



Gender impact assessments

Table 1 - Gender impact assessments progress							
Required Title	Required Subject	Required Description	Required Status	Required Confirm if actions taken	Required Describe actions taken	Recommended Confirm intersectionality considered	Recommended Explain intersectional lens applied
What is the title of the policy, program or service that was the subject of the GIA? Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.	Was the subject of the GIA a policy, program or service? For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms. Use the drop-down menu in the cell to select your answer.	Provide a description of the policy, program or service subject to the GIA.	Was the policy, program or service new, or up for review? Use the drop-down menu in the cell to select your answer.	Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA? Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.	Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality. When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.	Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality? Use the drop-down menu in the cell to select your answer.	Explain how an intersectional lens was applied while completing the GIA. If this was not done, explain why this was not practicable.
PS23 Engagement	Program	Pricing Submission Engagement Strategy - seeking community feedback on the next 5 year focus areas prior to developing submission.	For Review	Yes	1. Reviewed our Stakeholder Engagement Map to identify any gaps/ look at with gender lens 2. Added a question to our survey to identify gender 3. Reviewed existing data and data capture practices and make any necessary adjustments 4. Applied a gender lens to when analysis customer data collected for the price submission	Yes	Groups including the Reconciliation Action Plan (RAP) Working Group, Gippsland Womens Health - Gender Equity Report Domestic Violence Victoria and Bass Coast Council - community profile and demographic data were consulted with to support understanding and reducing additional intersectional barriers
Recruitment and Selection Policy	Policy	This policy outlines Westernport Water's guidelines for attracting and recruiting the right people by delivering a fair, equitable and merit based approach to recruitment	For Review	Yes	The research showed we need to ensure fairness, for all current and prospective employees based on the following: - Reasonable adjustment - VPSC Employment Principles and Standards - Merit - Fairness and reasonability - Equal Employment Opportunity - Human Rights - Reasonable Avenues of Redress - Confidentiality - Career development	Yes	Intersectional factors such as Aboriginality, age, cultural background, sexual orientation and disability were all considered and supported via reasonable adjustments, review of accessibility barriers, targeted recruitment marketing strategies and transparent, merit based principles.
Diversity and Inclusion Policy	Policy	Sets out guidelines that reflect Westernport Water's (WPW) commitment to an inclusive work environment where all employees are treated with respect. It provides a framework within which WPW is an innovative employer of choice that proactively encourages recruitment and development of a diverse workforce that enhances our business and the lives of our people and stakeholders	For Review	Yes	The research showed we need to focus on four key areas: - gender equity (although it also showed we have already made significant progress in this area) - Aboriginal & Torres Strait Islander cultural capability - Generational diversity - Barriers based on disability, ethnicity, sexuality, culture and religion	Yes	The policy aligns to the Diversity and Inclusion Strategy 2021-25 which focuses on the below: Aboriginal and Torres Strait Islander We will implement and promote employment programs that support the recruitment of the Aboriginal and Torres Strait Islander community and strengthen our capacity to provide a culturally safe workplace. We will build relationships with local community groups and continue to implement the WPW Reconciliation Action Plan use the Innovate Reconciliation Plan 2020-22 to support our strategies, and recruitment objectives and cultural capability Gender equity We aim to create a workplace that provides equal opportunity and advancement for women in the workplace. This will be addressed through the development of our Gender Equality Action Plan 2021-25, along with our existing processes and procedures relating to recruitment, internal movements, salaries, learning and development, and any other patterns and behaviours that can lead to the different treatment of females and males in the workplace. Generational diversity We will support employees across all generations. We will assist employees transitioning to retirement and encourage
Trade Waste Charter	Program	WPW's Trade Waste Charter outlines the processes and guidelines for obtaining approvals to discharge Trade Waste to the WPW sewer system, including responsibilities and standards of Trade Waste management services. The purpose of this Charter is to provide customers with consistent, transparent and timely decision making advice for Trade Waste management in WPW's service area.	For Review	No action taken	Following the review it was determined that gender and intersectionality were not impacted differently.	Yes	Following the review it was determined that gender and intersectionality were not impacted differently.

