



**Gender
equality**
action plan
2021-25

Acknowledgement of Country

Greater Western Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as Australia's first peoples.

We respectfully acknowledge the Traditional Owners of the lands and waters upon which we work, operate and rely, the people of the Kulin Nation. We pay our deepest respects to their Elders, past, present and emerging.

We acknowledge the continued cultural, social and spiritual connections that Aboriginal and Torres Strait Islander peoples have with the lands and waters, and recognise and value

that the Traditional Owner groups have cared for and protected them for thousands of generations.

In the spirit of reconciliation, we remain committed to working in partnership with local Traditional Owners to ensure their ongoing contribution to the future of the water management landscape while maintaining their cultural and spiritual connections.

Contents

Message from our Managing Director	4
Introduction – the case for change	5
Our journey towards gender equality	6
Creating our plan	7
Understanding where we are at – Gender Equality Audit	7
Informing our plan - Workplace gender equality audit results	10
WGEI 1: Gender composition at all levels of the organisation	10
WGEI 2: Gender composition of governing bodies	13
WGEI 3: Gender pay equity	14
WGEI 4: Workplace Sexual Harassment	15
WGEI 5: Recruitment and promotion	16
WGEI 6: Leave and flexibility	19
WGEI 7: Gender workforce segregation	20
Consultation and engagement	21
The Plan	22
Key outcomes	22
Applying intersectionality across and within our plan	23
Key enabling strategies for the effective implementation of the GEAP	23
Strategies and measures	25
How we will achieve our plan - resourcing	36
References	37

Message from our Managing Director

I am pleased to present Greater Western Water's first Gender Equality Action Plan 2021-25 (GEAP).

At Greater Western Water we welcome Victoria's *Gender Equality Act 2020*, the first legislation of its kind in Australia. The Act sets out seven workplace gender equality indicators, which represent the key areas where workplace gender inequality persists and where progress towards gender equality must be demonstrated. Through this new Act we have an opportunity to influence policy, culture and attitudes across a major sector of the Victorian economy.

Greater Western Water was formed on 1 July 2021, with City West Water and Western Water becoming a new corporation in the Victorian water sector. As a new entity we have

an opportunity to build a culture that is respectful and inclusive. Our foundational pillars – We care deeply, We are resourceful, We have pride and a strong commitment – support our gender equity aspirations. While we are new, we continue the excellent work of our legacy organisations across remuneration, equality targets and audits, education, recruitment, partnerships, mentoring and scholarships.

Developing this plan is a critical step in planning, implementing and measuring the change we all seek, and it will be a significant enabler of our ambition to become an employer of choice in our diverse region.



Maree Lang
Managing Director
Greater Western Water

Introduction – the case for change

Gender inequality is a society issue; it exists in schools, workplaces, neighbourhoods, the media and sport. Violence against women, including family violence and workplace sexual harassment, is driven by gender inequality and the attitudes, behaviours and stereotypes that support it.

Gender equality is when people of all genders have equal rights, responsibilities and opportunities.

According to the World Economic Forum's global gender gap report 2021, Australia still faces the challenge of fully closing gaps in economic participation, wage equality, income and leadership (Diversity Council of Australia). For example:

- The full-time average weekly ordinary earnings for women is 13.8 per cent less than for men (Workplace Gender Equality Agency - WGEA 2022).
- The Victorian public sector gender pay gap in 2020 was 10.7 per cent.
- Australia slipped backwards on the global gender gap index from 44th in 2020 to 50th in 2021.

- The gender pay gap is one reason why women experience financial insecurity and retire with significantly less superannuation than men.

Gender inequality also results in poorer outcomes for men; from poor mental health and increased rates of risky and violent behaviour to fewer opportunities for taking on caring roles and flexible work arrangements.

At Greater Western Water (GWW) we recognise that achieving gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do,' but because it is linked to Australia's overall economic performance. We understand that with a gender diverse workforce we can better reach the customers and communities

we serve. Prioritising gender diversity and inclusion is critical to our success as an essential service provider, and to achieving our vision for 'Thriving people and Country'.

We understand that workplace policies, practices and cultures can perpetuate gender inequality by devaluing, excluding or marginalising women, men and gender diverse people. Conversely, our policies, practices and culture can support us to achieve gender equality.

GWW is building a culture that is based on our foundational pillars: We care deeply, We are resourceful, We have pride and a strong commitment. These pillars reflect who we are and what we value today and always. They will support us in achieving our goals and this strategy.

Our journey towards gender equality

While GWW is a new entity, formed on 1 July with the joining of City West Water and Western Water, it continues a long-term, systemic focus to progress gender equality.

Initiatives that have driven this progress include:

- key performance indicator (KPI) gender equality targets for total population and leadership
- remuneration policy to reflect gender equality principles
- gender pay audits
- education and training for all employees, with a focus on leaders, in relation to workplace sexual harassment
- recruitment initiatives such as blind recruitment trials and 50/50 targets for graduate recruitment
- gender review on succession plans, performance outcomes, promotions and transfers

- partnerships with universities and technical schools to promote women in Science, Technology, Engineering and Mathematics (STEM), mentoring programs and scholarships
- member of and key contributor to Pride in Water, an industry-wide initiative to support LGBTIQ+ colleagues, families and friends
- targets for women in leadership at all levels of the organisation
- annual diversity and inclusion surveys.

Our GEAP aligns to our existing Diversity and Inclusion Framework and Plan. Our Diversity and Inclusion vision is **that we celebrate diversity and commit to fostering an inclusive work environment where everyone is valued, respected and engaged.** The diversity and inclusion work

covers six focus areas: gender, culturally and linguistic diversity, LGBTIQ+, accessibility, First Nations and life stage. The GEAP also aligns to our more recently developed Safe, Inclusive and Respectful Workplace framework and program.

This four-year plan outlines our ongoing commitment to meet and exceed the requirements of the *Gender Equality Act 2020*. It addresses the seven workplace gender equality indicators that represent the key areas where workplace gender inequality persists and where progress towards gender equality must be demonstrated.

