



Gender Equality Strategy

2024–26





Acknowledgement of Country

Nova Systems respectfully acknowledges the Traditional Custodians of the lands and waters and pay our respects to Elders past, present and emerging. As a veteran founded, specialist engineering consultancy that operates within Defence and across our Emergency Services, Nova Systems acknowledges the services of First Nations Peoples who have contributed to defending Australia and its national interests to keep our communities safe.



Chief Executive Officer (CEO) Foreword

Dean Rosenfield

At Nova Systems we strive to have a culture in which all our people feel safe, valued and included.

Diversity is critical to the success of our business. Having a diverse workforce which embraces different genders, ethnicities, ages, sexual orientations and experiences is key to driving innovation and making great decisions. But the value of that diversity can only be realised if all of our workforce feel they belong.

Our Diversity and Inclusion strategy outlines our focus areas and provides the roadmap for how we will achieve this.

Women in Nova is a key pillar of this strategy and I am delighted to launch Nova's Gender Equality Strategy.

The strategy engages all Novans as champions as we publicly commit to lead constructive actions to bring about positive change and gender equality.

We all have work to do in this space, we are by no means perfect, but our commitment is unshakable.

This strategy is a candid acknowledgment of the work we must collectively undertake to shift the dial. We understand that true diversity requires continuous effort, and we are dedicated to creating an environment where everyone, regardless of gender, has the opportunity to thrive.

We embark on this journey with transparency, acknowledging our imperfections and committing to learning and evolving.

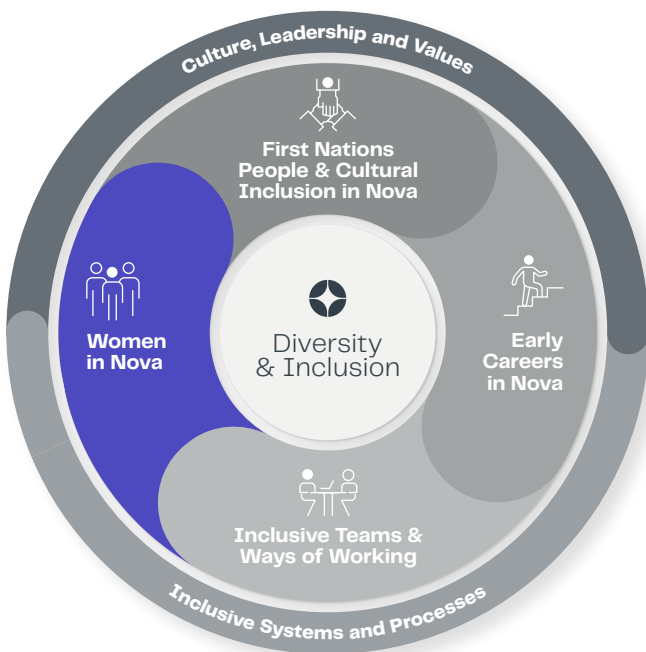
Join me, as I welcome the launch of our Gender Equality Strategy and bring about a positive step change for all Nova Systems employees.



Diversity & Inclusion **Strategy**

Nova Systems launched our Diversity and Inclusion (D&I) Strategy in December 2022.

D&I is important to our business and who we are as Novans. Together, we're committed to building an environment where everyone feels safe, valued and included. A diverse workforce and inclusive culture helps us to continue to grow and evolve in line with our strategy and strategic objectives. Our peoples' experiences are rich and diverse, and through these we are able to meet our clients' needs and enable our strategic growth. Nova prides itself on its people and making people our point of difference.



D&I VISION

Complex challenges solved through a passionate team that is inclusive and values diversity in all its forms.

Women in Nova

To become a gender equal workplace with increased opportunities for women in leadership and non-traditional roles.

