2026 GENDER EQUALITY ACTION PLAN

Progress report for Goulburn-Murray Water

Cover page

Organisation name	Goulburn-Murray Water
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 541 Total FTE: 523.8
Response rate to employee experience survey	24% for People Matter
Contextual information	Three employee experience surveys were conducted during reporting period, through both People Matter and Culture Amp. The Culture Amp survey is well supported across the organisation due to ease of use and instant feedback. Our Culture Amp Surveys had a 77% response rate and provided additional information for our all GEAP plans and progress reporting.
Location (metropolitan, regional or rural. If other, please specify)	Regional

Attestation by head of organisation

I confirm that:

☒ I am the head of organisation (CEO or equivalent).

☒ I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.

☒ I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Any comments?	I confirm that Goulburn-Murray Water has completed all relevant Gender Impact Assessments as required under the Gender Equality Act 2020. In addition to meeting our obligations for programs and policies with direct and significant public impact, we have extended the gender impact assessment methodology to all internal-facing programs and policies. This comprehensive approach ensures that both our external and internal initiatives are systematically reviewed for their impact on gender equality and intersectionality, supporting our ongoing commitment to equity and inclusion across every aspect of our organisation. We are also actively engaged with VicWater and Water Services Association Australia in progressing gender actions as state-wide and national whole-of-industry approaches to progressing gender equality. I am proud of the progress that this organisation has made in not only gender equality but all forms of equality over the last 7 years. From a base of 25.5% female in 2019, in a male dominated industry, we have reached over 32% female participation rate and have promoted and created equity for staff through our culture. We have also increased our female participation in our leadership team from 22% to 44%. This has been enabled through strategic decisions in Enterprise Bargaining, our Corporate Strategy and our underpinning policies and procedures. These include equality of pay and access to flexible work, along with provision of equal parental leave for all parents. These actions are designed to continue our journey in ensuring equity and inclusion at Goulburn-Murray Water.
Name	Charmaine Quick
Role title	Managing Director
Signed	
Date	7 April 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions

If you have not listed any GIAs, please choose one or more permitted reason:

☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.

☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.

☐ Reporting on the GIA(s) would reveal confidential information.

☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020.*

☒ None of these apply (**go to 1.2**).

Section 1.2 Describing policies, programs and services subject to a GIA (required and recommended)