Creating our plan

Understanding where we are at – Gender Equality Audit

The investment we have made to date towards gender equality has given us a strong foundation; however, we know we still have work to do.

The Gender Equality Audit conducted in July 2021 identified where we are doing well and where we need to invest further to continue to progress with impact. The audit was underpinned by the seven Workplace Gender Equality Indicators set out by the Commission for Gender Equality and it provides the baseline data for this plan.

The workplace gender equality indicators are:

- gender pay equity
- gender composition at all levels of the workforce
- gender composition of governing bodies
- workplace sexual harassment
- recruitment and promotion
- gendered work segregation
- leave and flexibility.

In creating our plan, we have also considered the gender equality principles outlined in section 6 of the *Gender Equality Act 2020* and have used them to inform our GEAP.

We recognise that gender inequality can be compounded by other forms of discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, sexual orientation

and other attributes. The audit highlighted that our data on intersectional gender inequality is limited, so we have identified this as a key enabling strategy in our plan. We are committed to exploring how to apply an intersectional lens so that we can better understand and identify barriers that intersectional inequality creates and include this focus in our GEAP.

We also acknowledge that to make systemic change we must build knowledge, attitudes and behaviours across our business and that everyone has a role to play. Our second enabling strategy to enact our plan is to put in place the right governance and embed the GEAP targets and actions into our business planning processes, so that it ultimately becomes ‘the way we do things around here’.

Audit results

Seventy per cent of our workforce completed the Gender Equality survey and, overall, the results are strong. GWW is doing well on four of the seven indicators, namely gender composition at all levels, gender composition of board, workplace sexual harassment, and recruitment and promotion. The remaining three indicators - gender pay equity, leave and

flexibility, and gender workforce segregation - have been identified as needing work.

The audit results show that we have good diversity across some of our key areas, with improvements needed in others. Our aim is to be as diverse as the community we serve. We know that diversity will result in better outcomes for our people, customers and community.

Diversity and Inclusion Census

Conducted in July 2021



70%
participation
rate



631
responses

Our customer and community statistics

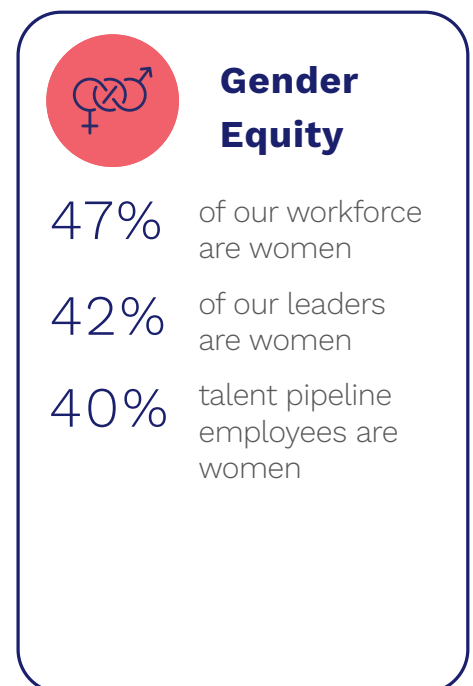
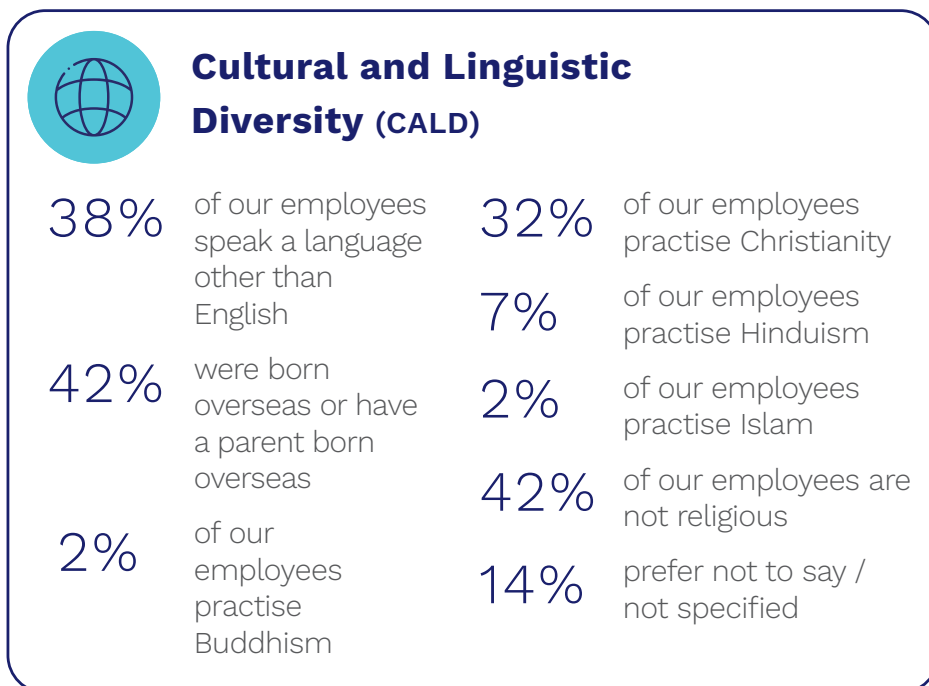
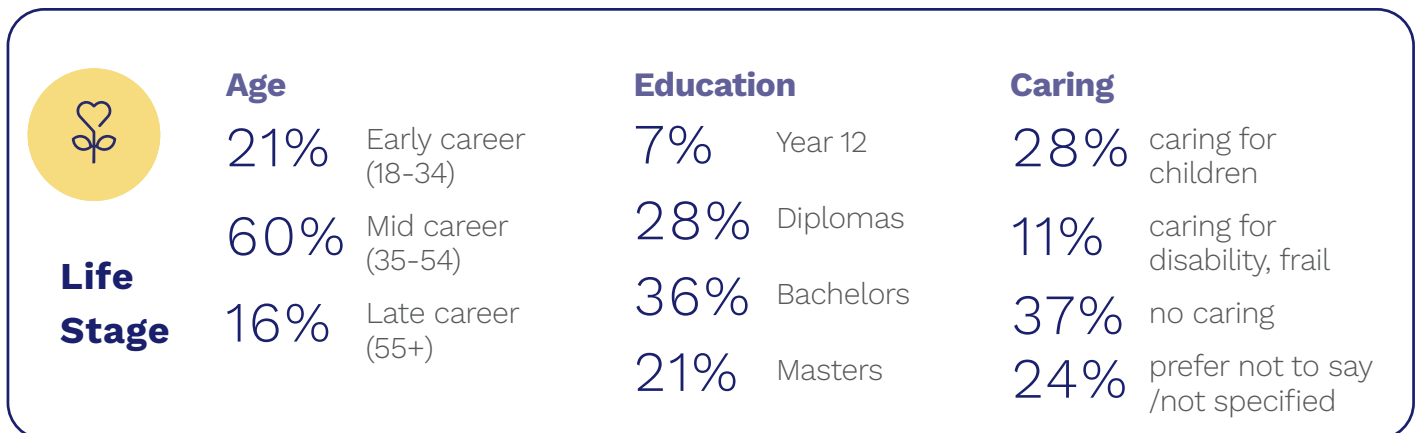