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

Example(s)

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Example: Sports ground use and permits policy	Policy	This policy guides the hire and use of all Council's sportsgrounds and facilities by sports clubs and the public. The policy outlines eligibility criteria for hire and use, selection and booking process, fees, payment options, cancellation options and expectations of use.	For review	Yes	Amended the policy to include a commitment to allocate 30% of the total sportsground hiring capacity to new and recently established sports teams comprising of women and gender diverse people. Amended the policy to include a commitment to support local clubs to conduct respect and responsibility training to promote gender equality. Amended the policy to include a commitment to provide dedicated womens and all-gender secured changerooms and facilities for all womens and gender-diverse teams who hire Council sportsgrounds.	Yes	Council conducted research and participated in consultation to ensure the GIA considered intersectionality. It was identified that language and shared changeroom facilities are perceived as major access barriers for culturally and linguistically diverse (CALD) women. Council has addressed these concerns in amending the policy, committing to implementing private changeroom areas and increased signage in a variety of languages.

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
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • '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.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • 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.	Evaluating the success of each of your strategies or measures may include: • 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.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. 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.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the Indicators key to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Review SAP HRIS and onboarding documentation to enable collection of gender identification, sexual orientation, and other intersectional data points for more meaningful workforce composition data.	Complete	Diversity fields aligning to Gender Equality reporting have been created in the personal information data field and all staff are encouraged to populate this confidential information.	Successful. Fields were added into our HRIS to capture data. Work is currently underway to add these fields to the Onboarding module in the HRIS which will help us capture this information on employment.	2022	People, Culture & Safety	x						
Provide ongoing feedback to the Vic Water Diversity & Inclusion Committee (DISC) on insights in relation to WPW's Board composition.	Ongoing	WPW Board has good diversity representation.		Ongoing	Executive Team		x					
Investigate Board participation in the PMS.	Complete	VPSC confirmed People Matter Survey not designed for Board feedback as questions specifically target employees. Alternative may be the use of Survey Monkey.	Completed	2022	People, Culture & Safety		x					
Continue long running transformational activities that promote stories of leaders of gender and sexuality diversity, and diverse characteristics (across Water Industry – sharing PRIDE in Water activities for example) to help reduce barriers to identifying.	Ongoing	WPW continues to promote Pride in Water events. We also participated in Victorian Water collaborative event for Wear it Purple and International Women's Day.	Successful. WPW's Executive Team each hold a diversity portfolio, with the Managing Director leading LGBTQ+ promotion. We still do not have any staff that identify however we have a strong culture of promoting and celebrating diversity.	Ongoing	People, Culture & Safety and the Executive Team	x						
Expand on existing activities to further promote diversity including promotion of religious and culturally significant events.	Ongoing	WPW's annual event calendar was reviewed, and additional cultural and religious events were added. A detailed promotional plan accompanies the calendar.	Successful. The review of events was aligned to intersectionality to ensure a broad range of events and activities are celebrated across the year.	Ongoing	People, Culture & Safety	x						
Internal work around inclusion, psychological safety and psychological harm prevention will further reduce barriers to self-reporting going forward and foster inclusivity.	Ongoing	A workgroup with diverse representation across the workforce was created and two workshops held to identify psychological safety and commence risk reduction. This is an ongoing activity and further work will occur in 2023.	Successful. Strong engagement from staff and the leadership group demonstrate a commitment to deliverin this area.	Ongoing	People, Culture & Safety	x						
Continue activities raising awareness of behaviours that constitute sexual harassment and appropriate behaviours in the workplace.	Ongoing	Promoted Elimination of Violence against Women's Day - 16 days of activism in November highlighting inappropriate behaviour. Selected staff also attended Bystander (MATE) training to help them identify behaviours.	Successful. Staff actively support events throughout the year demonstrating strong awareness.	Ongoing	People, Culture & Safety				x			
Review and promote workplace policies addressing behavioural expectations.	Ongoing	WPW's Working Together Policy is promoted regularly to the workforce including part of Governance Training. This policy is due for review in September 2024.	Successful. Policies are regularly reviewed to ensure they align with best practice.	Ongoing	People, Culture & Safety				x			
Ensure employees are aware of confidential reporting options and feel safe to report.	Ongoing	Employees are encouraged to report to managers, People Culture & Safety, Peer Support Officers and the Executive Team. Further work on ensuring staff feel safe to report will continue.	This continues to be ongoing. People Matter Survey results indicate 95% staff are comfortable to report.	Ongoing	People, Culture & Safety				x			
