

Gender Equality

Action plan 2022

Acknowledgement of Country

GWMWater respectfully acknowledges the Traditional Custodians of the lands and waterways throughout Victoria and pays its respect to their elders - past, present and emerging.



Table of contents

Gender Equality	4
The Gender Equality Act	5
The creation of the GWMWater GEAP	6
Baseline Audit Analysis	7
Indicator 1 – Gender composition at all levels of the workplace	8
Indicator 2 – Gender composition of governing bodies	11
Indicator 3 – Gender Pay Equity	12
Indicator 4 – Workplace sexual harassment	13
Indicator 5 – Recruitment and promotion practices in the workplace	15
Indicator 6 – Leave and flexibility	17
Indicator 7 – Gendered segregation in the workforce	19
Consultation and Engagement	20
The case for change	21
Gender equality principles	22
Our achievements	23
GWMWater’s GEAP Approach and Plan	24
Implementation Plan	27
Measuring Progress	33
Resourcing Plan	35
Regulatory Framework	36

Gender Equality

“...equality of rights, opportunities and outcomes between persons of different genders.”

The Gender Equality Act 2020

Message from the Managing Director

We are very pleased to present GWMWater’s first Gender Equality Action Plan.

Established in 2004 to provide, manage, operate and protect water supply and sewerage systems, GWMWater has one of the largest geographic footprints of all the Victorian water businesses.

We’re proud of our local community and the role in providing its water and waste water services. We understand our diverse region and the importance of our role in contributing to a sustainable, healthy and thriving community. We value local input, and have strong relationship with communities through our customer and stakeholder forums and working groups.

Our people are fundamental to us achieving our business vision for a ‘healthy environment, thriving community’. We are focused on helping them succeed in their roles, deliver success for the organisation, and feel connected to the work we do to provide affordable services using our precious resources.

Our People, Talent and Culture Strategy – Building our future capability – has five focus areas:

- 1. Actively fostering a learning culture at all levels**
- 2. Developing our leaders and future leaders**
- 3. Ensuring a values-aligned approach in our resourcing**
- 4. Actively engaging with our people to continuously enhance the employee value proposition**
- 5. Providing systems, tools and resources to gain the best from our people.**

Our Diversity and Inclusion policy and this Gender Equality Action Plan (GEAP) are critical to the success of our people and business strategies.

This GWMWater Gender Equality Action Plan includes strategies, actions and measures to build, develop and sustain positive organisational growth towards gender equality. At GWMWater we are committed to working towards achieving gender equality in all areas of our business and will actively support the implementation of this plan at every opportunity.

The Gender Equality Act

In March 2021 Victoria introduced the *Gender Equality Act 2020 (The Act)*. *The Act* seeks to improve and promote workplace gender equality by mandating public sector organisations to develop and implement a Gender Equality Action Plan (GEAP).

Public sector organisations, such as GWMWater, play an important role in shaping services and policies impacting gender equality in the community and in role modelling gender equality to the public that we serve.

In developing this GEAP, we acknowledge that gender inequality can be amplified by disadvantage or discrimination arising from other characteristics such as Aboriginality, disability, ethnicity, gender identity, race, religion and sexual orientation.

Gender Equality

For GWMWater, gender equality means that we have a workplace that identifies and addresses disadvantage in all its forms and ensures equal access of opportunities and resources to all employees irrespective of their gender.

Gender

It is important to understand the difference between gender and sex. Gender is a social construct, where people see themselves as a man, woman, non-binary or gender-fluid. Sex refers to biological sex characteristics and includes male, female and intersex.

Achieving gender equality helps to remove expectations on the sexes, allowing people to be equal, and ensuring freedom from stereotypes that may be limiting or damaging.



The creation of the GMMWater GEAP

This Plan has been created in accordance with *The Act's* requirements, commencing with the collation and analysis of the GMMWater baseline data, analysis of the People Matter Survey and two rounds of consultation in order to develop and finalise the GEAP for submission to the Commission. It has been endorsed by our Executive.



Baseline Audit Analysis

In accordance with *The Act*, a Workplace Gender Audit analysis was completed using payroll data and other workforce measures, as at June 30, 2021. Our analysis included employee survey data from the People Matter Survey (PMS) that our employees complete each year.

Some 160 respondents completed the PMS representing a 79% participation rate. This was a small increase on 2020 (152 respondents, 78% participation).

We completed the first round of consultative group meetings with 46 people (representing 25% of the workforce) participating to provide their views and feedback on the gender equality audit and PMS results.

Some areas of our data collection revealed data gaps or shortcomings, particularly in the way our payroll data shows demographic information. Improving our data collection in these areas to build our understanding of our workforce diversity forms one of the actions in this plan. We particularly recognise the opportunity to capture intersectional data, as we understand gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

The audit and survey responses provided important insights and formed the basis for consultation with our employees to inform the creation of our GEAP. The combination of the data analysis and our employees' insights about their observations and experiences created a baseline from which we can assess improvement and progress towards improved gender equality. Both the quantitative data and qualitative feedback have been used to form this GEAP.

The Workplace Gender Audit is based on seven key indicators. These indicators have been highlighted in *The Act* as the areas where gender inequality persists, giving focus to the activities that organisations must analyse to create their GEAP. Our analysis and results in relation to each indicator are provided pages 8-19.

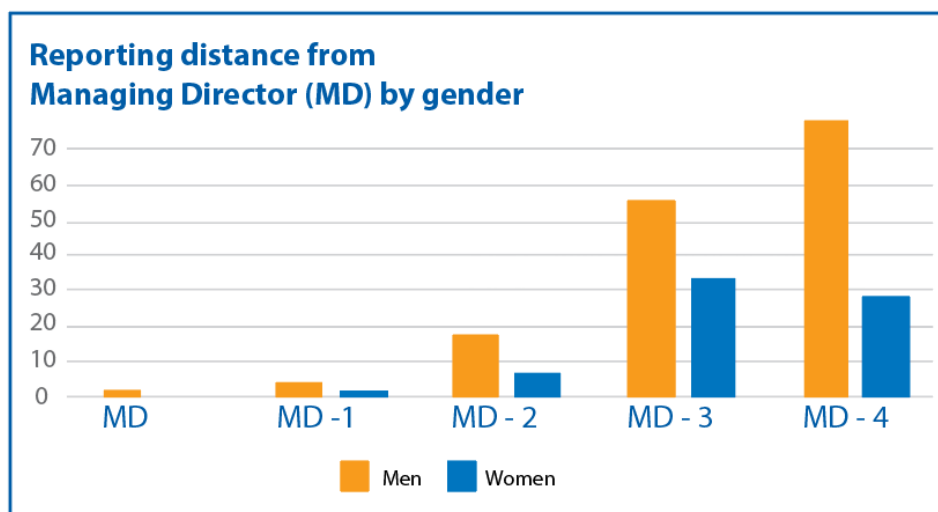
Indicator 1 – Gender composition at all levels of the workplace

As at 30 June 2021, GWMWater had 198 employees comprising 68% men and 32% women. From the payroll data no employees expressed their gender as 'self described', which represents a number of non-binary gender identities. In analysing the PMS data, 56% of respondents described as men, 32% of respondents described as women, 1% described as non-binary and 11% responded prefer not to say.

