

My employees are asking about flexible work arrangements and parental leave. I'm not sure what I should be offering?

1. Know your legal obligations

The first step for any business is to understand what the law requires of you, so you can ensure you're meeting your minimum obligations. There are specific obligations relating to parental leave, as well as more general obligations around flexible working.

FLEXIBLE WORK ARRANGEMENTS

Introduction and using the toolkit

→ Visit the Understanding your legal obligations section of the toolkit and go to the *Fair Work Act* to read the legislation around flexible working requirements.

→ Visit the Resources for flexible work practices section of the toolkit

- DOWNLOAD the **Response to a request for flexible work arrangements**
- DOWNLOAD the **Best practice guide for flexible working arrangements**

→ Visit the Accessible policy for parental leave section of the toolkit

Check out the information from the Fair Work Ombudsman and Services Australia on parental leave entitlements under Australian law.

PARENTAL LEAVE PROVISION

These resources provide guidance on your legal obligations and good business practice in relation to parental leave.

Introduction and using the toolkit

→ Understanding your legal obligations – Anti-discrimination legislation

→ Understanding your legal obligations – Fair Work Act

Inclusive retention practices

→ Parental leave and related entitlements

→ Returning to work from parental leave

→ Paid Parental Leave Scheme for Employers

2. Understand the business case for flexible working

Your approach to workplace flexibility can be a key selling point for attracting skilled people to your business, while your parental leave offer can help you retain good people.

FLEXIBLE WORK ARRANGEMENTS

Read about the business benefits of offering flexible work arrangements, considerations for employers, and resources you can use in your business.

Inclusive retention practices

→ Enhancing retention through flexible work practices

PARENTAL LEAVE PROVISION

Read about the business benefits of a strong parental leave policy.

Inclusive retention practices

→ Accessible policy for parental leave

continued ...

3. Decide what you're prepared to offer

All businesses must meet legal minimum requirements, but many will go above that level and towards industry best practice.

Understanding the potential benefits of offering flexibility can help you decide what you're prepared to invest, given the resources available to your business.

Learning from what other businesses are doing can help your thinking – including in relation to flexible work during vintage, which presents challenges for the wine industry.

FLEXIBLE WORK ARRANGEMENTS

Here you'll find practical resources for instituting flexible work practice, and case studies of other wine businesses who are successfully implementing flexible working.

Inclusive retention practices

- → Resources for flexible work practices
- → Flexible working case studies
- → Planning for flexible work during vintage (including case study)

PARENTAL LEAVE PROVISION

Review the information about parental leave templates, workplace policies for parents and keeping in touch days.

Inclusive retention practices

- → Resources for family-friendly workplaces

4. Put systems in place

A variety of systems can be used to support flexible working, including rostering, job sharing programs, compressed or split hours, and technology to enable remote working.

The options available to you will depend on factors like the size of your business, your location, and the range of job roles in your business.

FLEXIBLE WORK ARRANGEMENTS

PARENTAL LEAVE PROVISION

Review these resources to help you set up flexible working arrangements.

Inclusive retention practices

- → Resources for flexible work practices – flexible work checklist, response to a request for flexible working arrangements

Further information, templates and resources

- → Flexible work arrangements tracker – you can use this tracker to record and measure the impact of flexible work arrangements in your business.

5. Monitor and review

Monitor the arrangements you have in place so you can assess their impact on your business and see how well they are working for your employees. Adjust where you identify things that can be improved.

Review might involve looking at key quantitative measures, such as retention rates and budget impacts, as well as feedback from staff, managers and customers.

FLEXIBLE WORK ARRANGEMENTS / PARENTAL LEAVE PROVISION

Organisational assessment and benchmarking

- → Business case for organisational assessment
- → From benchmarking to ongoing reporting



What is the best way to prevent harassment and bullying in my business?

1. Know your legal obligations

The first step for any business is to understand what the law requires of you, so you can ensure you're meeting your minimum obligations.

PURPOSE AND OBJECTVES

There are specific obligations relating to:

- → Anti-Discrimination Legislation
- → Positive Duty Law
- → Work Health and Safety

2. Understand why it is critical to eliminate sexual harassment and everyday sexism in the workplace

Eliminating sexual harassment and everyday sexism is not only a legal and moral imperative but a critical component of workforce sustainability and business success.

Workplaces that tolerate sexist behaviours, inappropriate comments or discriminatory treatment undermine employee wellbeing, reduce productivity and increase the risk of legal liability and reputational damage.

A workplace culture free from harassment and sexism fosters psychological safety, which is essential for staff engagement, collaboration and innovation.

CULTURAL CHANGE

- → Business case for cultural change

3. Review the resources and put systems in place for building inclusive workplaces

Training integrated with structural changes (mentoring, flexible work policies, inclusive hiring) can equip organisations for sustainable cultural transformation.

A deliberately cultivated, gender-inclusive culture accelerates innovation and the quality of decision-making; it also reduces staff turnover and recruitment costs.