Review advertising templates and ensure diversity statements are included in all advertisements.	Complete	The diversity statement was amended and simplified. This forms part of all internal and external vacancy advertising.	Successful. A review has been conducted and further reviews will continue on an ongoing basis.	2022	People, Culture & Safety					x		
Create a diversity and inclusion page on the WPW website promoting internal activities and partners.	Complete	A dedicated page was created to promote diversity and inclusion at WPW.	Successful. Dedicated page continues and is reviewed and updated annually.	2022	People, Culture & Safety					x		
Develop a well-defined advertising strategy that specifically targets a diverse candidate pool.	Complete	A review of our advertising strategy was completed and targeted contact with disability agencies included. Further work in this space will occur as part of the full recruitment process review being conducted in 2023.	Ongoing. Relationship building with external agencies continues.	2022	People, Culture & Safety					x		
Ensure all recruitment processes use a gender-balanced and where possible intersectionally-balanced interview panel to ensure freedom from bias and discrimination.	Ongoing	The WPW Recruitment Procedure ensures all recruitment panels are diverse with a requirement of a Leadership team member, People, Culture & Safety representative and manager comprising of gender diversity.	Successful. This has been a process for a number of years and is well accepted across the organisation.	Ongoing	People, Culture & Safety					x		
Consult with employees to gain additional feedback on internal promotion and secondment practices to ensure opportunities are transparent and accessible.	Complete	2022 saw a number of women secure key secondment and development opportunities on merit however the People Matter Survey continues to indicate further work is required so staff understand promotion and secondment practises better and accept these occur based on merit and best practise principals.	Ongoing. People Matter Survey results indicate staff continue to feel we can do better in this space. People Culture & Safety will continue to promote transparent, merit based recruitment practices.	2022	People, Culture & Safety					x		
Promote opportunities broadly across the workforce.	Ongoing	All roles are promoted internally, and all staff are encouraged to apply and offered an interview to demonstrate experience and suitability.	Successful. This has been a process for a number of years and is well accepted across the organisation.	Ongoing	People, Culture & Safety					x		
Conduct a review into gender barriers, including intersectional factors, for operational, treatment and customer service roles.	Ongoing	The Vic Water Diversity and Inclusion Steering Group (DISC) acknowledge this as an industry wide issue and will form part of the new strategy currently under development. WPW sit on this committee and will participate in the broader review project.	New DISC strategy is being finalised. This will include work in this area.	2022	People, Culture & Safety							x
Utilise Water Industry stakeholders to understand sector-wide barriers including engagement with VicWater's DISC.	Ongoing	The HR SIG group discuss these barriers regularly and are committed to assisting with the DISC project to benefit from industry-wide involvement.	Ongoing.	Ongoing	People, Culture & Safety							x
Use case studies to promote employee participation in non-traditional roles.	Ongoing	The WPW website has case studies of employees in non-traditional roles. STEM events are also promoted as part of the WPW events calendar.	Successful. We actively promote success stories from diverse employees.	Ongoing	People, Culture & Safety							x
Review current flexible work options and further develop clear guidance for employee and managers to increase utilisation of suitable flexible work arrangements for all genders.	Complete	Flexible work options are promoted regularly. 2022 saw a significant increase in 3-day fortnight and 48/52 agreements for operational staff where alternative options are not as available. Work from home is now a standard option for all staff where possible. Flexibility also is a key attraction for new employees.	Successful. Flexible work agreements are encouraged and supported where possible. We come from a Yes stance unless operationally unviable.	2022	People, Culture & Safety						x	
Promote parental leave to all employees ensuring males are aware of the leave options available.	Ongoing	Parental leave options are promoted in the employee handbook and on Workplace. Three male staff took parental leave in 2022 including one almost 12 months after the child's birth (inlie with the EA). This demonstrates a growing knowledge and acceptance of this leave option.	Successful. We had a significant number of male staff utilise parental leave. This has ensured staff are comfortable and know they will be supported if they apply for this leave.	Ongoing	People, Culture & Safety						x	
Ensure the leadership group supports and promotes males taking the primary parental role.	Ongoing	All requests have been supported and leaders are encouraging and informing staff of their leave options.	Successful. As above.	Ongoing	People, Culture & Safety						x	
Undertake employment type and classification level analysis to provide deeper insights into the causes of the reported gender pay gap. Assess the findings against the known contributors of gender pay inequity.	In progress	Due end of 2023	An initial review indicates the gender pay gap at Westernport Water is 6% in favour of women however a further detailed review will be completed.	2023	People, Culture & Safety			x				
Review and implement where appropriate the Monash Women in Leadership Report findings.	In progress	Due end of 2025	An initial review was undertaken on receipt of the report. A further detailed review will be completed.	2025	People, Culture & Safety			x				

