

Gender Equality Action Plan

2022-2025





Contents



Message from Managing Director	4
Acknowledgement	5
Our baseline audit	6
Additional data to support our result	8
Meaningful consultation and engagement	10
Embedding gender equity	13
Embedding intersectionality principles	13
Our forward plan	14
Our framework to promote gender equity	14
Gender Equity Maturity Model	16
Our Strategies and measures	18
Our focus areas	19
Appendix A: Indicators and deliverables	22
Appendix B: Measurement	46
Appendix C: Definitions	48
Appendix D: Relevant Legislations	49
Appendix E: Gender Equity Audit Data	50
Appendix F: Culture & Engagement Survey Results 2021 - Employee Experience Snapshot	56

Message from Managing Director

At Melbourne Water, we are committed to promoting gender equity principles and practices that align with our values of Care, Courage and Integrity. Through diversity, we are able to draw on varied perspectives, skills and experiences to help us solve complex issues.

At Melbourne Water:

- **We treat each other with respect and empathy**
- **We challenge the status quo and find ways to continuously improve**
- **We are accountable for our commitments, words and actions.**

To respond effectively to our changing work and environment, Melbourne Water has developed a four-year Gender Equality Action Plan (GEAP) that will help us meet future challenges, deliver innovative solutions for our community and improve service delivery. The GEAP is part of the broader *Diversity and Inclusion Strategy 2020–2025*.

The GEAP provides a framework with actionable and measurable deliverables to achieve an inclusive and gender equitable workplace for everyone.

We are strengthening our commitment and will invest in key actions that will deliver on focus areas, including:

- Gender-equal representation and employee experience with a focus on intersectionality, especially in areas of engineering, information technology and plant operations roles
- New Normal Ways of Working – embedding flexibility that is inclusive and drives productivity
- Raising awareness and building the competency of our leaders in gender inclusive practices, promoting respectful behaviours and prioritising our people's safety and wellbeing
- Continuing our good progress towards achieving gender equality.

We understand the significant disruptions resulting from COVID-19 and working from home, and the more pronounced impacts, particularly on women. We recognise the need for a gender-equal pandemic recovery and we aim to identify these impacts and develop strategies to mitigate gender inequity that may arise.

As part of our ongoing commitment to embed gender equity in how we operate, we will devote appropriate resources to the implementation, monitoring and evaluation of actions, and support our leaders to drive gender equity and inclusion. A robust approach to implementation, reporting and governance will ensure accountability for delivery against our targets and objectives.

I am proud to launch the Melbourne Water Gender Equality Action Plan 2022-2025



A handwritten signature in black ink that reads "Nerina Di Lorenzo".

Nerina Di Lorenzo
Managing Director.

Acknowledgement

Melbourne Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land and water on which all Australians rely. We pay our respects to Bunurong, Gunaikurnai, Taungurung, Wadawurrung and Wurundjeri Woi-wurrung, their Elders past, present and future as Traditional Owners and the custodians of the land and water on which we rely and operate.

We acknowledge and respect the continued cultural, social and spiritual connections of all Aboriginal Victorians, and the broader Aboriginal and Torres Strait Islander community have with lands and waters, and recognise and value their inherent responsibility to care for and protect them for thousands of generations.

We demonstrate our ongoing commitment to reconciliation through our partnerships with Traditional Owners and the broader Aboriginal and Torres Strait Islander communities, as we work together to manage land and water now and into the future, while maintaining and respecting cultural and spiritual connections.



Our baseline audit

At Melbourne Water, we are committed to fostering a diverse and inclusive workplace which strives for gender equity and actively creates opportunities for everyone. Our commitment ensures that our people:

- Feel valued, safe and respected for who they are
- Have a sense of belonging and feel connected to their co-workers and community
- Have equitable access to opportunities to progress their career and develop
- Are empowered to contribute and achieve their full potential.