CULTURAL CHANGE

Review the resources for employers in these sections of the toolkit:

- → Eliminating sexual harassment and everyday sexism in the workplace
- → Building inclusive workplaces — further tools for cultural change

Australian Wine Industry Gender Equity Toolkit



I want to build and retain a diverse workforce. How do I change my hiring practices, and should I consider targets or quotas?

1. Consider the business needs for building a diverse workforce

Where skilled labour is increasingly competitive, organisations with strong gender equity practices demonstrate improved ability to attract and retain talented staff.

Research has shown that diversity achieves superior financial performance and brings valuable perspectives to product development, marketing strategies and consumer engagement.

Diverse teams are well positioned to understand and respond to evolving market preferences and gain reputational advantages with consumers and industry partners.

Read more about the business benefits of a diverse workforce here:

ATTRACTION AND RECRUITMENT

→ Attracting and recruiting a diverse workforce

2. Conduct an audit for gender neutrality in attraction and recruitment

ATTRACTION AND RECRUITMENT

→ Conducting an audit for gender neutrality in attraction and recruitment

3. Check your practices against various resources for attraction and recruitment and begin refining your practices

ATTRACTION AND RECRUITMENT

→ Resources for attraction and recruitment

→ Read the case study: Why flexible recruiting made sense for a small but growing business

4. Understand targets and quotas and consider if this is suitable for your business.

Quotas help overcome entrenched biases in recruitment, promotion and workplace culture, ensuring opportunities are distributed more fairly.

Research shows that when organisations set clear diversity targets, they are more likely to achieve equitable outcomes.

Participants in the Gender Equality Scoping Study highlighted targets and quotas as a solution to biased recruiting. Participants argued that, far from lowering standards, targets and quotas can help recognise and tackle barriers that have historically excluded women and gender diverse people.

ATTRACTION AND RECRUITMENT

→ Targets and quotas

→ Read the case study: Setting targets for gender equality in the agricultural sector: GrainCorp case study

Australian Wine Industry Gender Equity Toolkit



I want to understand what equal pay is and ensure it's happening in my business.

1. Understand what equal pay is

A commitment to pay equity is more than just avoiding direct discrimination in pay rates for similar roles. Other, less visible factors can contribute to unequal pay outcomes for your business, including gender balance in senior positions, differences in average hours worked, and access to promotion opportunities.

CULTURAL CHANGE

Equal pay

- → Review this section to build a comprehensuve understanding of the issue, including how the gender pay gap is calculated.
- → See also http://www.wgea.gov.au/the-gender-pay-gap

2. Understand how your business is performing and where you can improve

Strong performance on pay equity can be a major selling point in attracting skilled staff and in keeping your retention rates high.

An important first step is to understand how your business is tracking on key measures of pay equity, so you can develop a well-informed response.

CULTURAL CHANGE

Resources for equal pay

- → Review resources 'Calculating a gender pay gap' and 'Gender pay gap analysis guide'

3. Establish a policy on equal pay to describe what you want to achieve

CULTURAL CHANGE – EQUAL PAY

Equal pay

- → Review the resource 'Equal pay policy template'
- → Refer to implementation steps for small, medium and large businesses



What role does staff development play in supporting gender equality in the workplace?

1. Understand how training and development supports a diverse workplace.

Access to training and development opportunities is an important vehicle for supporting all employees to build their knowledge and skills, and to improve business performance.

Businesses can use training and development to support gender equality by ensuring all employees have equal access to development opportunities, regardless of gender.

INCLUSIVE RETENTION PRACTICES

Training and development for retention and career advancement

- → Plan for skills requirements using structured skills assessments
- → Understand options for internal and external training
- → Review resources on professional development planning and methods of performance appraisal

2. Consider the role and importance of mentoring and networking

Outside of formal training, professional development networks and mentoring relationships play a key role in developing your people. These relationships can be particularly important for women working in male-dominated industries – which is the case in many parts of the wine sector.

INCLUSIVE RETENTION PRACTICES

Mentoring and networking

- → Review guidance about establishing structured mentoring for early career female and gender diverse employees
- → Review resources: 'Elements of a successful mentoring session', 'Leading to unlock potential toolkit: a resource for mentors and mentees', 'Mentoring guide'
- → Links to the Wine Industry Events Calendar and Australian Women in Wine network
- → Review case studies of successful mentoring experiences for women in the wine industry

3. Understand the importance of leadership development

More diverse leadership teams bring a greater variety of perspectives and have been linked to stronger commercial performance. Because there is a gender imbalance in leadership roles across the sector, an equitable approach to leadership development is likely to require specific focus on identifying and supporting women with leadership potential.

INCLUSIVE RETENTION PRACTICES

Leadership development

- → Consider potential leadership development strategies and how these might be applied in your business
- → Consider leadership programs: Future Leaders, Next Crop, and the Australian Rural Leadership Program
- → Review case study on the benefits of formal leadership training