity strategy with recruitment and labour suppliers.
- Offer higher commissions for labour suppliers for diverse candidates.
- Articulate diversity expectations and targets for specific job openings.
- Monitor the composition of recruiting teams and ensure they are gender diverse and include women in non-traditional roles.
- Train recruiters to recognise stereotypes and unconscious bias in relation to gender and roles.
- Ensure your organisation's recruitment team or labour supplier is able to remove any misconceptions about women in non-traditional roles.
- Have your organisation adhere to a documented, transparent and standard recruitment process focused on meritocracy, from the resume screening phase through to final offers.
- Offer women the opportunity to display their skills during your organisation's recruitment process instead of relying solely on interview questions.
- Track women candidates and measure the effectiveness of your attraction strategies to reach them.

Broaden the Pool of Potential Applicants

- Broaden the skills and experience required for non-traditional roles within your organisation.
- Include local women, older women and Aboriginal and Torres Strait Islander women.
- Establish capabilities and skills that are genuinely required for non-traditional roles within your organisation.
- Support women to re-enter the industry, or to move to non-traditional roles, after periods of extended leave or time in corporate roles within your organisation.
- Offer roles with flexible working hours and/or on a job share basis.

Interact with Candidates to Achieve a Positive Recruitment Experience

- Obtain feedback from women applicants at each stage of your organisation's recruitment process. Use this process to create a positive experience for applicants.
- Provide feedback to all candidates who request it to discuss their strengths and areas for improvement.
- Offer an induction program and buddy system that starts from the job offer stage and assists women to form relationships, build networks and transition successfully into your organisation.

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Recommended Resources

1. Australian Human Rights Commission (2014), A Step-By-Step Guide to Preventing Discrimination in Recruitment, https://humanrights.gov.au/sites/default/files/GPGB_recruitment_guide.pdf
2. PWC (2017), Winning the Fight for Female Talent - How to Gain the Diversity Edge Through Inclusive Recruitment, <https://www.pwc.com/gx/en/about/diversity/iwd/iwd-female-talent-report-web.pdf>

04 HOW TO BECOME AN EMPLOYER OF CHOICE

The guides below summarise techniques organisations can use to build their reputation and establish themselves as an employer of choice in male-dominated industries. These guides can be used to assist NAWIC member organisations to develop a leading workplace that attracts top talent, maintains high levels of productivity, enjoys a healthy company culture and holds a competitive advantage.

INFORMAL STRATEGIES

Create a Workplace Culture that is Inclusive and Embraces Diversity

- Lead from the top with the CEO and Senior Managers supporting your organisation's clearly articulated vision for gender diversity.
- Share your organisation's gender diversity vision, strategy and action plan with all employees.
- Ensure gender diversity training is available to all employees.
- Engage Senior Managers as role models for work-life effectiveness and valuing performance over face-time and long hours.
- Initiate reward and recognition programs for Senior Managers and gender diversity champions.
- Participate and sponsor industry and gender equality awards to display your organisation's commitment to gender equality.
- Promote your organisation's gender diversity in client bids acknowledging the competitive advantage this brings relative to other suppliers.

Create a Workplace Culture that is Inclusive and Embraces Diversity

- Provide on-site and off-site support for your organisation's employees including Equal Employment Opportunity (EEO) representatives and access to an Employee Assistance program.
- Provide support for families of your organisation's employees including access to online support, site visits, family days and social events.
- Implement a 'keep in touch' program for employees in your organisation who go on extended leave.

Create a Work Environment the Meets the Needs of all Employees

- Survey employees to determine what is and isn't working with existing workplace culture and policies within your organisation. Seek feedback on what employees' value within the workplace.
- Provide a physical working environment that caters for both men and women including uniforms, equipment, facilities and amenities.
- Ensure pay-equity for both fixed and variable pay, at all levels of your organisation. Ensure this is regularly monitored and results are made transparent to all employees.
- Implement policies that foster an inclusive workplace for men and women, including a carers strategy and paid parental leave.
- Implement flexible working arrangements and ensure these are equally available to men and women and across all parts of your organisation.
- Communicate and display zero tolerance for sexual harassment, bullying and discrimination.

04 HOW TO BECOME AN EMPLOYER OF CHOICE

FORMAL STRATEGIES

Workplace Gender Equality Agency Employer of Choice Citation

The WGEA Employer of Choice for Gender Equality citation commenced in 2014 and is a leading practice recognition program that aims to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

The citation is strategically aligned with the Workplace Gender Equality Act 2012 and recognises that gender equality is increasingly critical to an organisation's success and is viewed as a baseline feature of well-managed and leading organisations.