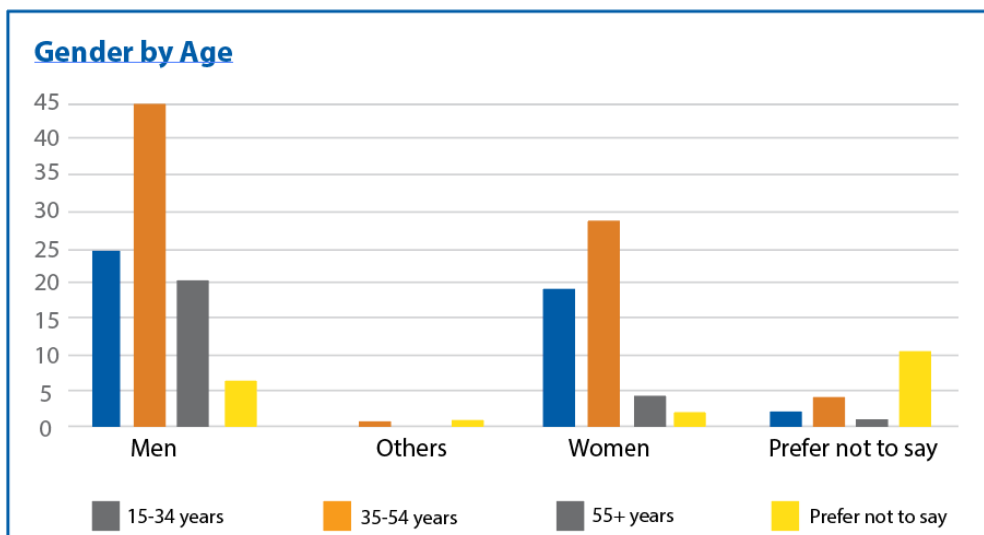
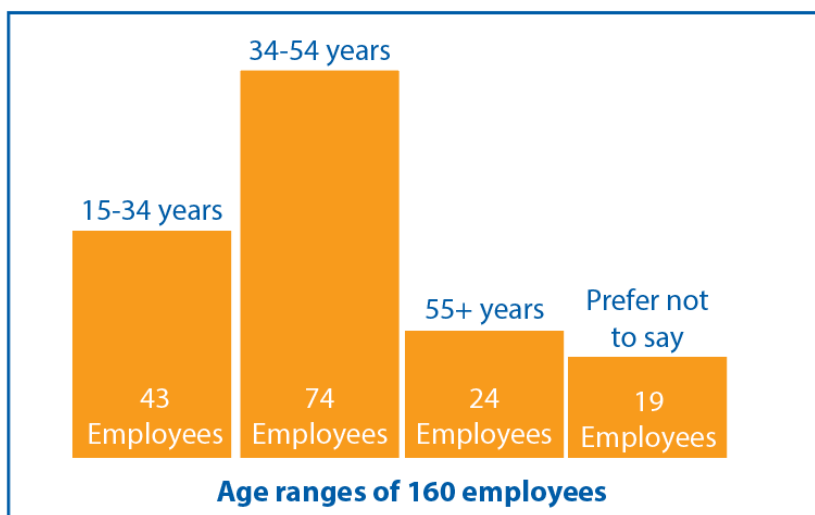
The relatively high number who 'preferred not to say' may infer that people have felt restrained from providing this data, for example by wishing to ensure anonymity and/or do not feel safe to disclose their gender identity. In relation to employee experiences and perceptions from PMS data, there are three gender categories provided in the reported data: women, men and 'other'. 'Other' includes employees who identify as non-binary, use a different term, or who 'prefer not to say'.

Nineteen employees (10% of the workforce) work part-time; 15 of these employees are women and four of these employees are men.

The graph below, based on audit data, shows the workforce composition by gender. Organisation levels three and four (reporting distances from the Managing Director) are strongly represented by men, with level four comprising more than half of the total workforce. We are committed to improving gender balance throughout our organisation as part of our GEAP.



Eighty-four percent of respondents in the PMS agreed with the statement, 'there is a positive culture within my organisation in relation to employees of different sexes and genders'. A gender disaggregated view of responses shows that 90% of women, 82% of men and 74% of 'others' agreed with this statement.



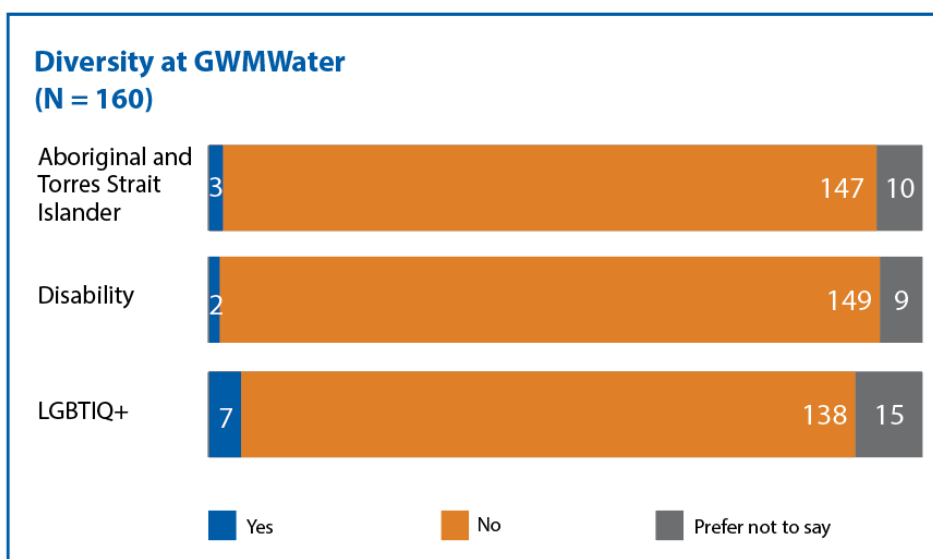
The 35-54 year age group has the highest number of employees and most employees in this group are men.