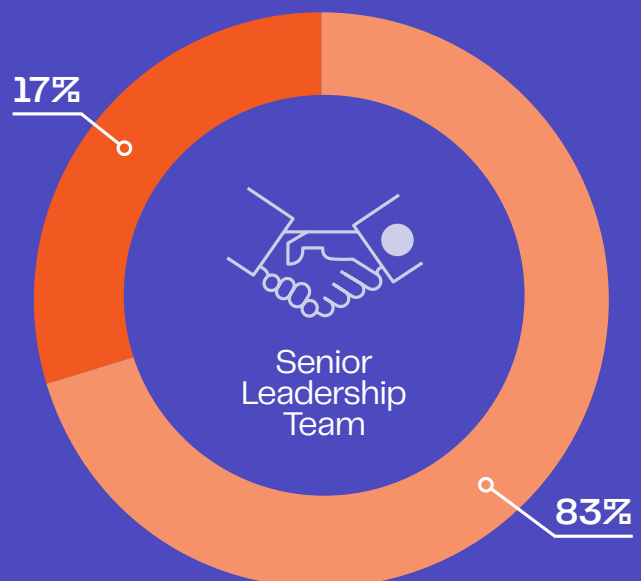
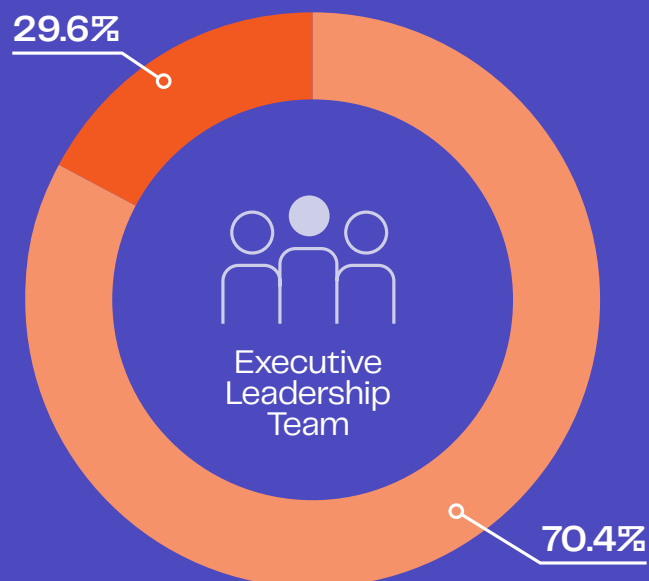
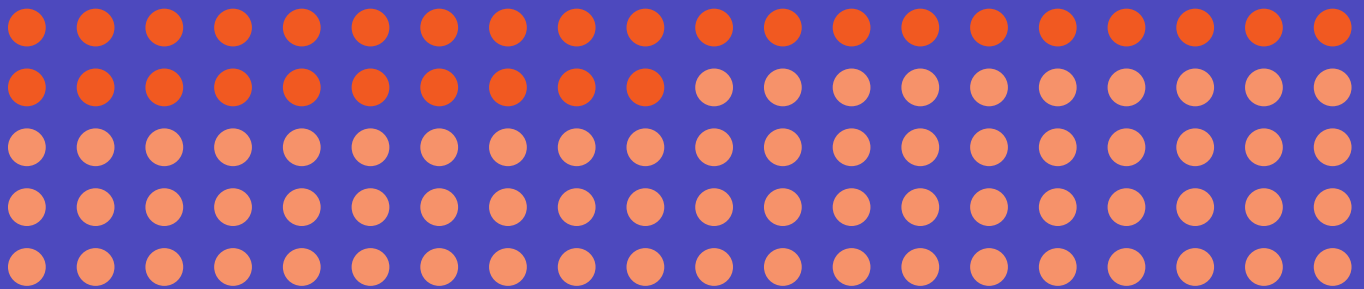