130+
cultural
groups

Languages other than English are spoken at **42%** of households, compared to 38% for Greater Melbourne and 28% for Victoria. Similarly, around **46%** of total residents within GWW's service area were born overseas, compared to around 40% for Greater Melbourne and 28% for Victoria.

Around **0.54%** of residents within GWW's service area identify as First Nations people. This is consistent with Greater Melbourne, however, it is below the Victorian average.

GWW employee statistics



Informing our plan - Workplace gender equality audit results

The following provides an overview of our results from the audit across the seven workplace gender equality indicators, and highlights the insights that we have converted into our plan.

Workplace Gender Equality Indicator 1: Gender composition at all levels of the organisation

Women are often underrepresented in leadership roles and overrepresented in lower-level roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels. The proportion of women in leadership roles has increased since the WGEA data collection began, but progress towards gender balance in leadership, particularly in the most senior roles, remains slow. The representation of women in leadership declines with seniority. In 2020-21, fewer than one in five CEOs or business

leaders are women (19.4 per cent), a small increase from 18.3 per cent in 2020. Overall, two in five managers are women. Only one in four organisations (24 per cent) has a gender-balanced leadership team (40-60 per cent females in senior leadership roles).

By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into senior roles.

Our target is 45-55 per cent women at all employment levels.

Our audit results show we that we have met our targets for all levels except level 3, and the related employee experience results are positive.

Key outcome number 1 in our plan includes a focus on uplifting representation of women at level 3 through building a talent pipeline and targeted career and development opportunities.

Key outcomes number 3 and 4 will focus on an increased percentage of men working more flexibly, including more men in part-time roles.

Table 1. Gender composition across all levels by employment type results

GWW result	Count	Women	Men	Findings
Organisation Level 4 (Team Member)				
Full-time ongoing (permanent)	436	39%	61%	The gender composition at organisation level 4 is 47% women. The overall composition is bolstered by women in part-time roles and fixed term at 69% (101 women). Women in full-time permanent roles (174 women and 264 men) at 39% is an area for improvement, and an increase in men in part-time roles
Full-time contract (fixed term)	50	60%	40%	
Part-time ongoing (permanent)	74	82%	18%	
Part-time contract (fixed term)	13	77%	23%	
Organisation Level 3 (Team Leader or Specialist)				
Full-time ongoing (permanent)	95	35%	65%	The gender composition at organisation level 3 is 40% women. Women in full-time roles (34 women and 67 men) at 34% is an area for improvement and an opportunity to increase the number of men in part-time roles
Full-time contract (fixed term)	6	17%	83%	
Part-time ongoing (permanent)	8	88%	12%	
Part-time contract (fixed term)	4	100%	0%	
Organisation Level 2 (Senior Leader)				
Full-time ongoing (permanent)	53	43%	57%	The gender composition at organisation level 2 is 48% women
Full-time contract (fixed term)	6	67%	33%	
Part-time ongoing (permanent)	0	0%	0%	
Part-time contract (fixed term)	2	100%	0%	
Organisation Level 0 and 1 (Executive)				
Full-time contract (fixed term)	9	56%	44%	

Table 2. Employee experience data – gender composition

GWW Employee experience survey questions	% Agree by gender			% Agree Total
	Women	Men	Undeclared	
<i>There is a positive culture within my organisation in relation to employees of different sexes/genders</i>	87%	89%	94%	88%
<i>There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander</i>	86%	84%	88%	85%
<i>There is a positive culture within my organisation in relation to employees from varied cultural backgrounds</i>	86%	87%	88%	87%
<i>There is a positive culture within my organisation in relation to employees who identify as LGBTIQ</i>	81%	80%	88%	81%
<i>There is a positive culture within my organisation in relation to employees with disability</i>	77%	81%	82%	79%

Workplace Gender Equality Indicator 2: Gender composition of governing bodies

Latest results from the Workplace Gender Equality Agency (WGEA) 2020-21 dataset show that only one in five boards have gender-balanced representation (18.7 per cent) and more than one in five boards (22 per cent) still have no women.

As boards, councils, committees of management and other governing bodies make important decisions about finances and strategy, it's important that they

have diverse voices at the table. The Victorian Government has made a commitment that at least 50 per cent of all new appointments to courts and paid government boards will be women. Consistently collecting and reporting this data will help ensure more gender-balanced boardrooms.

GWW's board has 67 per cent representation of women, exceeding our target of 45-55

per cent and leading across the water sector and public sector. We are excited that our board is diverse and we believe by highlighting and celebrating this we are demonstrating our commitment to gender equality.

The focus for this indicator in our GEAP is under **Key outcome number 1** to review our strategic committees to ensure gender diversity and apply an intersectionality lens.

