

Strategies and measures

Table 2.1 - Strategies and measures progress													
Required Strategies and measures	Required Status	Required Status description	Recommended Evaluation of success	Recommended Timeline	Recommended Responsible	Recommended Relevant indicator(s)							
						1	2	3	4	5	6	7	
<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change. 	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure. • other ways the strategy or measure has contributed to promoting gender equality in your defined entity. 	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>							
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7	
Take a long-term approach and focus awareness, education and recruitment efforts early on school students, early year university students, internship, trainee and apprenticeship programs and people returning to the region, to build talent acquisition and succession pipelines of women and diverse talent	In progress	The focus of GWMWater's presence at the Western Victoria Careers Expo in 2022 was Women in STEM (Science, Technology, Engineering and Mathematics). This included highlighting women in our workforce, how women are supported in the various career paths available within our organisation, and leadership and development opportunities offered to women. This is part of a broader Recruitment Strategy (currently in development), and in upcoming years we will also be able to leverage off other existing initiatives such as sponsorship of VCE Science & Innovation awards, presentations at Engineering Australia Conference, and applying for industry awards and presentations.	Not applicable - long term approach	Year 1 onwards	People Talent & Culture and Communications & Engagement	X				X			
Identify scholarship opportunities to build long-term relationships with potential recruits, particularly women and people with diverse backgrounds.	Not started	While this strategy is listed for implementation from Year 1 onwards, commencement has been delayed due to the development of a broader Recruitment Strategy which will encompass this.	Not applicable	Year 1 onwards	People Talent & Culture					X			
Examine all roles and identify: (a) roles that require physical presence based on emergency service and/or customer service needs; (b) a team-design approach to consider flexible working options for identified teams whilst maintaining quality customer and emergency service. Considerations include flexible working times, flexible leave options, and employee input into team-rostering/scheduling; and (c) targeted opportunities to educate leaders about the importance of flexible work arrangements, of reducing the barriers to working flexibly and of promoting the value of flexible work.	In progress	Whilst a structured organisation-wide review has not commenced, we have taken opportunities as they have arisen to review individual roles and consider flexible options, particularly where our Flexible Work Policy and Procedure have not previously been implemented. For example, in respect of a female Service Delivery/Operations staff member returning to work after parental leave in November 2023 and working part-time and flexibly. Ongoing conversations at Executive and Divisional Manager level are encouraging the continued utilisation and consideration of the relevant policies and procedures and this is reflected through practical examples of flexible work, which can be seen in the Indicators tab in respect of the uptake of flexible work arrangements.	Increased uptake of flexible work arrangements reflected in 2023 audit data.	Year 1	People Talent & Culture						X		
Review and refresh recruitment and selection practices, onboarding and buddying programs to ensure the documents, policies, processes and practices incorporate and embed best practice D&I principles. Monitor and measure talent acquisition by gender and diverse background.	In progress	As at 30 June 2023, onboarding processes were under review by the People Talent & Culture team. Likely updates to the onboarding process include training for new managers on unconscious bias and conducting interviews. Ongoing consideration of D&I principles has resulted in some changes to recruitment and selection practices, particularly in the case of female applicants for gender-imbalanced roles (such as operations), with an "every chance" approach applied. No monitoring or measure of talent acquisition has yet occurred.	GEAP measure was that 80% of policies, procedures and practices were reviewed in Year 1. However Year 1 saw 15% of policies, procedures and practices reviewed.	Year 1	People Talent & Culture	X				X			