Where are we **now**

Workforce composition

Total Workforce

 Female  Male

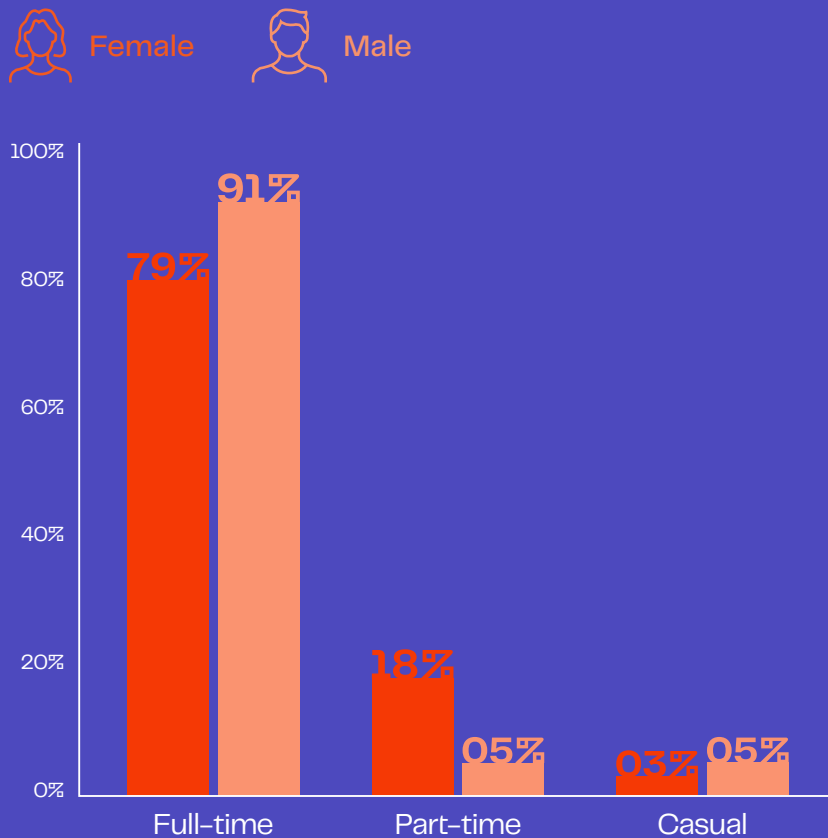


Board Composition

100% Male

Data Source: Nova Systems
2023 WGEA submission

Workforce composition by employment status



24.9%

Median total remuneration gender pay gap



17.5%

Average gender gap

Top 3 categories of roles for each gender



Management

22%

78%



Professionals

33%

67%



Clerical

94.7%

6.3%

Strategy Overview

The Gender Equality Strategy is a natural progression to the commitment of our D&I Strategy which focuses on the Women in Nova pillar.

We are proud to share our Gender Equality Strategy including our mission, strategic objectives and the actions we will take.



Gender Equality mission

To be an employer of choice for women in our industry, where women and their careers thrive.



Strategy Objectives

We have identified a number of strategic objectives that we are aiming to achieve:

- To create a culture and environment in which all employees feel respected, safe, valued, included and that they belong.
- To build a gender equal workplace, where everyone has the opportunity to reach their full potential and thrive in their career.
- To have leaders at all levels, role model inclusive leadership behaviours, holding themselves and others to account for gender equal outcomes.
- To significantly reduce our gender pay gap by understanding the contributing factors and mitigating against these.



Interdependencies

In order to achieve our strategy, we must consider the things that can detract or enable our goals. These are; Culture, Leadership, Structures, Systems, Policies and Processes that remove bias, barriers and support Gender Equality and Inclusion.



Our Values

Our values of **Trust, Professionalism, Passion, Community** are fundamental to everything we do at Nova Systems and core to the intent and delivery of this strategy.

Levers

To achieve and embed gender equality and inclusion in all that we do we will focus on the following areas for action:



Attraction Strategy and Employee Value Proposition

Ensuring we are attracting a diverse group of people to Nova and we have an inclusive Employee Value Proposition.



Leadership, Accountability and Capability

Our leaders modelling inclusive behaviors and being accountable for progressing gender equality across Nova.



Talent Acquisition Policy and Practices

Ensuring we have inclusive policies and practices that remove bias and barriers, and support greater diversity throughout Talent Acquisition processes.



Data and Analysis

Ensuring we have effective data to enable better decision making and enables us to measure our progress.



Talent Management Practices

Creating inclusive talent management policies and practices that enable all employees to reach their full potential, free from bias and barriers.





Gender Equality Pillars

Gender equality pillars are the metrics and measures we will use to assess the extent to which gender equality is achieved in Nova.

There are six gender equality pillars that we will be measuring progress against and they are:

01

Gender composition of the workforce

02

Gender composition of governing bodies

03

Equal remuneration between women and men

04

Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

05

Consultation with employees on issues concerning gender equality in the workplace

06

Sexual harassment, harassment on the ground of sex or discrimination

Pillar 1 Gender composition of the workforce

How will we measure success? We will track the overall gender composition of our workforce and the percentage of women in leadership, striving for a 40:40:20 composition (40% female, 40% male, 20% open).