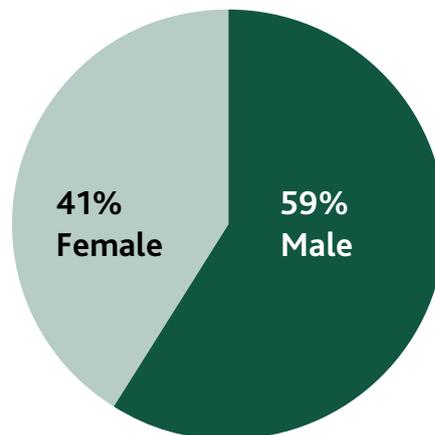
Our audit reveals the following results in Melbourne Water's current status as an equal and inclusive workplace:

90%

of our people strongly agreed that there is a 'positive culture for people of different sexes/genders', 'respectful workplace behaviours are encouraged'.

87%

of senior leaders actively supporting a diverse and inclusive workplace'.



The workforce comprises approximately 41% women, 59% men and 0% self-described (according to Melbourne Water's Human Resource Management System). 41% of those in leadership roles are women. The percentage of women on the Melbourne Water Board was 44%, comprising four women and five men.

Between 1 July 2020 and 30 June 2021:

46% of new starters were women, compared to 54% men.

43% of people who left the organisation were women, compared to 57% men.

90% of the female workforce were in ongoing positions.

40% of women received a promotion, awarded higher duties and internal secondments.

51% of women were granted career development opportunities.

The pay gap between men and women was 2.4% base remuneration and 4.4% total remuneration respectively, with an approximately 5% pay gap at Senior Manager level and 10% at Direct Report level.

Instances of sexual harassment reported anonymously through the culture and engagement survey was 5%. There was a lower uptake of part-time work by men (8%, compared to 34% women). A strength of the organisation is the high support by line managers for employees with family or other caring responsibilities (at 90%).

75%

of women agreed that they felt they had an equal chance at promotion.

The survey findings indicate that 67% of women agreed that the organisation makes fair recruitment and promotion decisions based on merit.

There are many indicators of strong leadership and genuine support for our work to date, which will help us to continue to accelerate our progress in achieving gender equality.

A summary of key workforce data against each gender equality indicator and a snapshot of key culture and engagement survey results related to gender equality is shown in Appendix 3.

Additional work to support our results

To develop the GEAP, Melbourne Water has drawn on the insights gathered from our consultation process to deliver previous Gender Equity Plans first introduced in 2015, as well as a range of engagement tools as listed below.

Our Gender Equity Plan 2015–2017 focused on improving gender balance in leadership and developing a culture that embraces flexible working.

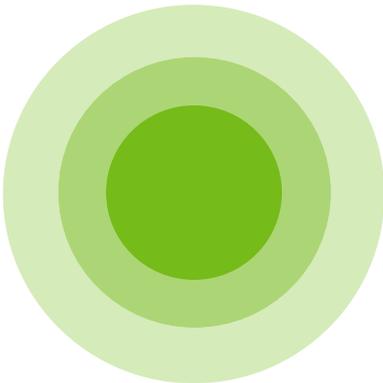
Our second Gender Equity Plan 2018–2020 allowed us to apply an intersectional lens to our programs of work. This plan focused on the experience of and support for employees taking long-term leave, positive outcomes in leadership development opportunities for women and engagement with our diverse community at Melbourne Water.

This Gender Equality Action Plan 2022–2025 will help to deliver a more diverse and inclusive Melbourne Water through influencing how we attract, retain, develop and engage our people, and the ways in which we interact with each other and with the community.