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Example(s)

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
Example: Address gaps identified in collecting intersectional data as part of employee and payroll systems	Complete	This strategy was implemented in March 2023. A payroll systems firm was engaged to upgrade our systems to support the collection of intersectional data in relation to sexual orientation, race, Aboriginality, religion, ethnicity, disability and gender identity. We have now begun collecting intersectional data and addressing the gaps identified in our 2021 audit.	Although originally anticipated for implementation in 2022, delays meant this strategy was implemented in March 2023. Intersectional data is being collected as part of new recruitments and promotions, and voluntary updates by existing staff. New intersectional data as part of our 2023 progress audit and future GEAPs will enable us to better understand intersectional gender equality in our organisation and areas for improvement.	2022	People and Culture Corporate Support	x	x	x		x	x	x

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>Westernport Water is the smallest Victorian water corporation with approximately 90 employees. The Resource Plan included a broad range of resources from across the organisation, most of which were existing. The key additional items are:</p> <ul style="list-style-type: none">-Dedicated 0.4 FTE HR Officer-Human Resource System upgrade to capture workforce diversity data-Training budget provided to run training on the implementation of Gender Impac Assessments by the Commissions preferred supplier pool.-Cultural and diversity awareness events/activities as per staff event budget. <p>Each action within the Gender Equality Action plan was allocated a responsible team predominately People Culture & Safety but also including the Leadership team, Communications & Engagement team and for one both our Board and Executive team.</p> <p>The implementation of the Gender Impact Assessments has had the greatest impact on workload as this has required eduction to the entire organisation, specific training for the Leadership team who are responsible for policies, programs and services and the development</p>

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress												
Required	Required	Required	Recommended								Recommended	
Indicator	Confirm if progress made	Progress description	Factors								Factors discussion	
			a	b	c	d	e	f	g			
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.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators. Use the drop-down menu in the cell to select 'yes' or 'no.'	Demonstrate your progress in relation to each workplace gender equality indicator. 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. 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.	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. See the Factors key to the right of this table for a description of each factor.								If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. 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.	
Gender composition of all levels of the workforce	Yes	•WPW have increased the percentage of women in its workforce from 37% to 45%. •In 2021, women made up 33% of the Executive Team and 47% of the Leadership team. In 2023, women make up 60% of the Executive Team and 50% of the Leadership team. •Full time roles occupied by women increased from 31% to 33%. •Women hold 50% of roles at Band 2, 4 and 6 levels. Women hold 35% of Band 3 level roles and 25% of Band 5 roles. •Previously men were overly represented in the three oldest age brackets of the workforce however this now stands at 56% male, with the number of male employees aged 65+ reducing from 100% to 83%.	Yes	No	No	No	No	No	Yes	The size of Westernport Water (under 100 staff) means that even a small change in staff can have a significant impact on data.		
Gender composition of governing bodies	Yes	•Female Board representation increased from 44% to 62.5%. The composition of the Board is managed externally.	No	Yes	Yes	No	No	No	No	The appointment of the Board is not managed by the organisation so internal influence is minimal.		
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	•Women at WPW on average earn 6% more than men calculated by the mean and 2% more than men calculated by the median (calculated from annualised salaries across all employment types excluding casuals) •When removing senior management roles, men earn slightly more with a 2% difference (calculated by mean annualised salaries across all employment types excluding casuals).	No	No	No	No	No	No	Yes	We continue to ensure salaries are equitable all all levels of the organisation and salries are based on experience and performance not gender.		
Sexual harassment in the workplace	Yes	•WPW continues to provide sexual harassment training to all staff and has a zero-tolerance approach to bullying and harassment. •One complaint was received during the reporting period compared to no previous complaints; an independent investigator determined the complaint was not substantiated. •A subsequent WorkSafe visit assessed the investigation as thorough and noted relevant policies, procedures and staff training were well established. •92% of PMS respondents agreed that WPW encourages respectful behaviours, 85% feel safe to challenge inappropriate behaviour at work and 85% feel WPW takes steps to eliminate bullying, harassment and discrimination.	No	No	Yes	No	Yes	No	Yes	We are aware of our leglative obligations and are active in promoting a zero-tolerance approach to sexual harassment.		
Recruitment and promotion practices in the workplace	Yes	•56% of new recruits in this period were women. •Higher duties and training and development activities dropped slightly with approximately 40% distributed to women. •Women secured 50% of internal secondments opportunities and 71% of permanent promotions. •Only 3% of staff that exited the organisation were women. •17% of respondents to the annual People Matter Survey disagreed that they had an equal chance at promotion at WPW.	Yes	No	No	No	Yes	No	Yes	The small size of our organisation means statistics can vary significantly with minor staff changes. Women are strongly encouraged to apply for internal opportunities. The number and type of opportunities can vary depending on operational requirements.		
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	•80% of women V 49% of men accessed flexible work arrangements in the reporting period including working from home agreements. •47% of women and 39% men took carers leave. •Men taking both paid and unpaid parental leave increased. Men average of 3 weeks parental leave while women average 17 weeks. •95% are confident that if they requested a flexible work arrangement, it would be given due consideration and also that WPW supports employees with family or other caring responsibilities, regardless of gender.	No	No	No	No	No	No	No	Flexible work agreements are strongly promoted and requests are approved where possible.		
Gendered segregation within the workplace	Yes	•50% of leadership roles are occupied by women. •61% of STEM roles are occupied by women. •Only one field role is occupied by a woman, compared to 25 males. •Women are overly represented in clerical and administration roles.	No	Yes	No	No	No	No	No	The gendered segregation is found across the industry. The VicWater Diversirt and Inclusion group are planning on looking at collaborative ways to address this and promote greater female participation on field based roles.		