Regularly conduct pay equity analysis to understand the reasons for pay gaps. Provide an annual pay equity analysis to the Executive for action's.	In progress	Victorian Public Sector workforce data is analysed regularly, and any obvious discrepancies from an "equal pay for equal work" perspective are identified. Individual performance reviews are all signed off by the Managing Director which provides for a level of oversight and a consistent approach to remuneration and reviews. A more structured approach will be taken in terms of presenting annual pay equity analysis to the Executive in the next reporting period.	Decreased gender pay gaps across the organisation and most levels as reflected in 2023 audit data.	Year 1 onwards	People Talent & Culture			X					
Remediate the pay equity gaps where identified.	Ongoing	The 'Indicators' section of this report shows that pay equity gaps have closed significantly across the organisation. Work has occurred on an ad hoc / as needs basis in relation to individual staff members where inequity has been identified through the process of annual reviews. A more structured approach may be taken if it is deemed required after a regular analysis report is presented (see cell 14D).	Decreased gender pay gaps across the organisation and most levels as reflected in 2023 audit data.	Year 1 onwards	People Talent & Culture			X					
Review current people policies to check that best practice D&I principles are embedded.	In progress	GEAP measure was that 80% of policies, procedures and practices were reviewed during the reporting period. Further policies and procedures will be reviewed in the next reporting period. Additional initiatives had previously been implemented to align with best practice D&I principles, such as the removal of gender references in parental leave entitlements in the Enterprise Agreement and the optional listing of pronouns on staff email addresses.	GEAP measure was that 80% of policies, procedures and practices were reviewed in Year 1. However Year 1 saw approximately 15% of policies, procedures and practices reviewed.	Year 1	People Talent & Culture				X	X	X		
Review leave provisions and flexible working arrangements to incorporate D&I principles to strengthen our employee value proposition. Raise awareness of flexible work arrangements through stories and celebrations.	In progress	The Enterprise Bargaining process underway during the reporting period involved negotiating a new clause 'Options for Hybrid/Flexible Working Arrangements' which encourages managers to consider several options for flexible working. The new Enterprise Agreement was not yet in effect at the end of the reporting period, but stories and celebrations of flexible arrangements will be part of the implementation and promotion of the new Agreement once effective.	GEAP measure was that 80% of policies, procedures and practices were reviewed in Year 1. However Year 1 saw approximately 15% of policies, procedures and practices reviewed.	Year 1-3	People Talent & Culture						X		

Indicators key	
1.	Gender composition of all levels of the workforce.
2.	Gender composition of governing bodies.
3.	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
	Sexual harassment in the workplace
4.	Recruitment and promotion practices in the workplace.
5.	Availability and utilisation of terms, conditions and practices relating to: <ul style="list-style-type: none"> - family violence leave - flexible working arrangements - working arrangements supporting employees with family or caring responsibilities
6.	Gendered segregation within the workplace

Raise leaders' awareness and education of psychological safety, unconscious bias, inclusive team characteristics and demonstrate support for inclusion through story sharing and internal/external publication of these where appropriate. This will be done through an Inclusive Leadership Program.	Ongoing	A Leadership Development Program commenced in February 2023, with three modules delivered throughout 2023. The program will continue with a further three modules to be delivered from February to July 2024. Unconscious bias, psychological safety and inclusive leadership were touched on in the 2023 modules, but will be explored further in the 2024 modules.	GEAP measure was 100% participation by leaders. Other than the Executive Team who did not participate in 2023, all leaders (Divisional Managers, Team Leaders and Supervisors) participated in the program.	Year 1-3	People Talent & Culture	X			X	X		X
Design and develop a program centred on inclusive leadership principles and practices for all organisational leaders. Ensure all aspects of the employee lifecycle are embedded into this development program.	Ongoing	A Leadership Development Program commenced in February 2023, and will continue in 2024, with a focus on inclusive leadership.	GEAP measure was 100% participation by leaders. The Executive Team will participate in the 2024 Leadership Development Program.	Year 1-3	People Talent & Culture	X			X	X		X
Implement Inclusive Leadership program across all leaders: (a) Executive team; (b) Divisional Managers; (c) Managers and Supervisors	Ongoing	The Executive Team did not participate in the 2023 modules of the Leadership Development Program, but it is planned that the 2024 modules will include the Executive Team.	GEAP measure was 100% participation by leaders. The Executive Team will participate in the 2024 Leadership Development Program.	Year 1-3	People Talent & Culture	X			X	X		X