Each of our action plans have involved the following engagement tools to gather insights and data and supported by our policies and guidelines:

- Annual workforce surveys commencing in 2016
- Culture reviews including Culture & Engagement Survey Results 2021 - Employee Experience Snapshot (see Appendix 4)
- Introduction of policies and guidelines to promote flexible work and prevention of sexual harassment and family violence such as:
 - Working from Home procedure (last updated Sept 2020)
 - Job Share Arrangements – Guidelines for implementation
 - Flexible Working Guide – Options by role type
 - Flexible Working Procedure – Managers
 - Flexible Working Procedure – Employees
 - Code of Conduct
 - Respectful Workplace Policy
 - Complaints Resolution Policy
- Interviews with employees to:
 - Understand the experience of employees who access career breaks.
 - Identifying any potential impacts on careers (e.g. parental and carers leave).
 - Understand and improve and mitigate impacts.

We also continue to monitor data on internal movement, promotions and secondments by gender, review parental leave options available to Melbourne Water employees in consideration of best practice initiatives. We will continue to review the process to access parental leave and information available to employees for clarity and ease of uptake.





Meaningful consultation and engagement

The GEAP has been developed in consultation with the Melbourne Water workforce, including our diversity and inclusion employee networks and other stakeholders. Our consultation process reflects the requirements set out under the *Victorian Gender Equality Act 2020* by the Commission for Gender Equality in the Public Sector.

Melbourne Water began the consultation and engagement process by first undertaking a comprehensive gender audit in June and July 2021. The audit allowed us to understand our baseline and identify opportunities for growth and improvement.

The first round of the consultation process consisted of two 90-minute employee GEAP workshops and consultation with the Melbourne Water executive and employees, completed in August 2021.

Melbourne Water employees, including union delegates were invited to participate in the consultation process via a range of communications channels, including employee newsletter, workplace posts and events, emails from the Diversity and Inclusion team and Toolbox talks across the operational parts of the organisation. In addition, information about the consultation process and sessions were communicated to the unions via email encouraging delegate participation.

The employee consultation workshops:

- Were held online, via Microsoft Teams and using Miro as a shared whiteboard space
- Were each attended by participants from a range of different parts of the organisation (including operations, finance and IT)
- Included people from a diverse range of backgrounds, people with disability, LGBTIQ, generational diversity and cultural background and Aboriginal and Torres Strait Islander people to ensure they felt free to share their ideas
- Were conducted using independent facilitators from Where to Research to reduce bias and to maximise safety and open participation.

The workshops consisted of:

- An initial presentation of some of the key statistics from the workplace gender audit
- Three breakout sessions, covering:
 - What employees felt is currently working well about gender inclusion, and what's not working well
 - What employees see as the key outcomes for a successful GEAP
 - Ideas for actions to improve workplace gender equality.



The Board consultation was co-facilitated by Where to Research and Melbourne Water's Manager Diversity & Inclusion. The consultation consisted of a one-hour hybrid in-person/online workshop that included an initial presentation covering key items from the workplace gender audit, and the ideas raised by employees through the earlier workshops.

In February 2022, a second round of consultations were held, where the draft strategies were discussed and actions further refined. The second round series of consultations included two 90-minute sessions open to all employees, two 90-minute consultation sessions with the employee networks, and additional consultations with employees via Teams and phone meetings with the Diversity and Inclusion team.

Employee feedback through formal consultation, surveys and interviews has provided input into the development of Melbourne Water Diversity and Inclusion Strategies and action plans since 2016, enabling co-design and contributing to employee engagement and commitment to building our inclusive workplace culture.

Melbourne Water will continue to engage with our employees through formal consultation and other mechanisms to support a transparent, inclusive and collaborative process to deliver on the GEAP.

Workshop participants highlighted the visible strides the organisation has made in the practical implementation of diversity and inclusion initiatives in recent years. This includes a strong level of understanding of the benefits of diversity, particularly amongst leaders. Workshop participants expressed that there have been significant achievements in the areas of flexible working, gender equity, and cultural and linguistically diverse representation.



Gender Equality Act 2020

Timeline for compliance by 31 March 2022

The following schematic shows the process for developing the GEAP, following the Commission for Gender Equality Public Sector guidelines.