Table 3. Gender composition of GWW board

GWW result	Count	Women	Men	Findings
Board Chair	1	0%	100%	The representation of women across our board exceeds our target range for women in leadership (45-55%) and is leading across the water industry and the public sector more broadly
Board members	9	67%	33%	

Workplace Gender Equality Indicator 3: Gender pay equity

Currently, Australia’s national gender pay gap is 13.8 per cent (WGEA 2022).

The data shows women typically earn about \$25,000 per year less than men.

The pay gap is not a measure of whether women earn less than men for the same job – that is pay equality and is a legal requirement. It’s an indicator of women’s overall position in the workforce, representing how they and their work are valued. The gender pay gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By

collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.

There is a clear correlation between GWW’s gender pay gap and the workforce segregation results. The workforce segregation shows we have 27 per cent women in our engineering/technical roles and 39 per cent women in technology roles, compared to 76 per cent women in the contact centre. Technology roles attract higher fixed remuneration than other functions, along with engineering and project management. These are considered ‘hot jobs’ in the market at present and are driving up remuneration. These roles

attract a high volume of male candidates, despite search and selection processes to address this.

The other driver of the gap is the technical and field-based workforce. These roles attract a higher variable pay such as overtime and a broad range of allowances that are not available to other roles within the classification. We also experience difficulty attracting women into our technical and field-based workforces.

Key outcome number 2 in our plan is to improve the economic security of women, with one key action to reduce the gender pay gap at GWW.

Table 4. Gender pay gap results

GWW result	Count	Average base salary gap	Average total remuneration gap	Findings
Overall gender pay gap	761	11.9%	16.9%	Our primary imbalance is caused by fixed remuneration packaging of overtime, allowances, vehicles, salary sacrificing etc.

Workplace Gender Equality Indicator 4: Workplace sexual harassment

Sexual harassment can be a symptom of gender inequality and most often, but not always, affects women. Sexual harassment is against the law. It causes financial, psychological and physical harm to victim survivors and has a significant economic cost to organisations and the community. Often victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals,

lack of confidence in the reporting system and a limited understanding of what sexual harassment is.

GWW has had no formal complaints of sexual harassment during the past 12 months and the employee experience data indicates we are in a good position in terms of how people experience GWW as a respectful workplace. However, we will take further action to improve our

employee experience so that we have a greater percentage of all genders responding positively to the question, 'I feel safe to challenge inappropriate behaviour at work'. We will also set targets to build employee confidence that we will take steps to eliminate bullying, harassment and discrimination.

We have put in place a number of tactics to address this in **Key outcome number 4** in our GEAP.

Table 5. Employee experience data - Workplace sexual harassment

GWW Employee experience survey questions	% Agree by gender			% Agree Total
	Women	Men	Undeclared	
<i>I feel safe to challenge inappropriate behaviour at work</i>	75%	80%	82%	78%
<i>My organisation takes steps to eliminate bullying, harassment and discrimination</i>	72%	73%	94%	73%
<i>My organisation encourages respectful workplace behaviours</i>	89%	87%	100%	88%

Workplace Gender Equality Indicator 5: Recruitment and promotion

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such

as women with disability and older women.

Data on recruitment and promotion outcomes can show where women's careers are stalling and help identify strategies to create more equal opportunities.

Our recruitment and promotion data has been positive for the last financial year. However, we were unable

to get further insight from an intersectionality perspective due to low numbers of people in specific demographics.

Further data analysis shown in Table 8 identified that our women at organisational level 3 had a significantly different experience to men regarding promotion and development opportunities, so we will address this in our actions outlined in **Key outcomes 1 and 3** in our GEAP.

Table 6. Recruitment and promotion by gender

GWG result	Count	Women	Men	Areas for improvement
Recruitment	139	56%	44%	139 new employees were recruited in the past financial year with a reasonable balance of gender (79 women and 60 men).
Number of promotions by gender	25	60%	40%	25 existing employees were promoted in the past financial year with a representative balance of gender (15 women and 10 men) based on our aspiration to increase the number of women across our total workforce

Table 7. Employee experience data – Recruitment and promotion

GWW Employee experience survey questions	% Agree by gender			% Agree Total
	Women	Men	Undeclared	
<i>My organisation makes fair recruitment and promotion decisions, based on merit</i>	61%	56%	41%	58%
<i>I feel I have an equal chance at promotion in my organisation</i>	64%	65%	59%	64%
<i>Gender is not a barrier to success in my organisation</i>	88%	81%	82%	84%
<i>Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation</i>	82%	77%	71%	79%
<i>Cultural background is not a barrier to success in my organisation</i>	83%	81%	82%	82%
<i>Sexual orientation is not a barrier to success in my organisation</i>	85%	82%	88%	84%
<i>Disability is not a barrier to success in my organisation</i>	78%	79%	94%	79%
<i>Age is not a barrier to success in my organisation</i>	76%	76%	71%	76%

Table 8. Employee experience data – Recruitment and promotion - Organisational Level 3 participants

GWW Employee experience survey questions	% Agree by gender	
	Women	Men
<i>I feel I have an equal chance at promotion in my organisation</i>	67%	81%
<i>There are adequate opportunities for me to develop my skills and experience at Greater Western Water</i>	59%	72%
<i>I am satisfied with the way my learning and development needs have been addressed</i>	52%	72%

Workplace Gender Equality Indicator 6: Leave and flexibility

Flexible working arrangements and leave entitlements (including parental leave) help Victorians of all genders balance paid work with other responsibilities. However, structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part-time and taking longer parental leave. On average women do nearly twice as much unpaid work as men.

Since March 2019, due to the COVID-19 pandemic, our workforce has predominantly been working from home, unless it has been unsafe for them to do so or they are part of our

field workforce. In 2020, we established new flexibility and connection principles which are currently under review given the ongoing pandemic, and we are taking a gender and intersectionality lens in this review process.

Part-time arrangements

Across the board/executive and senior leader levels there are only three women and two men accessing part-time working arrangements and at the team leader level there are five women and one man. The inequity comes into play in our organisation level 4 (team member), where of the 66 part-

time work arrangements in place, only 10 are accessed by men.

Parental leave

In the last 12 months, 23 employees took parental leave with slightly more men accessing leave than women (52 per cent to 48 per cent).