Ensure that the Executive Team actively promotes and encourages deliberate change through their leadership impact in at least one area of the GEAP ensuring all areas are covered by the collective team.	Not started	This strategy is listed for implementation in Years 1-2. Additional work needs to be done with the Executive Team to fully explore, explain and understand each person's role in championing the GEAP. This will be done in 2024.	Not applicable	Years 1-2	Executive Team	X		X	X	X	X	X
Ensure that Executives lead one area of the GEAP and commit to sponsor the actions in that area.	Not started	This strategy is listed for implementation in Years 1-3 but has not yet commenced due to resourcing constraints. Additional work needs to be done with the Executive Team to fully explore, explain and understand each person's role in championing the GEAP.	Not applicable	Years 1-3	Executive Team	X		X	X	X	X	X
Review leaders' progress towards targets including efforts and outcomes.	Not started	This strategy is listed for implementation in Year 2 and has not yet commenced.	Not applicable	Year 2	People Talent & Culture	X		X	X	X	X	X
Work individually with senior women to build and champion their personal development plan.	Ongoing	Senior women and emerging leaders have been encouraged to undertake specific development activities. Examples include the Women in Water leadership program and Leadership Wimmera program. In addition, all employees (including senior women) have an Individual Performance Plan which identifies professional aspirations and development opportunities. Further work to be done to specifically champion development plans for senior women, and this will be ongoing.	GEAP measure is an improved gender balance and representation at senior levels in annual workplace audits. This is evidenced in our 2023 data which showed an increase of 17.5% of female representation at Level -1 (CEO direct reports) and an increase of 18.8% in female representation at Level -2	Years 1-2	Executive Team, People Talent & Culture	X				X		X
Grow the representation of women in leadership roles by monitoring the progress of their targeted development plan.	Ongoing	Representation of women in leadership roles has grown, as can be seen in the Indicators tab (Indicator 1 with female representation at Levels -1 and -2 both increasing, and Indicator 7 with female proportion of Managers increasing).	GEAP measure is that annual workplace audit reports show improved gender balance and representation. 2023 audit data demonstrates increased female representation at Levels -1 and -2 and in Manager roles.	Years 2-4	Executive Team, People Talent & Culture	X				X		X
Develop mentoring programs targeted at women for professional development.	Ongoing	A formal mentoring program is not in place, but senior executives and managers are providing ongoing mentoring to females in middle management and in non-traditional gender roles (i.e. in STEM). This has included developing meaningful and trusted relationships, supporting learning and development, and identifying, discussing and implementing internal career progression opportunities.	GEAP measure is that annual workplace audit reports show improved gender balance and representation. 2023 audit data demonstrates increased female representation at Levels -1 and -2 and in Manager roles.	Years 1-3	People Talent & Culture	X				X		X
Develop a targeted approach to succession planning that increases access to promotions for women and under-represented groups through higher duties opportunities and directed skill and experience development.	Not started	This strategy is listed for implementation in Year 2 and has not yet commenced.	Not applicable	Year 2	People Talent & Culture	X				X		X
Appoint GEAP Champions from the Executive and senior leaders to elevate the importance of the GEAP.	Not started	While this strategy was listed for implementation in Year 1, additional work needs to be done with the Executive Team to explain and understand each person's role in championing the GEAP. This will be done in 2024.	Not applicable	Year 1	Executive Team	X		X	X	X	X	X
Introduce a Diversity and Inclusion Working group, with diverse representation and a supporting Terms of Reference, to provide governance, enable prioritisation and alignment with business strategy, and identify specific areas needing focus.	Not started	A Diversity and Inclusion Strategy has been developed, but due to resource constraints the Working Group was not yet established by the end of the reporting period.	Not applicable	Year 1 onwards	People Talent & Culture	X		X	X	X	X	X