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.
g.	Genuine attempts made by the defined entity to make progress.

Example(s)

Indicator	Confirm if progress made	Progress description	Factors							Factors discussion
			a	b	c	d	e	f	g	
Example 1: Recruitment and promotion practices in the workplace	Yes	<p>Recruitment</p> <p>In our 2021 audit, women represented only 35% of new recruits in the year to 30 June 2021. In our 2023 progress audit, this rose 6% to 41%. In 2021, of the women we recruited, 17% were employed on a full-time permanent basis, 14% on a part-time permanent basis and 69% on fixed-term contracts. In 2023, 22% of women recruited were employed on a full-time permanent basis, 20% on a part-time permanent basis and 58% on fixed-term contracts. We were not able to collect non-binary or gender diverse data in 2021. Our employee and payroll systems have since been updated to collect improved gender-diverse data. This has been achieved through the implementation of strategy 5.2 under our 2021 Gender Equality Action Plan (GEAP): ‘Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options’. As such, in 2023, our data showed that 2% of new recruits identified as non-binary or gender diverse. Our organisation argues that these figures, in conjunction with successful implementation of relevant GEAP strategies, contribute to progress against Indicator 5. Not only have we been able to notably increase our recruitment of women and gender diverse employees, but we have also been able to offer these new recruits more attractive contract conditions. Stable contracts will also support us to retain employees of all genders and move towards a more gender-balanced workforce in the future.</p> <p>Promotions</p> <p>Our 2021 audit showed that 25% of promotions in the 12 months to 30 June 2021 were awarded to women. These promotions occurred in the lower and middle levels of the organisation only, and not within the executive leadership team. Our 2023 progress audit showed that 30% of all promotions were awarded to women, an increase of 5%. Of these, 10% occurred in the higher levels of the organisation and were ongoing permanent roles.</p> <p>Our organisation historically has a very stable executive leadership team where roles tend to be longer-term contracts or ongoing positions, with few exits. We are pleased to see promotion at the higher level of our organisation into ongoing positions for women. In 2021, we were not able to collect promotion data for non-binary or gender-diverse employees. In 2023, our updated systems allowed us to collect this data. However, there were no promotions awarded to this staff cohort.</p> <p>We believe that a significant aspect of our success in increasing the proportion of promotions awarded to women has been our focus on improving secondment and higher duties opportunities for women and gender-diverse employees. The proportion of secondments awarded to women increased by 5% and the proportion of higher duties by 6% between our 2021 workplace gender audit and our 2023 progress audit. Data on higher duties opportunities for gender diverse and non-binary employees was not collected in 2021, therefore there is no measured change in the data.</p> <p>We consider these improvements, while small, to demonstrate measurable progress against the workplace gender equality indicator ‘recruitment and promotion practices in the workplace’. We also believe the uplift in career development opportunities for women and resulting increase in women’s share of promotions demonstrates that our strategic approach is effective. We hope to see similar improvements for gender diverse employees reflected in our 2025 data.</p>	No	Yes	No	No	No	No	Yes	<p>As a largely male-dominated industry we recognise we have started from a lower baseline for this indicator and there is further to go. Despite this, we have made genuine efforts to attract and recruit a more gender diverse workforce by implementing the strategies identified in our GEAP, in particular: strategy 5.2 ‘Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options’.</p> <p>We note that we are two years into the four-year GEAP implementation period, and as such have not fully implemented all GEAP strategies. The majority of our strategies against this indicator remain in early implementation stage.</p> <p>We believe our genuine efforts to implement strategies against this indicator and measurable progress arising from the data, demonstrate progress against indicator 5.</p>