Ref #	A: Title (required)	B: Subject (required)	C: Description of the policy, program or service (required)	D: Status (required)	E: Description of gendered impacts (recommended)
1.	2025 Goulburn-Murray Rural Water Corporation Enterprise Agreement	Program	The GMW Enterprise Agreement is an important document that sets the conditions and benefits for our staff, but it is as important to our customers and stakeholders as it sets the tone and culture of the organisation to them, as well as to our employees and future employees. Our Enterprise Agreement strategically underpins much of the work that we are endeavouring to implement, supporting gender equality including our remuneration gap, equality in access to roles and intersectional considerations. This is a culmination of a three-year planned program of work undertaken in conjunction with our Employee Networks and Consultative Committee.	New	Remuneration equality - ensuring that gender biased roles do not have access to increased remuneration. Equality of access to flexible working for all genders. Equality of parental leave for all genders.
2.	Website Enhancement Project	Program	A new external website to include new features with an enhanced look, feel and mobile friendly design and create a better user experience for our customers.	New	Actions were not taken for gender equality following the GIA, as no gendered impacts were detected, however action was taken to improve access for people with disabilities. It has been updated as to AA website accessibility standard - allowing people with a range of disabilities to access and use it.
3.	Sponsorship and In-Kind Support Policy	Policy	This policy outlines GMW's approach to sponsorship and includes in-kind support.	Up for review	The gender impacts were recognised as the potential for a gender bias in applications. The Policy is line with Government Policy, which does not consider GEAP. However, we recognised that those applying for sponsorship or in-kind support could reflect a gender bias. Therefore, we included an action to add a requirement on those receiving sponsorship to declare their diversity and inclusion practices.
4.	Pricing Submission - customer engagement planning	Program	Development of Engagement strategy with customers on the pricing submission.	New	We recognised that gender could be a barrier to engagement and we considered potential barriers and mitigation strategy. This was particularly evident in potential barriers in access, such as venues without secure parking, good lighting and also timing of access, such clashing with childcare and difficulties (such as security) with night-time access.
5.	Customer Support Policy	Policy	The objective of this policy is to provide information to customers who are experiencing financial difficulty with GMW assistance and flexibility to manage their outstanding debt.	New	Through a workshop and a separate executive review of the policy, we recognised barriers from both a gender perspective and the impacts of intersectionality. The starting point was our customer base who could be impacted and the circumstances that could lead to financial difficulties. From a gender perspective recognising single parent families, those going through divorce, potentially those experiencing family violence or issues in managing their own finances.
6.	Customer Committee Recruitment	Program	Recruitment of customers to form our new Customer Committees	New	We considered gender equity in ensuring inclusive access along with intersectionality. We were planning our Customer Committee recruitment process and noted that changes were needed to draft documents to ensure gender equity in Committees. A workshop revealed the following barriers/considerations: 1. Caring responsibilities other than childcare - consideration of support that might be required to attend, as well as the application form had to be clear that we will operate in an inclusive way and ask everyone if there is any support they need to take part. 2. Reasonable adjustments (e.g. hearing loop, large print, audio transcription if online etc.). 3. The selection matrix to expand on demographic diversity and also specifically mention gender, age, disability. 4. Childcare and travel support, considering additional support for those with a disability and ensure meeting access considers gender equity and disability for example: a) Timing - not early/at school pickup. b) If in person - ensure disabled access and facilities. Ensure if at night it is well lit. Ensure safe access for women. Close and safe car parking, disabled car parks and access. Training in virtual meetings provided in induction if needed (some may not have used), consider a line for reasonable adjustments to support attendance for those with access requirements.

					c) Annual summit – providing support to ensure all can attend - accessible venue, timing, etc. d) Online option for inclusion for someone who cannot travel.
7.	Adjustment of Debt Procedure	Policy	The aim of this Procedure is to provide the detail that supports the Billing and Debt Management Policy and the framework upon which staff will consider, recommend and approve adjustment to debt.	Up for review	Gendered impacts are part of an intersectional approach. Debt Policy was reviewed to ensure that staff consider all matters that might be causing hardship in the GMW Debt Management and Hardship Procedure - for example, death, divorce or domestic violence to inform approach and the more likely that women are to experience financial hardship through these.
8.	Event Policy/Procedure	Policy	Provides a clear understanding of the tasks and requirements across the business for Event Permit management.	New	We considered both Gender and intersectional aspects such as women with a disability in terms of safe access and risk.

Section 1.3 Describing actions taken as a result of a GIA (required and recommended)

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: • Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality. If you did not take action, write N/A here and explain why in (H). (required)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Yes (go to column G)	Remuneration equality - through our Enterprise Bargaining processes we have removed annualised allowances. These allowances were provided to male dominated roles and increased remuneration for those roles, which then increases our gender pay gap. Over the period, those roles have seen the amount paid (above that due to hours worked) steadily decrease and support gender pay equity. This will take the period of both this and the next Gender Equity Plan to fully resolve, but over the period, the numbers of males paid above females in the same grade roles due to these historical conditions has significantly decreased. Over the life of this plan, we have been working to ensure that Enterprise Agreement negotiations do not reinstate these advantages to typical male roles.	N/A	We considered compounding forms of discrimination on the basis of gender and other factors relevant to GMW such as age, disability and caring responsibilities. Male dominated roles in our organisation tend to be manual labour and we considered the added impact of the roles with higher pay through annualised allowances that are also inaccessible to those with a disability and age-related issues	Ensuring that all roles at the same grade get paid exactly the same for the same work – recognising value of the work and not historical EA negotiation outcomes to consider gender/age/disability.
		Flexible working - providing equality of opportunity to all, regardless of gender. Considering options for traditional male roles as rostered, such as a 9-day fortnight.	N/A	Recognising the importance of flexible to all employees, females, carers, those with a disability, those approaching retirement and those impacted by a number of these, such as women approaching retirement.	Ensuring that Flexible working did more than comply with Fair Work but enables consideration of compounding issues of intersectionality in a compassionate and inclusive framework. Commitment to a Best Practice Employment Commitment with recommendations to be developed by employees. The employee group will include a range of genders/those who experience compounded gender equality and consider expert advice. They will consider compounding intersectional inequalities that may require additional and specific flexibility such as First Nations women, those with disability, older women, ethnicity and religion – those from a culturally or marginalised background.