The citation's seven focus areas cover leadership, strategy and accountability; developing a gender balanced workforce; gender pay equity; support for caring; mainstreaming flexible work; preventing gender-based harassment and discrimination, sexual harassment and bullying; and driving change beyond your workplace.

For further information, including a criteria checklist as well as applying for citation, please visit: <https://wgea.gov.au/leading-practice/employer-of-choice-for-gender-equality>

Edge Certification

EDGE Certification is a global, independent and third-party gender equality certification system. Certifications are only awarded after independent auditors have been able to establish the accuracy of the information. The assessment is done on a country-by-country basis to take into account the local culture and legal framework.

Organisations that excel on gender equality show the following characteristics:

- Strong gender balance at all levels of the organisation
- A statistically insignificant unexplained gender pay gap. Showing that there is equal pay for equivalent work irrespective of gender.
- A solid framework of effective policies and practices to ensure equitable career flows for both women and men.
- An inclusive culture as reflected in employees' high ratings in terms of career development opportunities.

For further information, including the certifications available as well as a list of certified organisations, please visit: <http://edge-cert.org>

These guides form part of a suite of tools developed by NAWIC to assist organisations in their journey to create and support gender diversity.

To find out more, please contact communications@nawic.com.au.

Recommended Resources 

1. Workplace Gender Equality Council (2019), WGEA Employer of Choice for Gender Equality, <https://www.wgea.gov.au/sites/default/files/documents/WGEA-EOCGE-2019-20-Guide-to-Citation-v3.0.pdf>

05 HOW TO PROMOTE YOUR ORGANISATION'S COMMITMENT

The list below provides tactics and actions leading organisations in male-dominated industries employ to convey and promote the value they place on diversity in their workforce. The list was prepared for NAWIC member organisations who want to improve and update their communications and marketing material, including websites, brochures, social media content, flyers, advertisements and annual reports. The tactics and actions should be used by organisations both externally and internally to attract more women candidates, position themselves as diversity and inclusion leaders and maintain and increase workplace culture.

- **Display Diverse Images and Use Inclusive Language.** Feature women prominently on your organisation's marketing material and where possible, feature images of females working in non-traditional roles. Use inclusive language, provide information on the benefits and opportunities available to women within your organisation and regularly review the content.
- **Feature Women in Audio and Visual.** Use women's voices for radio and use your organisation's female employees for television, video and digital marketing to send a strong signal that your organisation has a diverse workforce.
- **Publish Profiles and Case Studies.** Develop stories that highlight individual success and communicate the diverse range of women's experiences within your organisation. Use profiles and case studies to showcase the variety of career paths available and reinforce that career success can be achieved through non-traditional roles. Profiles can be brief snap shots with key information (for example, name, role and points of interest) whereas case studies will often contain more detailed information (for example, accomplishments, industry entry and industry journey).
- **Identify an Employee Value Proposition (EVP).** Use your organisation's marketing material to actively promote flexible working hours, care strategies, rewards, both financial and non-financial, and even career and development opportunities. To identify the most compelling EVP for women, hold focus groups with employees and potential applicants.
- **Promote Individual or Corporate Awards.** Awards can be specifically gender-focused or related to the general construction industry.
- Either way they celebrate successful progress your organisation has made in supporting women in male-dominated industries. An example of an organisational award is the NAWIC Crystal Vision Award - For Advancing the Interests of Women in the Construction Industry. Individual awards for women may include "Apprentice of the Year" or "NAWIC Tradeswoman on the Year".
- **Highlight Diversity Champions.** Awards can also be internal awards for male employees, teams who have shown leadership in supporting women in nontraditional roles or individuals or teams who have been "champions" of diversity and flexibility. These awards receive greater leverage and support when they are sponsored and delivered by your organisation's CEO.
- **Sponsor Awards and Awards Events.** Sponsorship of an individual award or an entire awards program, such as the annual NAWIC Awards for Excellence, enhances your organisation's profile and perceived activity in gender equality. It also gives your organisation the opportunity to showcase its own accomplishments and the actions taken to increase the number of women in non-traditional roles.
- **Focus on Outcomes, Not Just Good Intentions.** Apply the age old saying, your organisation's actions speak louder than words. Any audience wants to hear about results - so highlight every positive outcome and celebrate any advancement in gender diversity - even if it is small. For example, including an employee profile on social media or announcing a new female employee in a non-traditional role to internal employees will help build momentum for your organisation.

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