Seventy-eight percent of respondents in the PMS agreed 'there is a positive culture within my organisation in relation to employees of different ages'. When considering the differing levels of agreement by gender, 76% of women, 82% of men and 63% of 'others' agreed with this statement.


The PMS demographic data also highlights workforce diversity at GWMWater in relation to cultural background, identification as a person living with disability, identification as Aboriginal and/or Torres Strait Islander and/or member of the LGBTIQ+ community. GWMWater employees have a range of cultural backgrounds with 8% of respondents identifying with a culture other than Australian, 9% preferring not to say, and 83% identifying as Australian. The number of respondents who prefer not to say is an area that we will further investigate.


Eighty-four percent of respondents in the PMS agreed 'there is a positive culture within my organisation in relation to employees from varied cultural backgrounds'. The differing levels of agreement by gender show 92% of women, 81% of men and 79% of 'others' agreed with this statement. These are positive results, and we will continue improving the collection of cultural identity information through our payroll to inform ways to strengthen cultural awareness, inclusion and belonging.

Seventy-seven percent of respondents in the PMS agreed 'there is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'. From a gender lens, 92% of women, 73% of men and 53% of others agreed with this statement. This highlights an opportunity to improve psychological safety and focus on a more inclusive culture, particularly for those identifying as LGBTIQ+ and with a disability.



Indicator 1: Opportunities

 Commit to actions that increase the representation of women at organisational levels three and four.

 Commit to the capability development of leaders (through our People, Culture and Talent strategy) to create safe and inclusive team cultures where everyone, including people with diverse backgrounds and lived experiences, feels included and that they belong.

Indicator 2 – Gender composition of governing bodies

In June 2021, the gender composition of the governing body was 43% women and 57% men, and at the time of preparing this GEAP the composition was 50% women and 50% men.

Indicator 2: Opportunity

 Create a regular Board reporting item on the progress of the GEAP.



Indicator 3 – Gender Pay Equity

The Workplace audit showed that at an overall level, the gender pay gap at base salary is 12.4% (median) and 15.6% (average). The total remuneration pay gap is also 12.4% at median and 15.7% (average).

The audit also showed that at organisational 'Level two' the base salary pay gap between men and women is 5.9% at median, and on average 15.8%. At Level three, the base salary gap is 16.8% at median, and 15.7% on average. At Level four, the base salary gap is 7.3% at median and on average 14%.

The audit also showed that, at Level two, the total remuneration pay gap between men and women is 5.9% at median, and on average 15.1%. At Level three, the total remuneration gap is 16.8% at median, and 15.9% on average. At Level four, the total remuneration gap is 7.3% at median and on average 14%.

We performed a further detailed analysis of pay by gender and level, and accounting for full-time equivalency. This revealed that, at Level four, pay is more equitable between men and women on an FTE basis, at Level three the gap is, on average, 7.4%, and at Level two the gap is, on average, is 11.8%. When comparing to the pay gap across the Victorian Public Service and the comparator groups, we can identify the areas where the gender pay gap is similar or worse.

Employee consultation raised areas for further analysis, for example the extent to which continuous tenure or employment gaps have played a role in widening the gender pay gap at GWMWater. A deep understanding of the pay gaps at each level, with remedial action, is required.

We will work to understand the barriers and create actions to improve these outcomes as a key part of our GEAP.

Indicator 3: Opportunity



Work to understand the barriers and create actions to improve gender pay equity, particularly at levels two and three.

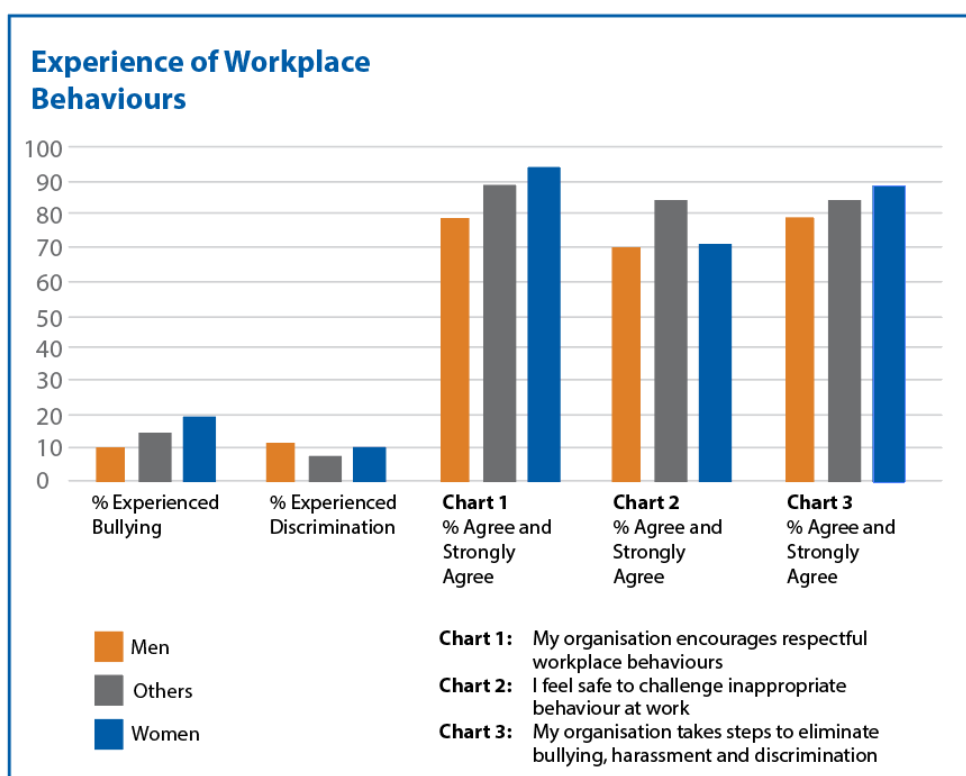


Indicator 4 – Workplace sexual harassment

There were no formal matters or complaints raised by a complainant or respondent for the year ended 30 June 2021.