		Parental leave - additional partner leave (all genders). All parents regardless of gender and role have equal access to the same parental leave. This also supports those birth parents who wish to return to work as they can be supported by their partner.	N/A	Parental leave considered the impacts on all parents, regardless of gender: both the birth and support parent. We have provided for equality of access to parental leave for all parents and recognising the complexity and intersectionality of gender and sexuality.	All, regardless of gender, sexuality or role will receive 16 weeks paid parental leave.
2.	No (go to column H)	N/A	After review, although actions not taken for Gender Equality, they were taken for a range of disabilities following a review of accessibility.	We considered intersectionality and access for women and others with a vision impairment and other disabilities, however action was taken to improve access for all people with disabilities.	Our website was reviewed by a consultant from Disability Services (Vic Govt). The action we took was to update to AA website accessibility standards - allowing people with a range of disabilities to access and use it with adjustments to layouts and fonts.
3.	No (go to column H)	N/A	Our assessment did not uncover Gender Impacts due to the program itself. Our policy refers to Government Policy which does not consider GEAP yet.	Through the review and considering all potential intersectionality, we recognised that we needed to gather information from the organisations applying for sponsorship. This will ensure that we consider gender, disability and other diversity matters when evaluating sponsorship requests from the public.	We progressed an action to add the requirement on those receiving sponsorship to declare their Diversity and Inclusion practices.
4.	Yes (go to column G)	We reviewed for accessibility for females and for all genders, other diversity barriers and potential intersectional barriers. Varied options were included: • face to face options for those who would prefer this. • location – considering regional townships and travel times or ability to access vehicles. Many live in rural areas without public transport or may need to consider ability to be away from family or caring/farming responsibilities. • Timing such as for those with children or carers. Many have to take children to and from school and activities. • Providing online sessions for those who cannot easily travel or have barriers to travel, particularly for those without access to public transport from where they live. • We also considered safety – needing to ensure that females are able to feel secure and safely access venues. The provision of online sessions also supported this for those who do not feel comfortable travelling. • Accessibility, including carparking and lighting for safe access. To cater for those in difficult circumstances who might not want to be identified, such as DV, we provided anonymous and online options with anytime access. • Linked policies provide for safe physical access for all genders.	N/A	Yes, we also considered women with disability or older women in ensuring we provide access to all forms of engagement and those women who might be victims of domestic violence and therefore might not want to identify themselves or might not be able to join in person but wanted to engage.	We have ensured that locations are safe and accessible for all, with various locations, disabled access, and good safe parking. We included online sessions with anytime access and an anonymous option.
5.	Yes (go to column G)	We reviewed the policy to ensure we can support all customers with debt and considered a range of options to increase equity in support which included training for staff.	N/A	We considered gender and intersectionality with disability, non-English speaking background and those experiencing family violence.	We have increased equity in support and in training for staff. We have also provided Customer Support Policy training for staff.
6.	Yes (go to column G)	With the Customer Committee recruitment process we had the following considerations: 1. caring responsibilities other than childcare - consideration of support to attend - the application form to be clear that we will operate in an inclusive way and ask everyone if there is any support or reasonable adjustments, they need to take part, (e.g. hearing loop, large print, audio transcription if online etc.). 2. Childcare and travel in line with ATO rules considering also additional support for those with a disability. Ensure meeting access considers diversity for e.g. a) Timing - not early/at school pick.	N/A	Intersectionality was considered, specifically gender with age, caring responsibilities and disability as compounding barriers to taking part.	We developed a selection matrix to allow for consideration of declared multiple diversity matters (gender, age disability) so that all supports could be considered in addressing intersectionality. For example, multiple support options for attendance to include childcare, accessible venue and travel support.