On reviewing the leave and flexibility audit results above, and the Employee Experience data in Table 9 below, we have created **Key outcome number 4**, to achieve greater gender diverse uptake across the full range of flexibility options at GWW and to increase the average amount of parental leave taken by men.

Table 9. Employee experience data – Leave and flexibility

GWW Employee experience survey questions	% Agree by gender			% Agree Total
	Women	Men	Undeclared	
<i>My organisation would support me if I needed to take family violence leave</i>	90%	82%	94%	86%
<i>I am confident that if I requested a flexible work arrangement, it would be given due consideration</i>	89%	86%	94%	87%
<i>My organisation supports employees with family or other caring responsibilities, regardless of gender</i>	81%	83%	76%	82%
<i>I have the flexibility I need to manage my work and non-work activities and responsibilities</i>	83%	87%	94%	85%
<i>Using flexible work arrangements is not a barrier to success in my organisation</i>	78%	76%	82%	77%
<i>Having caring responsibilities is not a barrier to success in my organisation</i>	79%	76%	88%	78%
<i>Having family responsibilities is not a barrier to success in my organisation</i>	78%	79%	82%	79%

Workplace Gender Equality Indicator 7: Gender workforce segregation

Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women.

Women make up a higher proportion of certain occupations

and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working

arrangements.

Key outcome number 3 in our plan is to achieve greater gender diversity across customer, operational, field and STEM functions.

Table 10. Gender workforce segregation

GWW result	Count	Women	Men	Findings
Senior Leaders and Executives	70	47%	53%	
STEM > Technology	123	39%	61%	Overall workforce by STEM occupation codes is 32% (102 women and 218 men) This result is reflective of societal gendered norms and stereotypes, that is, the types of work that are traditionally held by men and women
STEM > Engineering	197	27%	73%	
Contact Centre	176	76%	24%	Overall workforce by Contact Centre occupation codes is 76% (133 women and 43 men). This result is reflective of societal gendered norms and stereotypes, that is, the types of work that are traditionally held by men and women
All others	195	46%	54%	

Table 11. Employee experience data – Gendered segregation

GWW Employee experience survey questions	% Agree by gender			Total
	Women	Men	Undeclared	
<i>My organisation uses inclusive and respectful images and language</i>	90%	84%	100%	87%
<i>In my workgroup work is allocated fairly, regardless of gender</i>	85%	86%	88%	86%

Consultation and engagement

In developing this plan we conducted meaningful consultation within and outside our organisation, including the following activities:

- Employee consultation sessions (optional to attend), and draft GEAP posted on the intranet for all employee feedback
- All employee communication and engagement through regular updates on the Yammer channel and online newsletter
- Internal Steering Committee input with diverse representatives (intersectionality representation) and two executive sponsors
- One-on-one interviews with employees for whom gender inequality may be compounded by other forms of disadvantage or discrimination
- Consultation with the People, Culture and Safety Leadership team and the Executive Leadership Team
- Consultation with the Staff Employee Consultative Committee (two rounds) and the relevant trade unions
- Engagement with the Commission for Gender Equality in the Public Sector, defined entities and water sector partners
- All employee communication at the International Women's Day event 8th March 2022
- Consultation with our GWW governing bodies, the Culture, Community and Wellbeing Committee and the Board.

The Plan

This is the GWW four-year Gender Equality Action Plan.

Key outcomes

Based on the audit results and gender equality principles, we have identified four key outcomes for GWW to address the seven workplace gender equality indicators (WGEIs).

1	2	3	4
We will achieve and retain gender equality in leadership across all levels	We will improve economic security for women	We will achieve greater gender diversity in customer, operational, field and STEM functions	We will build a safe, respectful workplace that promotes gender equality and challenges discrimination
WGEIs 1, 2, 5	WGEI 3	WGEIs 5, 7	WGEIs 4, 6

Strategies:

- Build the talent pipeline to achieve level 3 women leaders target of 45-55%
- Expand on existing targeted learning and career development opportunities for women's talent growth and retention
- Review strategic committees to achieve gender diversity
- Review and improve attraction, recruitment and promotion strategies with a gender equality and intersectionality focus
- Conduct Gender Impact Assessments (GIAs) as per the Commission for Gender Equality in the Public Sector (CGEPS) requirements

Strategies:

- Identify where gender pay gaps exist and reduce the gap
- Establish the process for ongoing pay equity reviews
- Support and advise on implementation of social procurement principles for gender equality

Strategies:

- Identify and mitigate barriers to gender balance in customer, operational, field and STEM roles
- Implement targeted attraction, recruitment and promotion strategies
- Leverage existing partnerships and build new strategic partnerships to achieve gender diversity targets in underrepresented areas

Strategies:

- Expand on the GWW prevention of sexual harassment and discrimination strategies and tools
- Improve the process for reporting and responding to sexual harassment and discrimination with a victim-centric focus
- Ongoing review and promotion of the flexibility and connection framework to drive gender diverse uptake across the full range of flexibility options

Key enablers

Policy and process review and update | Capability uplift | Partnerships and programs | Engagement and communications | Improved data and reporting | Business ownership and accountability

Applying intersectionality across and within our plan

We are committed to identifying where gender inequality can be compounded by other forms of discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, sexual orientation and other attributes. We will use our key enablers to consistently

apply an intersectional lens so that we can better understand, identify and address barriers that intersectional inequality creates. Through our policies, processes, training, partnerships, engagement with our people, data, and our governance, we will address intersectionality.

We have also built applying an intersectionality focus within our plan, throughout our strategies and actions, and using this two faceted approach we will progress gender equality and the complex challenges that intersectionality brings.