Celebrate inclusion and diversity activity in communications and ensure a diverse representation in communication materials. Promote the GEAP and all D&I commitments on the website.	Not started	While this strategy is listed for implementation from Year 1 onwards, it will be a key responsibility of the Diversity & Inclusion Working Group which has not yet been established.	Not applicable	Year 1 onwards	People Talent & Culture	X		X	X	X	X	X
Design, promote and celebrate a calendar of Diversity and Inclusion events.	Not started	While this strategy is listed for implementation from Year 1 onwards, it will be the key responsibility of the Diversity & Inclusion Working Group which has not yet been established.	Not applicable	Year 1 onwards	People Talent & Culture	X		X	X	X	X	X
Develop a program for all employees that focuses on inclusive leadership through self-leadership and focuses on constructive and effective communication with leaders and colleagues.	In progress	Development of this program is in progress, following an initial Leadership Development Program in 2023. The program will be implemented following the delivery of modules in the next Leadership Development Program throughout 2024. The modules completed by organisational leaders will be used as a basis for educating all staff on inclusive and self-leadership.	GEAP measure relates to staff surveys and a target of 80% agreement that leaders are visible diversity advocates. To be measured following completion of Leadership Development Program.	Year 1	People Talent & Culture	X			X	X	X	X
Build an approach to collect and monitor employee demographics.	In progress	The organisation has a project underway which involves an upgrade to our employee data management and finance system. This is a long-term project which will provide more sophisticated functionality in terms of intersectional data collection, reporting and analysis. However, implementation will not occur until 2025 and as such we will work towards collecting and monitoring employee demographics within the constraints of the existing system on a temporary basis, until the new system is implemented.	Not applicable	Year 1 onwards	People Talent & Culture	X		X		X		

Create dashboard for reporting gender and diversity data and insights	Not started	While this strategy is listed for implementation from Year 1 onwards, it was delayed in anticipation of an update to GWMWater's employee information system. However, given implementation will not occur until 2025 we will now work towards creation of a dashboard within the constraints of the existing system on a temporary basis, until the new system is implemented.	Not applicable	Year 1	People Talent & Culture	X		X		X		
Create and communicate meaningful targets and metrics with timeframes for people leaders to interpret and act upon in their areas (for example, gender targets and targets to increase under-represented groups)	Not started	While this strategy is listed for implementation from Year 1-2 onwards, it is dependent on assessing employee demographic data and as such has been delayed due to the delays explained above.	Not applicable	Years 1-2	Executive Team, People Talent & Culture	X				X		
Ensure that leaders can make decisions that are informed by D&I data and insights and provide regular progress reporting to the SLT and Board to maintain a relentless focus on outcomes and progress.	Not started	While this strategy is listed for implementation from Year 1 onwards, it is dependent on assessing employee demographic data and as such has been delayed due to the delays explained above.	Not applicable	Year 1 onwards	People Talent & Culture	X				X	X	
Establish a dedicated function for employees to raise issues and obtain help with elevating their concerns through constructive language to achieve positive outcomes.	Not started	While this strategy is listed for implementation from Year 1 onwards, specific actions to achieve this goal are unclear and this has contributed to delays. GWMWater will revisit and may amend or void this strategy.	Not applicable	Year 1 onwards	People Talent & Culture				X	X	X	X

IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress

Indicator	Required		Recommended							Factors discussion	
	Confirm if progress made	Progress description	a	b	c	d	e	f	g		
<p>This column contains the seven workplace gender equality indicators. Complete the 'required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.</p>	<p>Indicate whether your organisation has made progress in relation to the workplace gender equality indicators.</p> <p>Use the drop-down menu in the cell to select 'yes' or 'no.'</p>	<p>Demonstrate your progress in relation to each workplace gender equality indicator.</p> <p>In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit.</p> <p>If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.</p>	<p>Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L.</p> <p>See the Factors key to the right of this table for a description of each factor.</p>							<p>If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column.</p> <p>This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.</p>	