		b) If in person - ensure disabled access and facilities. Ensure if at night well lit. Ensure safe access for women. Close car parking, disabled car parks. Training in virtual meetings provided in induction if needed (some may not have used), consider a line for reasonable adjustments to support attendance for those with access requirements. c) Annual summit – support to ensure all can attend -accessible venue, timing etc. d) Online option for inclusion for someone who cannot travel.			
7.	Yes (go to column G)	The Debt Policy was reviewed and updated to ensure that staff consider all matters that might be causing hardship in the GMW Debt Management and Hardship Procedure. Viewed from a gender and intersectionality lens this includes females who have experienced death of a partner, divorce, domestic violence to inform approach.	N/A	Consideration of particular difficulty for females making claims who may have compounding impacts on ability to pay from intersectional matters such as age or disability.	We added additional confidential customer support to customers for them to be able to receive tailored, confidential and supportive additional assistance.
8.	Yes (go to column G)	We considered both gender and intersectional aspects such as women with a disability in terms of safe access and risk. We included a paragraph on what we expect the event to have in terms of consideration of gender and access.	N/A	We considered compounding barriers of both gender and disability.	We included a requirement for consideration of gender and disability across the business for Event Permit management.

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators (required and recommended)

K: Indicator *	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	**Critical performance measures** Gender composition of the duty holder organisation: • 2023: 30% female • 2025: 32% female Gender composition of part time workers in the duty holder organisation: • 2023: 19.4% female • 2025: 29.5% female Gender composition of senior leaders in the duty holder organisation: • 2023: 36% female, • 2025: 37.5% female Executive leadership team • 2023 33% female • 2025 44% female.	Expand all Factors Report o… M F Responses 400 270 130 Engagement 65% 62 72 Alignment 70% 69 73 Development 63% 61 68 Enablement 67% 66 69 Leadership 62% 59 68 Safety 71% 71 72 Collaboration and Communication 66% 63 72 Innovation and Continuous Improv… 64% 61 71 The table above shows our Culture survey results in relation to male (M) and female (F) response analysis. The overall organisational results are shown in white. The red responses show a result that is below the average for the organisation and the green responses show a result that is higher than the average for the organisation.	Yes	Our target is to be able to increase our female participation rate by around 1% each year as sustainable and achievable. Since 2019 we have made significant improvements up from 25% base with a 7% increase. For an organisation with low turnover and a significant number of male gendered roles (labourers, construction, irrigation/water operations, overnight and weekend standby, significant travel and working away from home) this has required long term strategic thinking and change. The increase in female participation rate is as a result of training and culture change programs in our regional sites, changed recruitment practices, including adverts, training for managers and a move away from traditional full time fixed hour rosters to more flexible ways of working. Over the reporting period we have ensured that all employees have the right to request flexible work, including part time, under our Enterprise Agreement, and over 2025 we have negotiated our 2025 EA which will be in force for our 2026 – 2030 Plan. Over the period we have advertised all roles with options for part-time or flexible work which has increased the number of females joining the organisation. The increase reflects a greater acceptance of all kinds of flexible work option. Progress in flexible work also includes a Best Practice Employment Commitment for our Central Consultative Committee (employees) to develop recommendations on alternate flexible work as part of our 2025 Enterprise Agreement negotiations. Our female leadership team prior to 2023 was 33% and we set a target of 40% minimum of female or male and 20% other. Our Executive Leadership team was at 44% with female participation in all senior leadership roles up to 37.5% as at June 2025. It is currently 43% female participation. Our recent culture survey indicates that 12% of our organisation identifies as LGBTIQA+, which is nearly a 10% increase on our 2023 result. Our target is 7%. Our maintenance strategy for senior roles includes utilising external search partners where assessment matrix as part of tender and procurement processes include their ability to include a gender diverse and balanced shortlist. Our Culture Survey provides useful information on gender at GMW. In the table shown under other progress data, in all factors, women score higher than males. They are more engaged (by 10%), report better development (by 7%), higher leadership and collaboration satisfaction (by 9%), and 10% higher innovation than male employees.
2	**Critical performance measures** Gender composition of the duty holder organisation's governing body:	In 2021 the Board was 41% female so we have achieved equality. This shows that Government selection processes are effective.	Yes	Both Board Chair and Managing Director were female at June 2025 and we reached our target in 2023. By maintaining a strong female board makeup over the 2 years this shows progress has been maintained. In 2021 this was 44% female. However, the organisation does not recruit its own Board.