Key enabling strategies for the effective implementation of the GEAP

To deliver our four key outcomes above, we have identified two enabling strategies:

A/ Governance - Establish an effective accountability and embedding process to progress gender equality at GWW	Timing				Responsibility
	21-22	22-23	23-24	24-25	
1. Formalise governance and accountability for the GEAP, refine measures for the GEAP and set clear roles and responsibilities which are documented and communicated					DEI, GE Steerco
2. Build GEAP annual implementation plans to deliver each of the four key outcomes, aligned to existing related plans and timelines					DEI, GE Steerco
3. Incorporate functional-specific GEAP targets and actions into functional business plans (as identified through implementation of the GEAP)					DEI, GE Steerco, ELT, S&P, SLT
4. Explore the introduction of at least one diversity, equity and inclusion metric in performance reviews for all people leaders					DEI, GE Steerco, ELT, PCSLT
5. Build a communication plan to deliver six-monthly updates of GEAP implementation progress					DEI, Steerco, PCS

B/ Data collection and reporting - Strengthen workplace gender equality data collection and reporting, with a focus on intersectionality, to uncover inequality and lead ongoing initiatives	Timing				Responsibility
	21-22	22-23	23-24	24-25	
1. Review existing gender equality reporting process and cadence, and build an iterative plan to improve this based on GEAP outcome requirements					DEI, GE Steerco
2. Create a plan for improving the collection of intersectional data in a safe and considered way to increase our ability to identify intersectional gender equality areas for improvement					DEI, GE Steerco, HR Services
3. Create a plan to build an improved people data dashboard to measure and track gender inequality, accessible for all leaders, and implement with a phased rollout to improve year on year					DEI, GE Steerco, ITDig, HR Services

DEI - Diversity, Equity and Inclusion advisor

DISC - Diversity and Inclusion Steering Committee

EE - Employee Experience team

ELT - Executive Leadership Team

GE Steerco – Gender Equality Steering Committee

HR Services – Human Resources Services team

HSW – Health Safety and Wellbeing team

ITDig – Information Technology and Digital team

OC - Organisational Capability team

PCS – People Culture and Safety team

PCSLT – People Culture and Safety Leadership Team

SHRBPs - Strategic Human Resources Business Partners

SIRW – Safe Inclusive and Respectful Workplace team

SLT - Senior Leadership Team

Strategies and measures

The following outlines the strategies, actions and measures to deliver the four key outcomes

Strategies - Outcome 1

1/ We will achieve and retain gender equality in leadership across all levels at GWW (WGEI 1,2,5)	Timing				Responsibility
	21-22	22-23	23-24	24-25	
Build talent pipeline to achieve level 3 women leader target of 45-55% (WGEI 1)					
1.1 Build on existing partnerships to create new career pathways, including scholarship programs					DEI, OC, ELT
1.2 Identify barriers for women in level 3 & 4 to progress, develop an action plan and implement advancement strategies to address these					DEI Advisor, SHRBP, ELT
Expand on targeted learning and career development for talent growth and retention (WGEI 1)					
1.3 Review existing targets and establish new gender equality targets for leadership initiatives, and incorporate an intersectionality lens					
1.4 Expand on existing targeted learning and career development programs, to build self-awareness, tactics and confidence for women's advancement					
1.5 Explore opportunities for additional qualitative data including stay conversations, and review and improve the exit interview process to gain insights for ongoing improvement for gender equality (see also 3.4)					HR Services, DEI

1/ We will achieve and retain gender equality in leadership across all levels at GWW (WGEI 1,2,5)	Timing				Responsibility
	21-22	22-23	23-24	24-25	

Review strategic committees to achieve gender diversity (WGEI 2)

1.6 Review gender balance across strategic steering committees with an intersectionality lens, and establish an ongoing process to measure and retain gender balance					DEI, GE Steerco ELT, SLT
1.7 Establish sponsorship for women for AICD program for aspiring directors					DEI, OC

Review and improve attraction, recruitment and promotion strategies with a gender equality and intersectionality focus (WGEI 5)

1.8 Develop and implement a transparent process for acting and secondment opportunities, with a gender and intersectionality lens and include an improved method of tracking and reporting this data					SHRBPs, HR Services, DEI, ELT
1.9 Review and improve the recruitment process, including existing targets, to ensure gender equality and incorporate an intersectionality lens. Develop a sustainable practice and reporting model to ensure effective measurement					HR Services, DEI, ELT
1.10 Build unconscious bias awareness, knowledge and skills for all hiring managers and PC&S, with training and embedding into existing process and toolkits for recruitment					DEI, OC, PCS
1.11 Maintain inclusive language in position descriptions and job ads. Commit to annual audit of PDs and recruitment process.					DEI, HR Services
1.12 Build more opportunities for part-time/job share roles for levels 2 and 3. Equip ELT and level 2 leaders to understand how to design level 2 and 3 roles for part-time.					HR Services, SHRBPs, ELT, SLT

1/ We will achieve and retain gender equality in leadership across all levels at GWW (WGEI 1,2,5)	Timing				Responsibility
	21-22	22-23	23-24	24-25	
Conduct Gender Impact Assessments as per Commission for Gender Equality in the Public Sector (CGEPS) requirements					
1.13 Conduct Gender Impact Assessments when developing new and reviewing any policy, program or service which has direct and significant impact on the public. Build internal capability and ownership ongoing.					DEI, ELT, SLT

Note: Abbreviations - see page 24

Measures – Outcome 1

1/ We will achieve and retain gender equality in leadership across all levels at GWW

Build talent pipeline to achieve level 3 women leader target of 45-55%	Progress <i>Have we done what we said we would do?</i>	Gender targets set and communicated for leadership initiatives Pipeline established
	Impact <i>Have we achieved the change we aimed for?</i>	Gender targets of 45-55% achieved by 2024 (including talent pipeline)
Targeted learning and career development for talent growth and retention	Progress <i>Have we done what we said we would do?</i>	Targeted learning and career development implemented for level 3 and 4 women
	Impact <i>Have we achieved the change we aimed for?</i>	Talent Process (People Day) statistics - gender split of 45-55% achieved Improved employee experience year on year as measured by annual survey
Review strategic committees to achieve gender diversity	Progress <i>Have we done what we said we would do?</i>	Process built, implemented and communicated for gender equality for steering committees
	Impact <i>Have we achieved the change we aimed for?</i>	All strategic steering committees achieved 45-55% gender target (with focus on intersectionality)

1/ We will achieve and retain gender equality in leadership across all levels at GWW

Review and improve attraction, recruitment and promotion strategies with a gender equality and intersectionality focus

Progress

Have we done what we said we would do?