Gender composition of all levels of the workforce	Yes	<p>There has been no change in the overall workplace gender composition, which was at 68% men and 32% women in data from both 2021 and 2023. In terms of senior roles, the incumbent male Managing Director does not change the Level 0 data, but there is greater representation of women in other senior roles. Female representation at Level -1 increased 17.5% in 2023 (to 37.5% from 20% in 2021) and at Level -2 increased 18.8% in 2023 (to 47.4% from 28.6% in 2021). Conversely, the proportion of women at Levels -3 and -4 have decreased 1.25% (to 37.5% women in 2023) and 8.1% (to 19.4% in 2023) respectively. In terms of employment basis, the numbers of both men and women working part-time increased from 2021 to 2023. The proportion of part-time employees rose from 24% of women in 2021 to 36% of women in 2023, and from 3% of men in 2021 to 4.5% of men in 2023. We were unable to report representation of employees of self-described gender, or intersectional data such as Aboriginal/Torres Strait Islander status, Disability status, Sexuality and Cultural Identity as we did not collect or maintain that data during the reporting periods. However, our Employee Experience Data indicates that we have made progress towards becoming a more diverse workplace. The proportion of employees identifying as having a disability, being trans, non-binary or gender diverse, and being of a sexual orientation other than heterosexual have all increased from 2021 to 2023. Our proportion of Aboriginal and Torres Strait Islander employees and employees speaking a language other than English with their family/community have remained steady.</p>	Yes							<p>Our workforce includes a significant number of Water Service Operators which is an historically male-dominated field. This heavily influences the overall workplace gender composition of the organisation, as well as the Level -4 data. As we continue to progress our GEAP strategies and measures relating to recruitment and selection, we hope to see further progress in this area.</p>	
Gender composition of governing bodies	Yes	<p>Female representation on the Board has increased by 14% in 2023. In 2021 the Board comprised of three women and four men, in 2023 there were four women and three men.</p>									
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	<p>Mean base salary pay gaps were consistently around the 15% mark across all levels in 2021 (with the exception of Level -1, explained below). These were the most concerning pay gaps identified in the 2021 data, and they reflected the broader organisation's overall 15.9% base salary gap between men and women. (Note no data was reported in 2021 or 2023 in relation to salaries of self-described or gender diverse employees.) The 2023 data shows that the mean base salary pay gap has improved significantly, with the Level -2 pay gap reducing from 15.8% to 14.4%, Level -3 reducing from 15.7% to 11.7%, and Level -4 (entry level) pay gap reducing from 14% to just 1.6% in 2023. Median base salary pay gaps were less concerning, with some increasing and some decreasing. However, and perhaps most significantly, the overall mean base salary gap decreased from 15.9% in 2021 to just 2.9% in 2023, and the overall median base salary gap closed from 12.4% in 2021 to 0% in 2023. This progress reflects a focus on increasing representation of women in senior leadership roles. In addition, the organisation is focused on maintaining a consistent approach towards remuneration reviews, band level progression procedures and setting initial salary levels.</p>									
Sexual harassment in the workplace	No	<p>No instances of sexual harassment were reported in the 2021 audit data. One instance of sexual harassment was reported in the 2023 data, reported by a male witness. The respondent was a member of the public, and the complaint resulted in an agreement to cease the behaviour. The complaint was handled internally to the complainant's satisfaction. In terms of the Employee Experience data, there was an increase in the number of staff reporting having experienced inappropriate behaviours at work. In 2021, 4% of women and 2% of men reported inappropriate behaviours, whilst in 2023 this rose to 10% of women and 11% of people of self-described gender. Unfortunately there was not sufficient data for us to understand more about the type of inappropriate behaviour, or the reasons these experiences did not result in formal complaints.</p>							Yes	<p>While our GEAP does not contain specific strategies and measures relating to sexual harassment, GWMWater has focused on facilitating safe reporting mechanisms to better understand discrepancies between formal reporting and People Matters Survey feedback. This included the addition of a 'Confidential' incident reporting mechanism and the introduction of the ability for Managers to report incidents on behalf of staff who wished to remain anonymous.</p>	