<table>
<tr><td></td><td>• 2023: 55% female, 45% female
• 2025: 55% female, 45% male</td><td></td><td></td><td></td></tr>
<tr><td>3</td><td>Critical performance measures
Mean total remuneration gender pay gap by occupation group:
• 2023: 3.5%
• 2025: 3.2%
Mean total remuneration senior leader gender pay gap:
• 2023: new
• 2025: -2.52%

Supplementary measures
Mean base salary pay gap:
• 2023: 3.5%
• 2025: -1.1%

Median total remuneration pay gap:
• 2023: 4.8
• 2025: 0.6%

Median base salary pay gap:
• 2023: 4.8%
• 2025: -4.4%</td><td>Enterprise Agreement Classification structure – our EA no longer includes separate appendices for additional annualised and other payments historically negotiated for gendered roles.

<table><tr><th>Band</th><th>Level</th><th>Level 2</th><th>Level 3</th><th>Level 4</th><th>Level 5</th></tr><tr><td>T</td><td>52,000</td><td>54,000</td><td>56,000</td><td>58,000</td><td></td></tr><tr><td>A</td><td>60,400</td><td>61,910</td><td>63,420</td><td>66,592</td><td>69,921</td></tr><tr><td>B</td><td>73,253</td><td>75,084</td><td>76,916</td><td>80,762</td><td>84,801</td></tr><tr><td>C</td><td>88,833</td><td>91,055</td><td>93,277</td><td>97,943</td><td>102,838</td></tr><tr><td>D</td><td>107,736</td><td>110,429</td><td>113,122</td><td>118,779</td><td>124,715</td></tr><tr><td>E</td><td>127,399</td><td>129,494</td><td>131,589</td><td>138,085</td><td></td></tr><tr><td>F</td><td>149,425</td><td>152,498</td><td>155,570</td><td>163,097</td><td></td></tr></table></td><td>Yes</td><td>In 2021 we commenced significant remuneration reform as part of our Enterprise Agreement Negotiations. These were deliberate and strategic to remove annualised allowances, which historically were paid for gendered roles and work towards no gender pay gap on base salaries. This reform will continue to reduce our total remuneration gender pay gap, combined with our focus on increasing female participation rates in these roles.

All of our EA roles are remunerated according to a single classification structure. This is a significant change as historically; our EA had a number of appendices with particularly gendered roles having a historically higher pay rate.

Now, all roles are assessed against this single structure, with the same pay for the same level of role across all of GMW.

We have also worked hard to make our regional sites a worksite of choice for all genders.

Our Executive Team are assessed against the SES classifications in the Victorian Public service.

Maintenance strategies include ensuring that the 2025 EA does not introduce new gendered pay differences, reviewing vacancies across teams for gender balance and appropriate recruitment and attraction strategies at a job level.</td></tr>
<tr><td>4</td><td>Critical performance measures
Anonymous experience rate of sexual harassment:
• 2023: 2% female 3% male
• 2025: 5% - no breakdown