Process created for secondment opportunities, implemented and measured

Unconscious bias training implemented, and impact measured

Impact

Have we achieved the change we aimed for?

Gender targets of 45-55% achieved for all levels of women in leadership

Conduct Gender Impact Assessments as per CGEPS requirements

Progress

Have we done what we said we would do?

Gender Impact Assessments completed

Impact

Have we achieved the change we aimed for?

Gender Impact Assessments completed and endorsed by CGEPS

Strategies - Outcome 2

2/ We will improve economic security for women (WGEI 3)	Timing				Responsibility
	21-22	22-23	23-24	24-25	
Identify where gender pay gaps exist and reduce the gap (WGEI 3)					
2.1 Further analyse existing gender pay equity audit to identify where pay gaps exist, the reason for the gaps (including the allocation of benefits/allowances above base pay level) by gender and through an intersectionality lens					HR Services, DEI, ELT
2.2 Establish a plan to proactively repair gender pay gaps by classification, including establishing gender pay gap targets					HR Services, DEI, ELT, GE Steerco
Implement paid superannuation for parental leave (WGEI 3)					
2.3 Explore and implement paid superannuation for parental leave					HR Services
Establish the process for ongoing gender pay equity (WGEI 3)					
2.4 Review and update the remuneration policy to reflect our principles of gender equality					HR Services, DEI
2.5 Review and update the process for ongoing gender pay equity audits to address issues early as they arise					HR Services, DEI
2.6 Review existing and future pay structures and connect to enterprise agreement cycle					HR Services, SHRBP's, DEI
2.7 Remuneration strategy to be created and implemented, taking into account bias, the impact of long breaks etc					HR Services, DEI
2.8 Explore other cutting edge leave practices and consider implementation					DEI, GE Steerco
Support and advise on implementation of social procurement principles for gender equality (WGEI 3)					
2.9 Partner with procurement to support implementation of social procurement strategy, to advise and support the objective of gender equality					DEI, GE Steerco, PCS, SLT

Note: Abbreviations - see page 24

Measures – Outcome 2

We will measure the success of our actions as follows:

2/ We will improve economic security for women

Identify where gender pay gaps exist and reduce the gender pay gap at GWW	Progress <i>Have we done what we said we would do?</i>	Pay gaps identified and reasons identified Pay Equity Reports submitted to ELT and board Targets and strategies to address gaps identified and in place Progress to close the gap - Target TBC
	Impact <i>Have we achieved the change we aimed for?</i>	Organisation-wide gender pay gap reduced year on year
Implement paid superannuation for parental leave	Progress <i>Have we done what we said we would do?</i>	Paid superannuation implemented
	Impact <i>Have we achieved the change we aimed for?</i>	Paid superannuation implemented
Establish the process for ongoing gender pay equity	Progress <i>Have we done what we said we would do?</i>	Policy updated and embedded Pay Equity Review process and cadence established
	Impact <i>Have we achieved the change we aimed for?</i>	Year-on-year decrease for gender pay gaps
Support and advise on implementation of social procurement principles for gender equality	Progress <i>Have we done what we said we would do?</i>	Regular cadence with Social Procurement team to track progress on gender equality targets
	Impact <i>Have we achieved the change we aimed for?</i>	Year-on-year increase in gender equality spend

Strategies - Outcome 3

3/ We will achieve a greater gender diversity in customer, field and STEM functions - (WGEI 5 & 7)	Timing				Responsibility
	21-22	22-23	23-24	24-25	
Identify and mitigate barriers to gender balance in customer, operational, field and STEM roles (WGEI 7)					
3.1 Conduct a deep dive of the gender diversity in the customer, field and STEM functions, with an intersectionality focus, to identify priorities					HR Services, DEI, GE Steerco
3.2 Develop plans and targets, following 3.1, with the Executive Leadership Team to outline functional actions, accountabilities and build into functional business plans					DEI, ELT
Leverage existing partnerships and build new strategic partnerships to achieve gender diversity targets in underrepresented areas (WGEI 7)					
3.3 Establish new partnerships to introduce scholarships, sponsorships and traineeship programs					DEI, GE Steerco, OC
3.4 Expand on traineeships for women in field roles, including collaboration with delivery partners, following 3.1 and 3.2, and establish an annual target					DEI, GE Steerco, ELT, OC
Targeted recruitment and promotion strategies (WGEI 5)					
3.5 Review and implement options for targeted recruitment to increase gender diversity in customer, operations, field and STEM roles including job redesign, strategies to attract gender diverse candidates. Introduce data tracking and reporting to measure success of strategies.					HR Services

Note: Abbreviations - see page 24

Measures – Outcome 3

3/ We will achieve a greater gender diversity in customer, field and STEM functions

Identify and mitigate barriers to gender balance in customer, operational, field and STEM roles

Progress

Have we done what we said we would do?

Barriers identified and plans in place to address barriers

Impact

Have we achieved the change we aimed for?

Targets for Increase in women in technology to achieve 45-55%

Women in engineering to 39-45%

Gender diversity in field and customer roles target TBC reliant on actions 3.1 and 3.2

Implement targeted attraction, recruitment and promotion strategies

Progress

Have we done what we said we would do?

Targeted attraction and recruitment implemented, and success measured

Impact

Have we achieved the change we aimed for?

Increase in women in technology to achieve 45-55%

Women in engineering to 39-45%

Gender diversity in field and customer roles target TBC reliant on actions 3.1 and 3.2

Leverage existing partnerships and build new strategic partnerships to achieve gender diversity targets in underrepresented areas

Progress

Have we done what we said we would do?

Partnerships and sponsorships established

Impact

Have we achieved the change we aimed for?