GWMWater is committed to providing a workplace where respectful behaviours are the expected standard for everyone, where people are clear about these expected standards, and feel that they can safely challenge inappropriate behaviour to ensure it is eliminated.

Slightly more women than men and those identifying as 'other' experienced bullying and/or discrimination (see table below). The PMS results did not report the percentage of employees who experienced sexual harassment as the number did not reach the minimum required to be reported. A high proportion of respondents agreed that the organisation encourages respectful behaviours and takes steps to eliminate bullying, harassment and discrimination.



In addition:

- Eighty-four percent of respondents agreed that 'my manager listens to what I have to say' indicating that respondents feel able to discuss some matters with their manager, and
- Eighty-two percent of respondents agreed or strongly agreed that 'gender is not a barrier to success in my organisation' with no significant differences between the way that men and women responded

The number of respondents who agreed that they feel safe to challenge inappropriate behaviour was not as high as the other results in this group indicating that whilst the organisation seeks to eradicate inappropriate behaviour, we can do more to ensure this is an environment where people feel able to speak up. Seventy-one percent of respondents agreed with the statement that they feel safe to challenge inappropriate behaviour. An intersectional lens shows that 78% of men respondents agreed with this statement, whereas only 53% of 'other' respondents and 65% of women agreed with this statement.

Given that these survey results were also lower for 'others', there is an opportunity in this work to focus on our leaders' skills and equip them to be aware of, respond to, and respectfully manage conversations with employees about inappropriate behaviour. Alongside the leader learning, we will examine alternative ways for employees to safely raise issues and strengthen their skills and ability to discuss their concerns. This work will form a key part of our GEAP including a dedicated and confidential resource that all employees can use to safely raise concerns in a learning environment.

Through the actions in our GEAP, we are committed to growing a workplace culture where everyone feels psychologically safe. This will be achieved through raising awareness, and by ongoing development of inclusive practices, procedures, and behaviours, to prevent inappropriate behaviour and ensure our people feel safe to speak up, to fully be themselves and know how to access support where action is required.

Indicator 4: Opportunities



Identify and implement alternative ways for employees to safely raise concerns

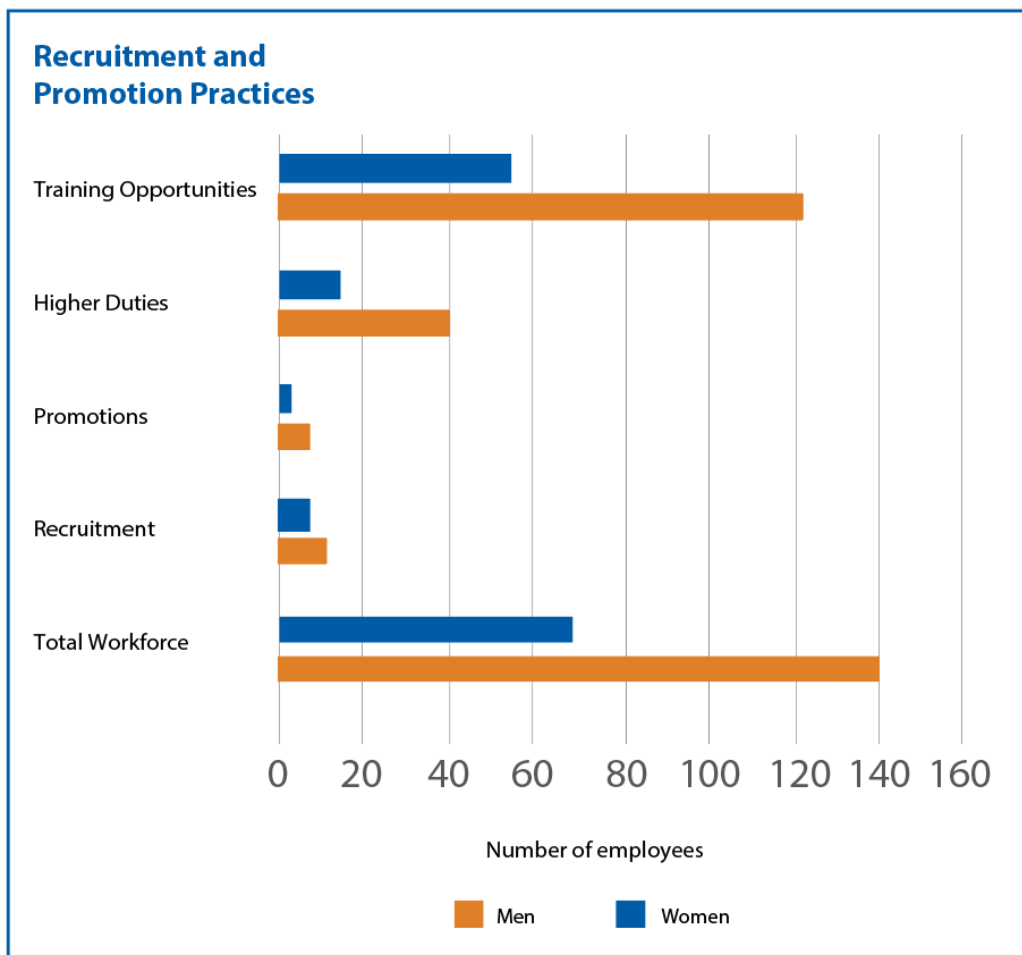


Equip leaders with skills to identify and challenge inappropriate behaviour

Indicator 5 – Recruitment and promotion practices in the workplace

Fifteen new employees were recruited during the year ended 30 June 2021. A quarter of these recruits were women, and three-quarters were men.

The training opportunities, when adjusted for job-specific training such as compliance, showed that there were equal numbers of women and men who had undertaken training. The impact of job-specific training on careers and development is an area for further examination in relation to its connection to career progression.





Forty-eight percent of respondents felt they had an equal chance at promotion, and 35% felt neutral. By gender, 52% of men, 26% of others and 49% of women felt promotion opportunities were equal.

In addition:

- 65% responded that GWMWater makes fair recruitment and promotion decisions based on merit
- 82% stated that gender is not a barrier to success
- 81% responded that culture is not a barrier to success
- 80% stated that sexual orientation is not a barrier to success
- 62% stated that disability is not a barrier to success
- 72% stated that age is not a barrier to success.