Number of formal reports of sexual harassment:
• 2023: 0
• 2025: 0

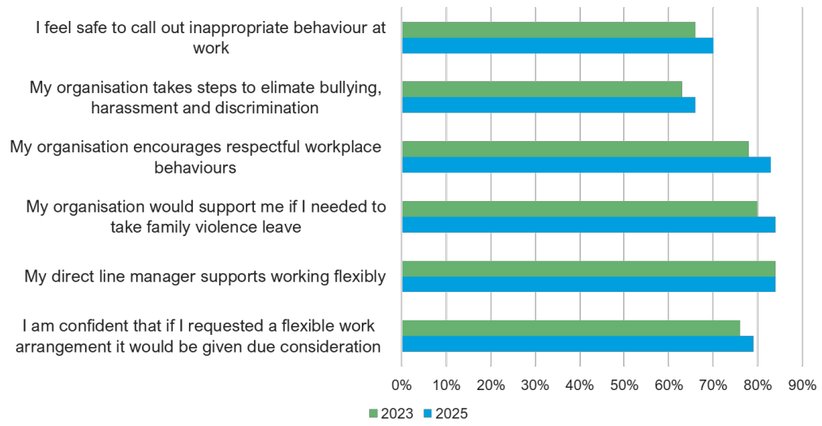
Supplementary measures – Nil - no data reported via People Matter</td><td>Our most recent Culture Amp survey with 401 responses did not record a single report of sexual harassment. We received 670 comments which staff made anonymously and therefore is used by us to uncover unknown sexual harassment, but there were no comments made. This supports the data on having no formal reports.</td><td>No</td><td>We did not get enough information through People Matter Survey due to small numbers – less than 10 people – and therefore do not have any information to explain the % who advised they experienced sexual harassment and the nil formal reports. Because there were no formal reports there is no data on how these are reported.

However, over the period we did roll out upstander training utilising an external training provider to include sexual harassment training. We are including further training as part of our next GEAP to the entire organisation to raise awareness of what sexual harassment is and why it could cause people to be offended, humiliated or intimidated. We will also encourage formal reporting as part of this training.

We have also created 2 HR Business Partner roles within our Human resources department to work closely with the business to support all reporting. We also have a PEER Support Team who are mixed gender and trained to support all employees with all matters, including reporting of issues.</td></tr>
<tr><td>5</td><td>Critical performance measures
Gender composition of recruited employees:
• 2023: 21% female
• 2025: 35% female

Gender composition of employees who were promoted:
• 2023: 30% female
• 2025: 30%</td><td>In our culture survey, 68% of females, as opposed to 61% of males reported that they were satisfied with development opportunities, this includes secondments and temporary higher duties.</td><td>Yes</td><td>Over the period we have reviewed our recruitment processes. This has started with the fundamentals of attraction – creating a culture that make women welcome in all roles, sites and location. This has been supported through a full review of our advertising and recruitment processes, such as reviewing photographs used in adverts to ensure that reflect diversity and inclusion and that wording in adverts is not gendered.

Although the % of women promoted has not improved, this is partly because we have a higher proportion of males in lower grade jobs which does mean there are more opportunities for males.</td></tr>
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	People who were awarded internal secondments • 2025: 49% female			Secondments include roles at temporary promotion so it is pleasing to see that figure at a much higher percentage than would be expected by gender balance. A key action of our 2026-2030 plan will be to focus on female promotions and translate the success of temporary secondments into ongoing higher-grade roles, as that balance moves towards greater equalisation.
6	**Critical performance measures** Average weeks of parental leave, by gender: • 2023: male 4 weeks, female 22.4 weeks • 2025: male 4 weeks, female 12.9 weeks Uptake of flexible work by gender: • 2023: 60% female 40% male • 2025: 37% female 63% male Perceptions of flexible work culture by gender: Unable to split by gender: • 2023: 76% • 2025: 79% **Supplementary measures** Gender composition of parental leave takers: • 2023: 40% male and 60% female • 2025: 44% male and 56% female	Over the period, our % of access to domestic violence leave has remained steady: 50% female and 50% male. 	Yes	The data reflects that in 2022 we introduced paid partner leave for the first time. Progress has been made towards equality because in our 2025 EA we have moved to 16 weeks paid leave for all, regardless of primary of partner or gender. Having made flexible work a right to request for all, most of our staff are now on some form of flexible working arrangement, which is why the % take up more closely follows our gender makeup. Our People Matter Survey results show that we have made progress in all areas and it is pleasing to see the high results in DV and flexibility.
7	**Critical performance measures** Occupational gender segregation Labourers 2023 9% female 2025 13% female	Our gendered roles are those field operational roles that include an element of labour work. We have made progress from 9% to 13% and anticipate that the progress made under our Enterprise Agreement to increase flexibility will support this trend. Senior Managers have remained steady at 50% female.	Yes	We have made some progress in increasing our females in operational roles, however, we recognise that this is a crucial area to support with overlapping strategies of: • culture program, • training, • increased flexibility in operational roles, and • creation of a new trainee level to encourage a wider range of new recruits.