Actions/Initiatives FY24

Attraction Strategy & EVP

- D&I audit of Indo Pacific International Maritime Exposition
- WA/AA events – various attended and supported through Nova guest speakers
- Engineers Australia events – various attended and supported through Nova guest speakers
- Reviewed purchased leave policy
- Sponsorship of UN IWD Breakfast
- Review Women in STEM Careers program sponsorship (Major Sponsorship with Adelaide University)

Leadership, Accountability & Capability

- Leaders to sign up to Panel Pledge
- Women in Nova month

Talent Acquisition Policy and Practices

- Talent Acquisition policy refresh
- Interview training for Hiring Managers (under development)
- Graduate recruitment has a focus on gender
- Review reporting capabilities of recruitment system

Talent Management Practices

- Pilot delivery lead development through flexible approach
- TFCO mentor/mentee participation

Data & Analysis

- Capturing and reporting workforce composition based on gender from Oracle HCM included in ELT Dashboard

Actions/Initiatives FY25

Attraction Strategy & EVP

- Review attraction strategy and EVP
- Investigate advertising all roles as FT/PT/Job Share
- Review PPD Policy and Process with a gender equal lens
- Focused analysis used to develop specific attraction activities for:
 - Women in their Early Careers
 - Women in PM
 - Women in Engineering
 - Women in Tech
- Investigate becoming WGEA Employer of Choice for Gender Equality citation holder
- Ensure greater representation of Nova women at external events and trade shows
- Review corporate sponsorships

Leadership, Accountability & Capability

- Develop and launch Executive Sponsorship Program for Women in Nova
- Gender Equality metrics included SLT scorecards

Talent Acquisition Policy and Practices

- Review Talent Acquisition process with a gender inclusive lens

Talent Management Practices

- Focused analysis used to develop specific career development activities or programs for:
 - Women in PM
 - Women in Engineering
 - Women in Tech
- D&I content as part of annual conference including gender equality information
- Gender equality lens over annual conference content and speakers

Data & Analysis

- Mature reporting functionality against the following metrics:
 - Gender composition of board, executive, senior managers, managers, total workforce (by business units / team / location)
 - Gender composition of employees joining the organisation (by business units / team / location)
 - Gender composition of employees leaving the organisation and reason given for leaving (by business units / team / location)

Actions/Initiatives FY26+

Attraction Strategy & EVP

- Inclusion of D&I at Nova content including gender equality at all external trade shows
- Begin measurement of communications outputs from a gender equality perspective
- Focused analysis used to develop specific attraction activities to increase women in Project Lead, Delivery Manager, Portfolio Manager, General Manager and Executive General Manager positions

Leadership, Accountability & Capability

- Review Executive Sponsorship Program for Women in Nova
- Achievement against gender equality metrics included in bonus allocation

Talent Management Practices

- Focused analysis used to develop specific career development activities or programs to increase women in Project Lead, Delivery Manager, Portfolio Manager, General Manager and Executive General Manager positions

Data & Analysis

- Internally published dashboards and communication

Pillar 2 Gender composition of governing bodies

How will we measure success? We will track the gender split of our Board and Executive Leadership Team, to strive for a 40:40:20 composition (40% female, 40% male, 20% open).

Actions/Initiatives FY24

Leadership, Accountability & Capability

- CPO – commenced discussions with Board Chair
- Develop paper on how to achieve greater gender equity at board level

Actions/Initiatives FY25

Leadership, Accountability & Capability

- Long term goals set for board and ELT Composition
- Gender equality training completed by board

Pillar 3 Equal Remuneration between women and men

How will we measure success? We aim to significantly reduce our gender pay gap through understanding the contributing factors and mitigating those.