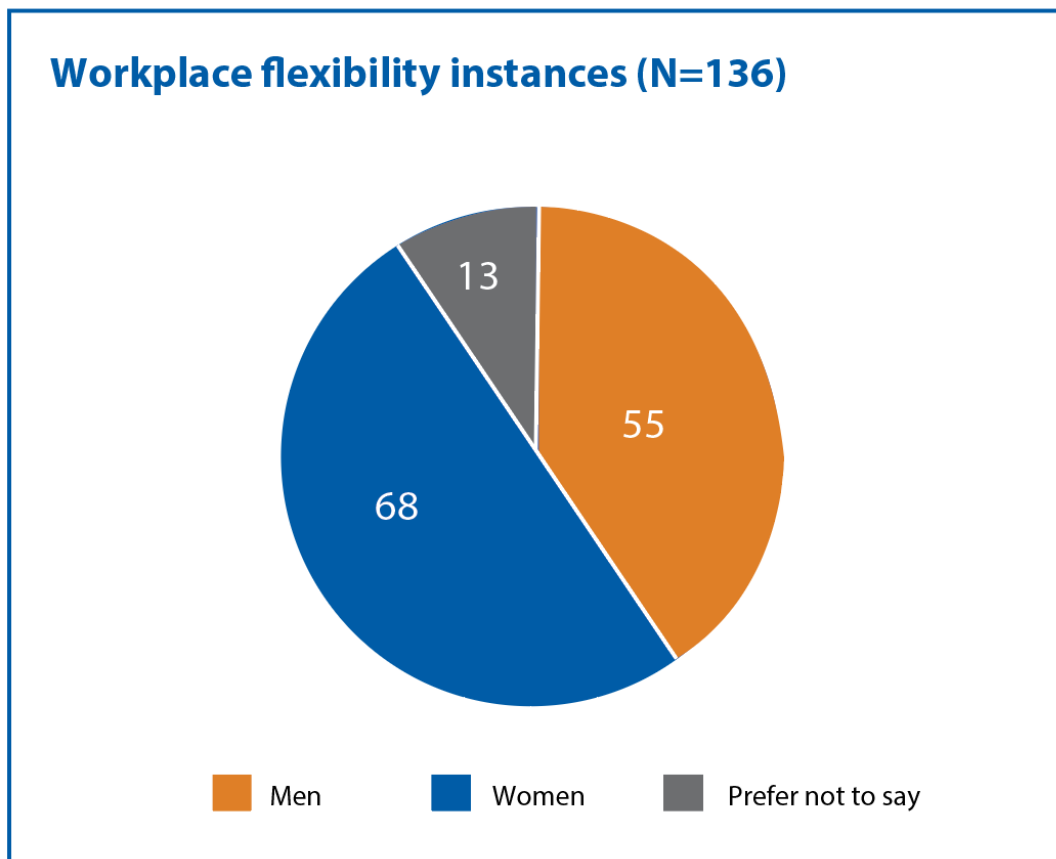
Indicator 5: Opportunities

-  Continue to actively seek gender diversity in recruitment
-  Educate leaders on the ways in which unconscious bias can impact recruitment and promotion



Indicator 6 – Leave and flexibility

GWMWater has formal flexible work arrangements in place, and these practices are used by women (63%) and men (37%). This number is supplemented by the ability to adopt informal flexible working arrangements, as shown in the following graph. This graph reports the number of workplace flexibility instances, such as flexible start and finish times, shift swaps and working from an alternative location.



Sixteen people took parental leave, comprising eight men and eight women. Forty-four people took carer's leave (68% men and 22% women). The gender-balanced take up of parental leave, and the usage of carers' leave by men, is a strength of our workplace culture.




In the 2020/21 financial year, six women and 13 men exited the organisation.

There was a decline from 84% to 71% of respondents who were confident that if they requested a flexible work arrangement it would be given due consideration (71% of men responded that they were confident, 53% of others, and 76% of women responded that they were confident that a request for flexible work would be duly considered).

Eighty-five percent of respondents agreed that the organisation would support them if family violence leave was needed, with 96% of women respondents agreeing with this statement, 74% of 'others' agreeing with this statement and 81% of men agreeing with this statement.

Eighty-five percent of respondents also agreed that the organisation supports employees with family or other caring responsibilities regardless of gender (83% of men agreed with this statement, 89% of 'others' and 86% of women). This suggests an equitable approach and is a strength for the organisation to draw on as it seeks to develop greater gender-balanced representation at all levels.

Indicator 6: Opportunities

-  Reiterate our support for flexible working
-  Demonstrate support and role model flexible working at senior levels
-  Review the Flexible Working Policy and Procedure