*Indicators (column K)

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities
7. Gendered segregation within the workplace

Section 2.2 Describing factors limiting and contributing to progress (required)

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?* (required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☒g	Gender composition of all levels of the workforce We have made genuine attempts to progress to improve the gender composition of our workforce at all levels from trainees to Executive Management through culture and creating GMW as an employer of choice. This is despite our heavily gendered operational roles in such as construction labouring, requiring remote work and some degree of roster coverage.	Recruitment strategy – advertising considering gender, roles being flexible, equal remuneration Enterprise Agreement - creating an externally available document that shows absolute equity in all matters such as remuneration, careers and benefits including flexibility and leave.
2	☐None ☐ a ☐ b ☒c ☐d ☐e ☐f ☒g	Gender composition of the governing body Duty holders are recruited by the Government. However, we have worked across the Water Sector to make both GMW and the sector an attractive place to work.	Working with VicWater and WSAA to develop a sector wide EVP that supports diversity and inclusion and attracting Board members to apply - along with our own Enterprise Agreement - creating an externally available document that shows absolute equity in all matters such as remuneration, careers and benefits including flexibility and leave and encouraging interest in both Goulburn-Murray Water and the Water Industry.
3	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☒g	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender. Historical Enterprise Agreements have been a barrier, but the gender pay gap has been a huge focus for our underlying remuneration and EA bargaining.	Enterprise Agreement - negotiations included: • Single classification and remuneration for those classifications – not role based. • Removal of additional allowances and payments within the EA for gendered roles as negotiated over the years.
4	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Sexual harassment in the workplace.	• Training programs • Our PEER Support team with training provided in supporting/reporting harassment • Team workshops • Leadership training • Our Employee Assistance Program
5	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Through review of policies, culture and our Enterprise Agreement we have made genuine attempts to improve our recruitment and promotion.	Talent Acquisition strategy. Trainee strategy through our Enterprise Agreement.
6	☐None ☐ a ☒ b	Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities are contained within our Enterprise Agreement.	Enterprise Agreement (supporting policy) improvements in: • parental leave, • carers leave (consideration of blended families and assistance animals), and • flexible working.

	☐c ☐d ☐e ☐f ☒g	We have made genuine attempts to improve all of these through bargaining and underlying policies, but this does take time through the Enterprise Bargaining process and historical terms and conditions.	
7	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☒g	Gender segregation of roles will be a major focus going forward. We have made genuine attempts to recruit females and are also working with the Victorian Water sector through their Diversity and Inclusion Steering Committee and Water Services Association of Australia People and Culture Committee to develop overarching strategies.	Our new EA has been negotiated to provide excellent opportunities for local trainees and once this is in place over 2026 it will provide pathways for local females to be trained in traditional operational roles. Active involvement in sector-wide diversity initiatives and strategies: Victorian Water sector - Diversity and Inclusion Steering Committee. Australia-wide - Water Services Association of Australia People and Culture Committee.

*Factors (column Q):

a. the size of the organisation, including the number of employees
b. the nature and circumstances of the organisation, including any barriers to making progress
c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
d. the organisation's resources
e. the organisation's operational priorities and competing operational obligations
f. the practicability and cost to the organisation of making progress; and
g. genuine attempts made by the organisation to make progress.