Example 2: Sexual harassment in the workplace	No	<p>Our 2021 Employee Experience Survey data showed that 7% of women and 4% of men who responded to the survey had experienced sexual harassment in the workplace, and of those 5% of women and 6% of men made a formal complaint. In 2023, our Employee Experience Survey data showed that 9% of women and 6% of men who responded to the survey reported having experienced sexual harassment in the workplace, an increase of 2% from 2021 for both cohorts. Of those, 9% of women and 10% of men indicated that they had made a formal complaint.</p> <p>Our 2023 Employee Experience Survey also indicated that women with disability were overrepresented among those who reported experiencing sexual harassment. We have initiated a review process to consider how we might address this between now and the 2025 reporting cycle.</p> <p>No respondents in our 2021 Employee Experience Survey identified as gender diverse. We also didn’t record any formal sexual harassment complaints in our 2021 workforce reporting data from employees of self-described gender. In our 2023 employee experience survey, 2% of respondents identified as non-binary or gender diverse. Of this cohort, 10% indicated experience of sexual harassment, with 50% of this group indicating that they had made a formal complaint.</p> <p>We note that these figures represent an increase in anonymous self-reporting of sexual harassment. This is concerning, as anonymous reporting tends to be more accurate than formal incident reporting processes.</p> <p>In analysing our 2021 and 2023 audit data, we found that our workforce reporting shows minimal change in terms of outcomes for formal complaints of sexual harassment. In 2021, our audit data showed that no outcome was reached for 70% of matters where the complainant was a woman, and 50% of matters where the complainant was a man. In 2023, our progress audit showed that of the incidents of sexual harassment reported by women, no outcome was reached for 65% of matters. This figure was 40% for men. We did not collect data on gender diverse and non-binary employees in 2021, nor their experience of sexual harassment. Our 2023 progress audit showed that of the incidents of sexual harassment reported by gender diverse and non-binary employees, no outcome was reached for 67% of matters.</p> <p>The enduring high levels of formal complaints with no outcome across our 2021 and 2023 audit data suggests that we have work to do in effectively and efficiently resolving sexual harassment complaints. The lack of outcomes for incidents of this type may contribute to our lack of progress in reducing sexual harassment. As a result of this analysis, we are reviewing our GEAP strategies and measures to consider how we might better respond to, and therefore hopefully reduce, sexual harassment in our organisation.</p> <p>We consider that the anonymous nature of the Employee Experience Survey data provides an accurate representation of sexual harassment. The increased sexual harassment reported via the Employee Experience Survey data indicates ‘no progress’ was made by our organisation against this indicator.</p>	No	No	No	Yes	Yes	No	No	<p>(e) Competing priorities and operational obligations</p> <p>Our organisation is a metro health service. During the recent covid-19 pandemic, Victoria’s public health system experienced unprecedented demand. In particular, rates of access to ICU and ventilation increased dramatically. As such, our organisation prioritised its public-facing service delivery. We directed the majority of our stretched resources externally to enable high-quality public health care. Demand outstripped supply, and already-stretched resources were directed to keeping ICU and general wards staffed. As a result, we were not able to deliver comprehensive in-person bespoke staff training in relation to sexual harassment, so instead delivered a low-cost e-learning module. We also lacked the resources to comprehensively review our internal sexual harassment processes.</p> <p>(d) Resources</p> <p>As described cell D9, our resources were significantly stretched due to an increase in demand for ICU services during the covid-19 pandemic. Competing priorities reduced the resources available for internal-facing programs, such as comprehensive sexual harassment training delivery and process review.</p> <p>For this reason, we focussed on low-cost strategies and measures in our GEAP, including delivering a sexual harassment e-learning module, circulating internal communications campaigns and encouraging staff to undertake the Employee Experience Survey. Our communications campaign focussed on drawing attention to existing sexual harassment policies including how the organisation will respond.</p>