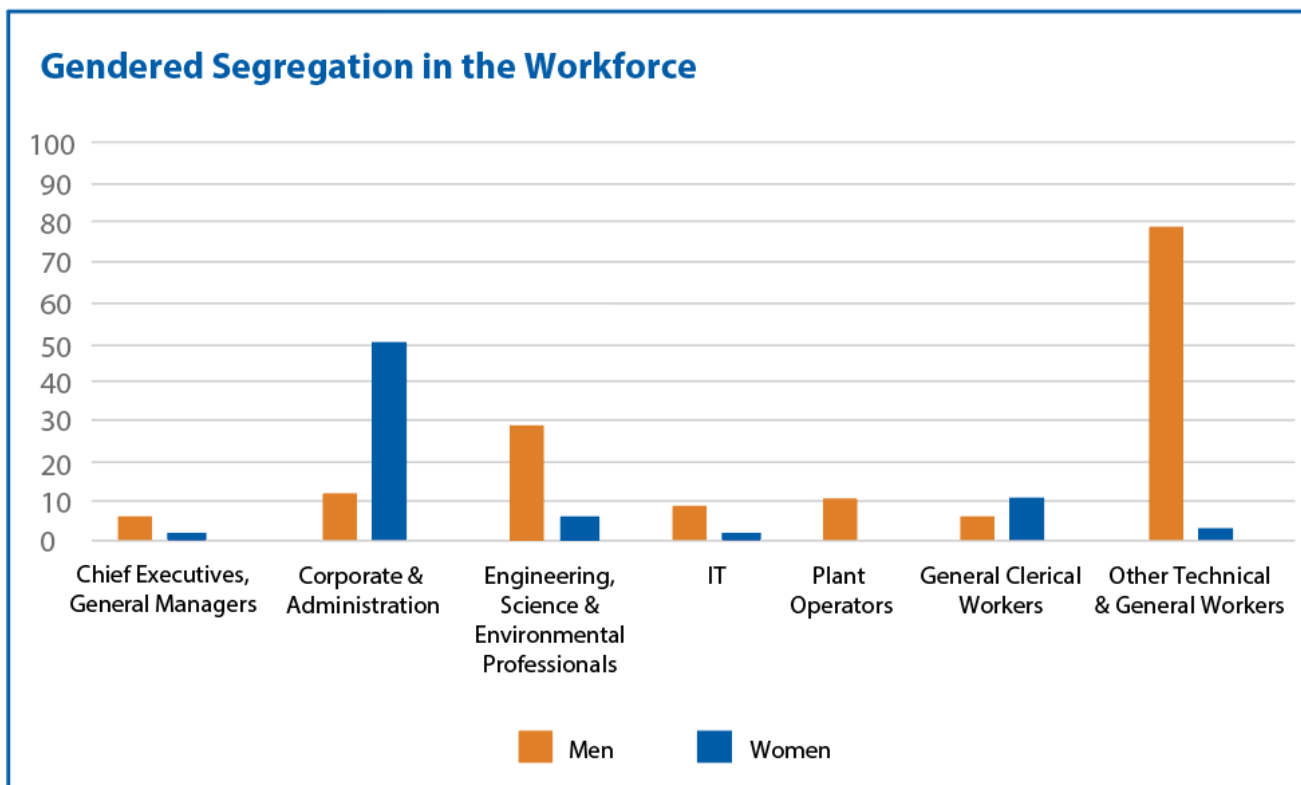
Indicator 7 – Gendered segregation in the workforce

Women are underrepresented in science, technology, engineering and mathematics (STEM), and over-represented in clerical roles.

Indicator 7: Opportunities



Seek to achieve greater gender balance where there is a traditional over-representation of women (such as clerical roles) and in areas where women are under-represented (management, business, engineering and technology areas).



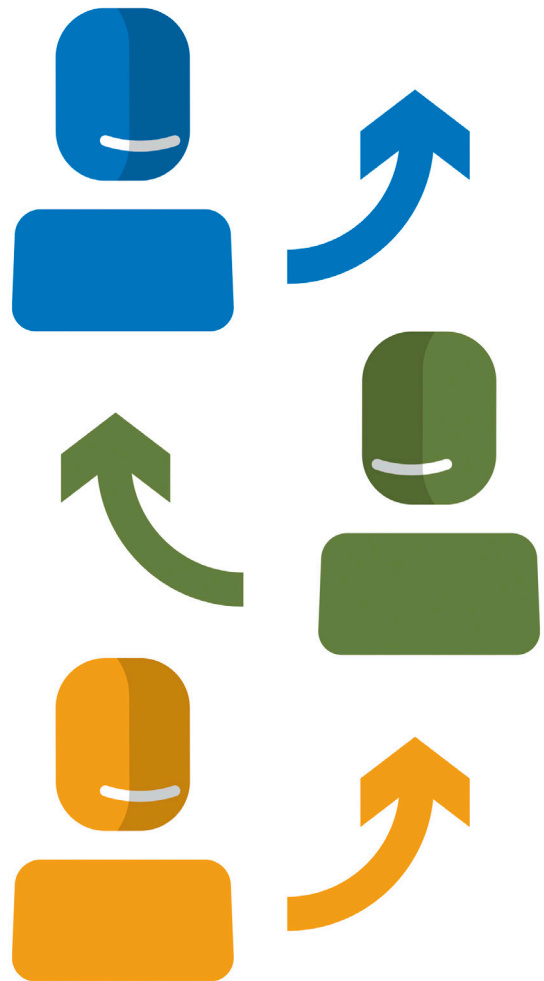
Consultation & Engagement

Consultation with our people is a core principle of creating change at GWMWater.

To support the development of this GEAP, we have:

- Communicated *The Act* and our organisational obligations via our online employee forums;
- Encouraged participation in focus groups, resulting in 25% of our people providing their views (30% women/70% men)
- Met with the Unions who represent our people to gain their input;
- Conducted one-to-one interviews with three senior leaders;
- Consulted with the full executive team as a group for input and endorsement; and
- Consulted with the full Board as a group for input and noting.

The draft GEAP was then shared with our entire workforce via email inviting further comment and consultation. The final document was submitted to the Gender Equality Commissioner.



The case for change

The benefits of a diverse workplace and inclusive culture are well documented. For GWMWater, gender equality, inclusion and diversity will enable us to create and sustain better outcomes in the areas of innovation, decision-making, customer experience and employee engagement. We take our commitment to leading these efforts in the community in which we operate seriously.

Our strategies and objectives reflect our gender equality aspirations:

- We value and respect the diversity of our employees and that of the communities in which we operate;
- We will create a workplace that is fair, accessible, flexible, inclusive and in which discrimination, bullying harassment or victimisation are not tolerated;
- We are an employer of choice for people from diverse backgrounds and improve our ability to attract, develop and retain people;
- Diversity and inclusion is a central part of how organisation and employees work; and
- We support and empower our employees to be able to do their best and bring their whole selves to the workplace.



Gender equality principles

- 1 We fully support the gender equality principles in *The Act*: All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
- 2 Gender equality benefits all Victorians regardless of gender.
- 3 Gender equality is a human right and precondition to social justice.
- 4 Gender equality brings significant economic, social and health benefits for Victoria.
- 5 Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- 6 Advancing gender equality is a shared responsibility across the Victorian community.
- 7 All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- 8 Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience such as Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- 9 Women have historically experienced discrimination and disadvantage based on sex and gender.
- 10 Special measures may be necessary to achieve gender equality.

Our achievements

Our achievements in supporting gender equality and opportunities to sustain a diverse and inclusive culture

GWMWater gained White Ribbon accreditation in 2019 and is an active member of the Community of Respect and Equality (CORE) Alliance. GWMWater is also a committed member of the VicWater Diversity and Inclusion Steering Committee that runs projects such as Water Able (for staff with disabilities in the Water Industry) and Pride in Water (supporting LGBTIQ+ staff in the Water Industry). The organisation supports many diversity initiatives such as International Women's Day, Wear It Purple Day and by sponsoring a number of local events. We encourage all of our people to be involved.