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any) (Required)

Our overarching strategic work was completed; however, we learned that we were ambitious in the number of separate programs and activities we included on our plan and the timing of these due to ongoing impacts of Covid and a major flood event. Two actions we did not progress in full were firstly a mentoring program using external women as mentors. We had anticipated working with other local water industry organisations, but utilised external coaching instead as this more met the need of staff at the time.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Our key achievement over the periods were:

- Embedding our employee networks who developed and implemented many of our actions.
- Embedding an organisational approach to GIAs as part of our usual program/policy review processes.
- Piloting a number of women in leadership courses and development activities.
- Embedding strategic change over two Enterprise Agreements. This has seen significant organisational commitments to:
    - Equal pay for equal jobs – moving to a single classification structure and removing historical allowances attached to gendered (male) roles.
    - Commitment to flexible working, most recently to implement an Employee Committee over 2026 to research options and provide recommendations to management.
    - Commitment to our carers, who are often female – providing expanded access to carers leave for household members rather than limiting to specific relatives.
    - Equal parental leave for all parents regardless of gender.
    - Payment of super when on unpaid parental leave to reduce the super gap.

The challenges were:

- The long term commitment of change through our Enterprise Agreement. This work commenced in 2021 and will continue implementation over the next 4 years requiring resilience and resourcing.
- Recognising when our employee networks required a refresh and opportunity for new approaches. This work is now being completed with a new Employee Inclusion Network and Inclusion Steering Committee.

Section 3.3 Providing other updates on implementation (recommended)

Over the reporting period our work also informed our overarching Corporate Strategy.2028 – Achieving Together.

This has four strategic pillars with “Investing in our People” at the forefront of our strategy - recognising that our brand will attract the diverse workforce that we require for future success.

To drive a culture of achievement and innovation that fosters the workforce of the future and supports an ongoing focus on safety and wellbeing.

SUCCESS MEANS…

1. We minimise risks to our people and the public in everything we do.
2. We are a technology capable organisation and our people evolve with change.
3. We empower and develop our people to grow and maximise their skills for the future.
4. Pride in the GMW brand attracts a skilled, diverse and committed workforce.
5. Our people collaborate internally and externally to innovate, problem solve and achieve outcomes.

We have also been progressing actions and overarching strategies through providing resources and collaborating within the wider water industry – at both a state level with VicWater and a National level through Water Services Association Australia.

Section 3.4 Describing resourcing allocation (required)

People - In taking a whole of organisation approach and embedding our Gender Equality Action Plan within our inclusion work as part of business as usual, resourcing has been adequate. In ensuing that we apply a Gender Impact Assessment to all reviewed or new programs and polices, this has been embedded in our review process.

Board - consulting, reporting and monitoring to our Board meetings.

People and Customer Board Committee meetings - reviewing specific deep dives, understanding our gender data and reviewing our strategies and progress.

Managing Director – sponsor of our Pride Network and leading events and initiatives, ensuring that employees are able to take the time to support the GEAP.

All of the Executive Team as network sponsors and as part of the Inclusion Steering Committee.

Employee network members - over the life of the GEAP there were 4 networks, meeting on a regular basis and progressing actions with approximately 10% of the organisation as active members over the period with four Executive Sponsors.

- Empowering Women in Water
- Pride Network
- Carers and Parents
- All Abilities

We now have an Employee Inclusion network to drive actions and reporting over the coming four years consisting of eight members, plus an Executive Sponsor and our Inclusion Steering Committee - which consists of eight Executive members, plus the Employee Inclusion Network.

People and Culture Team resources - actions and reporting are embedded across the team with resourcing contribution from:

- General Manager People Culture and Safety
- HR Manager Operations - to support reporting
- HR Manager HR Business partnering and team
- Administration support across two roles
- Policy and Program review / GIA undertaken with relevant stakeholders across the organisation.

Budget for implementation of all resources and identified actions measures has been provided through our Corporate Planning process.