Actions/Initiatives FY24

Leadership, Accountability & Capability

- Leader training on remuneration process includes gender pay gap awareness
- Gender pay gap is shared internally with Board and ELT
- Communicating our gender pay gap internally
- Women and superannuation brown bag

Talent Management Practices

- Gender pay gap calculator included in graduate promotion process
- Salary banding development

Data & Analysis

- Tracking of graduate cohort salaries post program project commenced
- Performance management process data by gender
- Understand reporting capability to enable further analysis on our gender pay gap

Actions/Initiatives FY25

Leadership, Accountability & Capability

- Gender pay gap awareness and toolkit developed and available on intranet
- Set aside a % of the salary increase budget to address pay inequity

Talent Acquisition Policy & Practices

- Review offer and salary negotiation process to include a specific focus on closing the gender pay gap upon entry to Nova

Talent Management Practices

- Review remuneration review process to include specific focus on closing the gender pay gap
- Review performance management process

Data & Analysis

- Mature reporting functionality against the following metrics:
 - Gender pay gap by business unit
 - Out of cycle increases by gender

Actions/Initiatives FY26+

Talent Management Practices

- Design and implement policy updates to include the ability to review compensation decisions before they are finalised – this includes out of cycle increases and annual performance increases

Data & Analysis

- Increase reporting cadence of gender pay gap to biannually as a minimum
- Introduce pay audit process

Pillar 4 Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

How will we measure success? We will utilise employee feedback through surveys and track the uptake of flexible work arrangements with a gender lens.

Actions/Initiatives FY24

Attraction Strategy & EVP

- Flexible work policy updated
- Parental leave policy updated

Leadership, Accountability & Capability

- Ways of working including toolkits
- Manager essentials includes managing flexible work material

Actions/Initiatives F25

Attraction Strategy & EVP

- Parental leave policy endorsed and released
- Investigate becoming a breastfeeding friendly workplace

Leadership, Accountability & Capability

- Promoting flexibility – case studies and profiles highlighted
- Audit of facilities to ensure all offices are breastfeeding friendly

Data & Analysis

- Develop flexible working reporting mechanism

Actions/Initiatives F26+

Attraction Strategy & EVP

- Review flexible work policy, parental leave policy and any other policies relating to flexibility to ensure currency and competitiveness

Leadership, Accountability & Capability

- Communication and support around women's health issues i.e menopause, menstruation, peri-menopause etc



Pillar 5 Consultation with employees on issues concerning gender equality in the workplace

How will we measure success? We will utilise employee feedback through current channels and ensure a range of consultation occurs through various formats.

Actions/Initiatives FY24	Leadership, Accountability & Capability • EGM Workshop	Data & Analysis • BPTW • Exit interviews • One on one consultation • Pulse Check (underway)
Actions/Initiatives F25	Leadership, Accountability & Capability • Launch of Employee Network Group focussed on gender equality in Nova Talent Management Practices • Interviews and focus groups conducted with females re how Nova can better support career progression and development	Data & Analysis • Survey to include range of D&I questions including sentiment and feedback around GEIs
Actions/Initiatives F26+	Leadership, Accountability & Capability • Senior leaders to hold focus group/ one on one discussions regarding gender equality sentiment and experiences of women	Data & Analysis • Annual/Bi-annual survey on D&I

Pillar 6 Sexual harassment, harassment on the ground of sex or discrimination

How we will measure success? We will utilise employee feedback and sentiment through survey results and track and report the incidence and resolution rates of discrimination / harassment complaints by gender.

Actions/Initiatives FY24	Leadership, Accountability & Capability • New sexual harassment policy developed and implemented • Bullying, harassment and discrimination policy updated • Training for all (ANZ) employees and leaders implemented • "Walking in her Shoes" workshop development	Data & Analysis • Reporting framework developed
Actions/Initiatives F25	Leadership, Accountability & Capability • Leader specific training on gender equality and proactively preventing and managing sexual harassment or harassment on the ground of sex or discrimination • E-Learn module on gender equality available to all employees	Data & Analysis • Analyse data collected to begin baselines and trend identification • Investigate new avenues of reporting
Actions/Initiatives F26+	Leadership, Accountability & Capability • D&I, including gender equality specific information included in orientation • Annual cadence of brown bags to include gender equality content • Develop bystander response toolkit	



Contact details

Mikalie Nakos

Manager, Early Careers, Diversity & Inclusion

+61 408 989 230

mikalie.nakos@novasystems.com



We acknowledge and understand that not everyone identifies within the gender binary, therefore a focus on gender equality and inclusion needs to benefit all genders.