GWMWater's GEAP Approach and Plan

Our People, Talent and Culture strategy, 'Building our future capability', provides the platform to support our business success. The five areas of focus have been integrated with our GEAP objectives:

People Strategy focus	GEAP Objective area
Actively foster a learning culture at all levels	1. Workforce Capability
Developing our leaders and future leaders	2. Inclusive Leadership
Ensuring a values-aligned approach in our resourcing	3. Gender Representation
Actively engaging with our people to continuously enhance the employee value proposition	4. Inclusion and Belonging
Providing systems, tools and resources to gain the best from our people	5. Business Performance

Thirteen goals support the GEAP objectives, with the detailed actions that underpin each objective described next.

GEAP Objective	GEAP Goal/s
<p>1. Workforce capability</p> <p><i>Each touchpoint in our employee lifecycle will be imbued with strategies and practices that achieve our goal to attract, engage, develop and retain capable talent who want to work at GWMWater because they feel included, and like they belong.</i></p>	<p>1.1 Identify new avenues to attract recruits with particular emphasis on building pipelines of women</p> <p>1.2 Open up opportunities for greater flexibility in work arrangements for all employees, by promoting the Flexible Working Procedure to all staff, and ensuring all managers are aware of flexibility options and genuinely consider all flexibility requests</p> <p>1.3 Review, and ensure people policies, procedures, practices and processes are inclusive by removing gendered language, ensuring sexual harassment/prevention policies are consistent with Victorian Equal Opportunity and Human Rights Commission sexual harassment guidelines.</p>
<p>2. Inclusive leadership</p> <p><i>We will develop the skills, practices and knowledge of our leaders to equip them with the ability to lead the progress of the GEAP and create and sustain truly diverse teams and genuinely inclusive behaviour.</i></p>	<p>2.1 Continue to foster and further develop an inclusive leadership program for all leaders. This program includes unconscious bias, cultural awareness and crucial conversations training</p> <p>2.2 GWMWater leaders are visible advocates for gender equality, diversity and inclusion.</p>
<p>3. Gender representation</p> <p><i>By actively and systematically understanding and tackling every area where gender representation is less than equal, we will build a sustainable and long-term solution where gender equality is achieved.</i></p>	<p>3.1 Achieve gender balance by improving representation in business functional areas where there is currently under-representation. This will be done via direct recruitment and professional development programs – “Grow our own”</p> <p>3.2 Improve gender balance and representation at leadership levels through innovative resourcing and retention strategies</p> <p>3.3 Grow gender representation across business areas and role types where there is under representation through targeted development, retention and promotion strategies.</p>

4. Inclusion and Belonging

Opportunities for our people to participate and contribute to forums that are specifically focussed on diversity, inclusion, wellbeing and belonging will be enhanced including the introduction of new and needed forums where they currently do not exist.

4.1 Introduce/enhance a Diversity and Inclusion Working Group, Diversity and Inclusion Forums and Champions to ensure that GWMWater Diversity and Inclusion and GEAP goals are appropriately governed with clear accountability for progress

4.2 The data obtained from the forums informs future work, and measures progress of the GEAP.

5. Business performance

Working towards an environment that has high employee engagement through visible, inclusive senior leadership combined with enhanced employee skills of self-leadership, and effective systems for data collection for gender equality analysis and measurement.

5.1 Improve our PMS results year-on-year with specific focus on the indicators of a safe and inclusive workplace

5.2 Improve the data capture and recording systems leading to targeted plans and actions

5.3 Leverage the data obtained from recruitment and other employee lifecycle activities to add to PMS data, develop action plans, and measure progress.

Implementation Plan

Workforce capability

Each touchpoint in our employee lifecycle will be imbued with strategies and practices that achieve our goal to attract, engage, develop and retain capable talent who want to work at GWMWater because they feel included, able to be themselves, and like they belong; resulting in a compelling employee value proposition.

Goal/s	Action/s	Timing
<p>1.1 Identify new avenues to attract recruits with particular emphasis on building pipelines of women</p> <p>1.2 Open up opportunities for greater flexibility in work arrangements</p> <p>1.3 Review, and ensure, policies, procedures, practices and processes are inclusive.</p>	<ol style="list-style-type: none"> 1. 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. 2. Identify scholarship opportunities to build long-term relationships with potential recruits, particularly women and people with diverse backgrounds. 3. Examine all roles and identify: <ol style="list-style-type: none"> 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; 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. 	<p>Year 1 onwards</p> <p>Year 1 onwards</p> <p>Year 1</p>

	<p>4. 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.</p> <p>5. Regularly conduct pay equity analysis to understand the reasons for pay gaps. Provide an annual pay equity analysis to the Executive for action/s.</p> <p>6. Remediate the pay equity gaps where identified.</p> <p>7. Review current people policies to check that best practice D&I principles are embedded.</p> <p>8. 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.</p>	<p>Year 1</p> <p>Year 1 onwards/ annually</p> <p>Year 1</p> <p>Year 1-3</p>
--	--	---

Inclusive leadership

We will develop the skills, practices and knowledge of our leaders to equip them with the ability to lead the progress of the GEAP and create and sustain truly diverse teams and genuinely inclusive behaviour.

Goal/s	Action/s	Timing
<p>2.1 Create and implement an inclusive leadership program for all leaders</p>	<p>1. 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.</p>	<p>Years 1-3</p>
<p>2.2 GWMWater leaders become visible advocates for gender equality, diversity and inclusion.</p>	<p>2. 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.</p>	<p>Years 1-3</p>
	<p>3. Implement Inclusive Leadership program across all leaders:</p> <ul style="list-style-type: none"> a. Executive team b. Divisional Managers c. Managers and Supervisors 	
	<p>4. 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.</p>	<p>Years 1-2</p>
	<p>5. Ensure that Executives lead one area of the GEAP and commit to sponsor the actions in that area.</p>	<p>Years 1-3</p>
	<p>6. Review leaders' progress towards targets including efforts and outcomes.</p>	<p>Year 2</p>

Gender representation

By actively and systematically understanding and tackling every area of the employee lifecycle where gender representation is less than equal, we will build a sustainable and long-term solution where gender equality is achieved.