Increase in women in technology to achieve 45-55%

Women in engineering to 39-45%

Gender diversity in field and customer roles target TBC reliant on actions 3.1 and 3.2

Strategies - Outcome 4

4/ We will build a safe, inclusive and respectful workplace that promotes gender equality and challenges discrimination (WGEI 4 & 6)	Timing				Responsibility
	21-22	22-23	23-24	24-25	

Expand on the GWW prevention of sexual harassment and discrimination strategies and tools (WGEI 4)

4.1 Align GEAP actions to the existing safe, inclusive and respectful workplace program to ensure effective resourcing and delivery					SIRW Project Team, D&I
4.2 Implement 'If you see something say something' campaign including comms and training.					SIRW Project Team, OC
4.3 Review existing core EEO and Bullying and Sexual Harassment policy, compulsory elearning modules and materials for quality and impact and to ensure content is up to date and relevant					SIRW Project Team, HR Services,
4.4 Build on existing toolkit for managers/PC&S on how to respond to complaints about inappropriate behaviour, including sexual harassment and review to ensure victim-centric approach					SIRW Project Team, OC
4.5 Continue to raise awareness of gender inequality and discrimination through key events, such as International Women's Day.					DEI, DISC

Improved process for reporting and responding to sexual harassment and discrimination (WGEI 4)

4.6 Continue to collect and report data on sexual harassment complaints and implement continuous improvement opportunities to collect intersectional data					HR Services, DEI, HSW, SIRW Project Team
4.7 Investigate improved process and options to leverage existing technology for anonymous reporting of complaints, including The Bridge and StopLine					SIRW Project Team, HR Services, HSW

4/ We will build a safe, inclusive and respectful workplace that promotes gender equality and challenges discrimination (WGEI 4 & 6)	Timing				Responsibility
	21-22	22-23	23-24	24-25	
4.8 Review reporting content and process to senior management and board					SIRW Project Team, HR Services
Ongoing review and promotion of flexibility and connection framework to enable gender diverse uptake across the full range of leave and flexibility options (WGEI 6)					
4.9 Progress and implement gender neutral parental leave policy and action a campaign to promote this, with a focus to increase uptake by men					HR Services, DEI, SIRW Project Team
4.10 Review data collection and reporting process to ensure identification of areas for improvement for gender diverse uptake across full range of flexibility work options. Apply an intersectionality lens.					HR Services, DEI, SIRW Project Team
4.11 Establish cadence for ongoing education and promotion of connection and flexibility offerings to increase awareness and uptake across all genders, with an intersectionality lens.					DEI, EE, SIRW Project Team, OC
4.12 Build knowledge and skills to better equip individuals and managers to hold conversations for flexible/part-time work arrangements across all genders					DEI, EE, ELT
4.13 Explore potential barriers to men accessing part-time/flexible work arrangements and implement actions to make it culturally safe for men to access full range of flexible work options					DEI, EE

Note: Abbreviations - see page 24

Measures – Outcome 4

4/ We will build a safe, inclusive and respectful workplace that promotes gender equality and challenges discrimination

Expand on the GWW prevention of sexual harassment and discrimination strategies and tools	Progress <i>Have we done what we said we would do?</i>	Actions implemented in line with the Safe, Inclusive and Respectful Workplaces program
	Impact <i>Have we achieved the change we aimed for?</i>	Increase in the result to the survey question, <i>My organisation takes steps to eliminate bullying, harassment and discrimination</i> (increase to minimum 82%)
Improved process for reporting and responding to sexual harassment and discrimination	Progress <i>Have we done what we said we would do?</i>	Reporting process reviewed and feedback incorporated for content and cadence of reporting
	Impact <i>Have we achieved the change we aimed for?</i>	Increase in the result to the survey question, <i>I feel safe to challenge inappropriate behaviour at work</i> (increase to minimum 85%) And
Ongoing review and promotion of flexibility and connection framework to enable gender diverse uptake across the full range of flexibility options	Progress <i>Have we done what we said we would do?</i>	Gender neutral policies completed and communicated Increase in duration of parental leave accessed by men year on year
	Impact <i>Have we achieved the change we aimed for?</i>	Reliant on actions 4.11 and 4.12 to set and assess targets Increase uptake year on year of men accessing flexible work arrangements

How we will achieve our plan - resourcing

This work will need ongoing investment to deliver, track, measure and report on this plan. We commit to the success of the plan through the allocation of the following resources:

	Resource	Established	To be established	Notes
1	1 FTE – Strategic Advisor DEI (utilising 35% on GEAP ongoing)			This role reports to the Chief People Officer
2	1 part-time DEI role (30% of time to GEAP)			To be recruited by end 2022
3	Gender Equality Steering Committee – to govern the GEAP			This group has two executive sponsors
4	Project Team - Safe Inclusive and Respectful Workplace – to undertake aligned work in the GEAP			
5	Reconciliation Action Plan Working Group – to support aligned work			
6	6.1 Budget for existing core training on bullying and sexual harassment for all employees (includes annual refresher)			This is in place year on year
	6.2 Time to complete training above			As above
7	Budget for new training and sponsorships			
8	Budget - subscription to Diversity Council of Australia (Annual)			
9	Budget for partnership to build an accessibility inclusion plan			Commence 2022
10	Budget for external subject matter expertise			As required to deliver the plan - this work has commenced to support our Gender Impact Assessment work

We will also continue to collaborate with Vic Water and the wider Victorian Water sector to share information and resources and identify further opportunities to partner on projects, initiatives, and campaigns to prevent and respond to sexual harassment and address gender inequality.

References

Australian Human Rights Commission, Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces, 2020

Commission for Gender Equality: <https://www.genderequalitycommission.vic.gov.au/>

UN Women: <https://www.unwomen.org/en>

UNSW Gendered Violence Research Network:

<https://www.unsw.edu.au/arts-design-architecture/our-research/research-centres-institutes/research-networks-clusters-labs/gendered-violence-research-network>

Victoria Equal Opportunity and Human Rights Commission:

<https://www.humanrights.vic.gov.au/>

Workplace Gender Equality Agency: <https://www.wgea.gov.au/>

World Economic Forum Global Gender Gap Report 2021:

https://www3.weforum.org/docs/WEF_GGGR_2021.pdf



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