Recruitment and promotion practices in the workplace	Yes	<p>Key concerns arising out of data from 2021 included the proportion of women awarded permanent promotions (20%) and internal secondments (0%). Pleasingly, 2023 saw progress towards equality in these areas, with the proportion of women receiving permanent promotions rising to 40% and women's representation in seconded roles increasing to 11%. Proportion of women receiving Career Development Training and Higher Duties also rose by 4% (from 31% to 35%) and 9% (from 24% to 33%) respectively between 2021 and 2023. Recruitment of women decreased slightly, from 31% in 2021 to 26% in 2023. However, it is worth noting that exiting staff were proportionately fewer women (28% in 2023 compared with 2021 (32%)). Employee experience data indicates that women are slightly less satisfied than men that promotion and recruitment processes are fair, however the discrepancy is not significant (6% differential in both cases). Likewise, women and men reported very similar satisfaction levels with learning and development opportunities (3% differential). This data indicates that the lower proportion of women recruited, promoted, given higher duties or secondments and participating in career development training is likely to have resulted from the organisation's workforce profile and overall gender composition rather than any application of bias or inequality.</p>	Yes							<p>Female representation is still significantly lower than male in the areas of Higher Duties and internal secondments. Again, the nature of the workforce being male dominated is a key factor influencing the results, particularly in relation to higher duties and secondments. These opportunities arise most frequently in the Service Delivery/Operations area which is heavily male-dominated. As we continue to progress our GEAP strategies and measures relating to recruitment and selection, we hope to see further progress in this area.</p>	
Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities	Yes	<p>The increase in flexible working arrangements and the gender balance of staff utilising flexible arrangements was significant between 2023 and 2021. Four staff were reported as having formal flexible working arrangements in 2021, being three female and one male. In 2023 this increased to 51 females and 31 males. (Return to office after COVID should be noted, as formalising and documenting flexibility arrangements became much more common.) At senior leadership level, the data appears to show a decrease from 2021 to 2023 in the uptake of flexible work, but we have concluded that the way flexible work was reported was not consistent between the two reporting periods. Whilst eight women and 18 men reported senior leader flexible work in 2021, the vast majority was in the category of flexible start and finish times, with use of study leave also prevalent. Only one senior leader (female) worked part-time and one (male) utilised the purchased leave scheme. In 2023, two female senior leaders reported flexible work (working remotely) and no males. However, flexibility in terms of start and finish times and use of study leave at senior leadership certainly continued throughout the more recent reporting period. The uptake of family violence leave was low, with one woman accessing leave in the 2021 reporting period and no employees doing so in the 2023 period. Care's leave had a higher uptake, with 14 women and 30 men accessing this type of leave according to the 2021 data and 20 women and 26 men according to the 2023 data. In the 2023 reporting year, the same number of women (8) took parental leave as in 2021, and the number of men taking parental leave decreased (from 8 to 4). However, utilisation increased across both men and women in terms of number of weeks taken. GWMWater's Enterprise Agreement has been updated to remove references to gender in parental leave entitlements, referring to "primary carer(s)" and "secondary carer(s)". Whilst the uptake of parental leave by men has increased in terms of weeks taken, overall there is still a significant gender imbalance in the utilisation of this leave despite entitlements being equal. However, employee experience data showed a positive shift in men's perceptions of the organisation's approach to flexible working. In 2023, 69% of men believed a request for flexibility would be given due consideration (up from 62% the previous year) and 87% of men</p>							Yes	<p>Entitlements to parental leave are not based on gender, however the utilisation of this leave is heavily imbalanced. We recognise that this is reflective of a wider societal reality, not limited to our organisation or industry. However, one of our GEAP strategies and measures is to "raise awareness of flexible work arrangements through stories and celebrations," and this has commenced but is not complete due to a new Enterprise Bargaining Agreement being under negotiation at the end of the 2023 reporting period. That Agreement codifies entitlements to request flexible work arrangements and reiterates the gender-neutral parental leave entitlements. The implementation of that Agreement (projected early April 2024) will provide an opportunity to celebrate and promote flexible work and leave entitlements in the furtherance of a more gender-balanced uptake of these entitlements.</p>	