Goal/s	Action/s	Timing
<p>3.1 Achieve gender balance by improving the areas of under-representation</p> <p>3.2 Improve gender balance and representation at leader levels through innovative resourcing and retention strategies</p> <p>3.3 Grow gender representation across business areas and role types where there is under-representation through targeted development, retention and promotion strategies.</p>	<ol style="list-style-type: none"> 1. Work individually with senior women to build and champion their personal development plan. 2. Grow the representation of women in leadership roles by monitoring the progress of their targeted development plan. 3. Develop mentoring programs targeted at women for professional development. 4. 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. 	<p>Years 1-2</p> <p>Years 2-4</p> <p>Years 1-3</p> <p>Year 2</p>

Inclusion and Belonging

Opportunities for our people to participate and contribute to forums that are specifically focussed on diversity, inclusion and belonging will be enhanced including the introduction of new and needed forums where they currently do not exist.

Goal/s	Action/s	Timing
<p>4.1 Introduce/enhance a Diversity and Inclusion Working Group, D&I Forums, Champions and other roles that are devoted to keeping GWMWater appropriately governed and accountable for progress</p> <p>4.2 The data obtained from the forums informs future work, and measures progress of the GEAP.</p>	<ol style="list-style-type: none"> 1. Appoint GEAP Champions from the Executive and senior leaders to elevate the importance of the GEAP. 2. 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. 3. 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. 4. Design, promote and celebrate a calendar of Diversity and Inclusion events. 	<p>Year 1</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p>

Business performance

Working towards an environment that has high employee engagement through visible, inclusive senior leadership combined with enhanced employee skills of self-leadership, and effective systems for data collection for gender equality analysis and measurement that inform future actions.

Goal/s	Action/s	Timing
<p>5.1 Improve our PMS results year-on-year with specific focus on the indicators of a safe and inclusive workplace</p> <p>5.2 Improve the data capture and recording systems leading to targeted plans and actions</p> <p>5.3 Leverage the data obtained from recruitment and other lifecycle activities to add to PMS data, develop action plans, and measure progress.</p>	<ol style="list-style-type: none"> 1. 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. 2. Build an approach to collect and monitor employee demographics. 3. Create dashboard for reporting gender and diversity data and insights. 4. 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). 5. 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. 6. Establish a dedicated function for employees to raise issues and obtain help with elevating their concerns through constructive language to achieve positive outcomes. 	<p>Year 1</p> <p>Year 1 onwards</p> <p>Year 1</p> <p>Year 1-2</p> <p>Year 1 onwards</p> <p>Year 1 onwards</p>

Measuring Progress

Measurement of our GEAP is critical to its progress. Measurement of the GEAP takes two forms: a quantified approach to the data forming the actions, as well as the feedback of our employees' experiences, observations and insights. The latter will be garnered through the PMS, regular pulse surveys specific to the GEAP, and formal feedback loops in the programs initiated or developed under the GEAP. Responsibility for oversight and measurement of our progress lies with the Executive Manager Customer and Employee Experience.

GEAP Goal/s	Measures
<p>1.1 Identify new avenues to attract recruits with particular emphasis on building pipelines of women</p> <p>1.2 Open up opportunities for greater flexibility in work arrangements</p> <p>1.3 Review, and ensure, policies, procedures, practices and processes are inclusive.</p>	<ul style="list-style-type: none">• Top quartile PMS results in the leadership categories• Top quartile PMS results in the 'Workplace Flexibility' category• 80% of policies, procedures and practices are reviewed in Year 1, 100% by Year 2
<p>2.1 Create and implement an inclusive leadership program for all leaders</p> <p>2.2 GWMWater leaders become visible advocates for gender equality, diversity and inclusion.</p>	<ul style="list-style-type: none">• Program commences in Year 1 and 100% of leaders participate• Pulse surveys – 80% agree with statement that leaders are visible advocates
<p>3.1 Achieve gender balance by improving the areas of under-representation</p> <p>3.2 Improve gender balance and representation at leader levels through innovative resourcing and retention strategies</p> <p>3.3 Grow gender representation across business areas and role types where there is under-representation through targeted development, retention and promotion strategies.</p>	<ul style="list-style-type: none">• Annual workplace audit reports show improved gender balance and representation

GEAP Goal/s

Measures

4.1 Introduce/enhance a Diversity and Inclusion Working Group, D&I Forums, Champions and other roles that are devoted to keeping GWMWater appropriately governed and accountable for progress

4.2 The data obtained from the forums informs future work, and measures progress of the GEAP.

- Working Group and Forums are established in Year 1
- Increased data available for analysis and reporting incremental GEAP progress each year

5.1 Improve our PMS results year-on-year with specific focus on the indicators of a safe and inclusive workplace

5.4 Improve the data capture and recording systems leading to targeted plans and actions

5.5 Leverage the data obtained from recruitment and other lifecycle activities to add to PMS data, develop action plans, and measure progress.

- Program commences in Year 1 and 100% of leaders participate
- Pulse surveys – 80% agree with statement that leaders are visible advocates

Resourcing Plan

Our commitment to gender equality and growing a diverse workforce at GWMWater with a culture of inclusion will be supported and enabled through our People, Talent and Culture Division, Executive focus, and additional contracted support as outlined in the table below.

Objective Area	People, Talent and Culture / BAU	Executive Focus	Additional / External FTE	All Employees
Workforce capability	0.25 FTE x 3 people per week x 48 weeks	0.10 FTE x 6 people per week x 48 weeks	1.0 FTE x 1 person x 30 weeks	20 leaders x 20 hours per year
Inclusive leadership	0.25 FTE x 1 person x 48 weeks	0.10 FTE x 6 people x 48 weeks		20 leaders x 10 hours per year
Gender representation	0.1 FTE x 3 people x 48 weeks	0.10 FTE x 6 people x 48 weeks		20 recruiting managers x 15 hours per year
Inclusion and Belonging	0.1 FTE x 2 people x 1 hour per week	0.1 FTE x 3 people x 1 hour per week		190 employees x 24 hours per year
Business performance	0.25 FTE x 3 people x 48 weeks	0.10 FTE x 6 people x 48 weeks		20 leaders x 0.25 FTE x 48 weeks

Regulatory Framework

The relevant laws, standards and guidelines that were considered in the development of the GWMWater Gender Equality Action Plan included:

- Gender Equality Act 2020
- Safe and strong: A Victorian Gender Equality Strategy 2016
- Fair Work Act 2009 (Commonwealth)
- Equal Opportunity Act 2010
- Charter of Human Rights and Responsibilities Act 2006