Gendered segregation within the workplace	Yes	<p>Data from the 2021 audit showed an imbalance of gender at Manager level (25% women and 75% men). This has moved significantly towards parity in 2023 with women comprising 43% and men 57% of the Manager cohort. The proportionate number of women in professional roles has dropped slightly (from 30% to 23%), but has risen for non-traditional female roles such as Technicians and Trades (up to 40% from 20%) and Labourers (up to 6% from 2%). Machinery Operators and Drivers remained at 100% men. Employee experience data in relation to perceptions of fairness based on gender, respect within workgroups and cultural safety has remained stable, with women reporting the same levels in 2021 and 2023 (82%, 92% and 94% respectively) and men reporting slightly higher levels in 2023 (gender fairness up 7%, respect up 3% and cultural safety up 6%). Women have, however, reported higher rates of discrimination at work in 2023 than in 2021, with "Not sure" responses up from 8% in 2021 to 12% in 2023 and "Yes" responses up from 0% to 4%. Data relating to the type of discrimination, category of respondent and reporting/resolution was not available due to the small numbers of staff providing that information.</p>	Yes							Yes	<p>Our workforce includes a significant number of Water Service Operators which is an historically male-dominated field. However, through our strategies and measures including "Review and refresh recruitment and selection practices... to ensure... best practice D&I principles", an "every chance" approach has been applied to female applicants for gender-imbalanced (operational) roles. In addition, an effort has been made to ensure diverse representation on job advertisements, particularly for historically gender-imbalanced roles. As an outcome of this, GWMWater has focused on facilitating safe reporting mechanisms to better understand discrepancies between formal reporting of discrimination and People Matters Survey feedback. This included the addition of a 'Confidential' incident reporting mechanism and the introduction of the ability for Managers to report incidents on behalf of staff who wished to remain anonymous.</p>

Factors key:	
a.	The size of the defined entity, including the defined entity's number of employees.
b.	The nature and circumstances of the defined entity, including any barriers to making progress.
c.	Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
d.	The defined entity's resources.
e.	The defined entity's operational priorities and competing operational obligations.
f.	The practicability and cost to the defined entity of making progress.

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP
Recommended
<p>You might consider some or all of the following, in addition to any other aspects you consider relevant:</p> <ul style="list-style-type: none">• Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity?• How many staff members/FTE are allocated to implementing the strategies and measures?• Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?
Your Comments
<p>GWMWater's GEAP included a Resourcing Plan with commitments to increase the FTE by 2.0 in the People, Talent & Culture team during the reporting period, and for the Executive Team to spend the equivalent of 0.1 FTE per person (6 people) on the GEAP over the reporting period. In addition, an external contractor (equivalent 1.0 FTE) was forecast to assist for 30 weeks. In hindsight, the projected commitment for the Executive Team was too onerous and was unable to be achieved. In addition, further resources were not brought into the People, Talent & Culture team, meaning the existing team were required to action the GEAP alongside their business-as-usual. In future years, further consideration will be given to the time that existing staff can truly commit to the GEAP, and we will undertake a review of required priorities and resourcing to ensure meaningful progress can be made against the GEAP actions whilst maintaining our commitment to core business and customer deliverables. In terms of Gender Impact Assessments, there was a lack of education and understanding as to the requirement and process which resulted in no GIAs being conducted. In addition there was organisational uncertainty as to where this function properly sat and where to go to access support. Since the close of the reporting period, GWMWater has identified various opportunities to conduct GIAs and has also engaged with Women's Health Grampians for assistance in identifying, educating and training appropriate staff members on GIAs. This will assist GWMWater to become compliant for the next reporting period.</p>