31 March 2021

1. Gender Equality Act 2020 commenced
2. Gender Impact Assessments commenced



April/May

3. Executive Brief and Planning



June/July

4. Workplace Gender Audit
Workforce data and culture survey



August/September

5. Analysis - Workplace gender equity audit and culture survey
6. Consultation - First Round: Board Executives, Employees, ERGs, Union.



October/November

7. Gender Equality Action Plan (GEAP) - Development



1 December

8. Submission - Gender Equity Audit and culture survey results to Commission 1 December 2021
9. Consultation - Second Round: Board Executives, Employees, ERGs, Union.



January/ February 2022

10. Executive and Governing Body Approval - Gender Equality Action Plan finalised



31 March

11. Submission - Submit Gender Equality Action Plan to Commission by 31 March 2022

Embedding gender equity principles

Our commitment to diversity and inclusion stems from our deeper commitment to human rights and equity. The following principles are embedded into our GEAP commitments and Key Performance Indicators (KPI's) to ensure we can meet and exceed our community's expectations, creating a workplace that reflects the values we would like to see in our society.

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

Embedding intersectionality principles

It is vital that we continue to build organisational awareness of intersectionality principles and practices.

We recognise and have seen the benefits of applying an intersectional approach to our practice in gender equality.

Through our culture and engagement surveys and further consultation we have identified some of the barriers to access, inclusion and equity for people who experience intersectional gender inequality, and have developed strategies and measures to address these.

The following principles will be part of leaders' capability in inclusive practice and supported by the organisation and are embedded in our commitments and KPIs.

Melbourne Water will:

- Continue to engage employees through initiatives that build organisational awareness of intersectionality
- Promote understanding of intersectionality and develop an awareness of biases, barriers, disadvantages and discrimination (systemic and individual)
- Continue to review and update imagery and language in internal and external facing publications
- Promote the voices of employees with intersectional attributes on internal forums and in both internal and external media (with their permission)
- Continue to support employee-led networks that provide a safe space for employees who may experience intersectional gender inequality
- Highlight the views of our employees with intersectional attributes (with their permission) to better inform decision-makers of employees experiences and guide their responses
- Continue to conduct meaningful consultation that obtains intersectional perspectives from within the community.

Our forward plan

Our framework to promote gender equity

The Diversity & Inclusion framework underpins all of our action plans including the GEAP and strengthens our commitment to both creating a more diverse and inclusive organisation, further embedding and integrating diversity and inclusion into everything we do, from our relationships with suppliers and stakeholders to how we deliver services for our community and customers.

Our organisation maturity in gender equity and inclusion via successive action plans and initiatives has resulted in,

- More women in leadership
- Better understanding of intersectional gender inequality
- Embedded flexibility and accessibility
- Improved employee experience including LBGTIQ inclusion
- Inclusive leadership

We are continuing to build and harness our inclusive culture as a priority that will drive and contribute to our long-term sustainability and success. An organisation that values everyone's contributions and talents will improve its innovation, collaboration and service delivery.

Gender Equality

Priority Areas



Priority 1:

Continue progress towards inclusion by focusing on balanced representation in teams and roles traditionally predominantly held by different genders.



Priority 2:

Benefits of our New Normal Ways of Working realised, enhancing participation and inclusiveness across the business and removing barriers to a diverse and intersectional workforce.



Priority 3:

Building organisational maturity, awareness and competence on gender equity, preventing and responding to sexual harassment, intersectionality, psychological safety and wellbeing.



Priority 4:

Gender equity seen as a key business and strategic focus, embedded in our policies and practices, and a driver for improved organisational performance, engagement and sustainability.

What Success Looks Like



Inequities Addressed

Equitable access to opportunities to develop and progress career



100% Accessible

Universal design principles and flexibility embedded, enhancing productivity.



Everyone Is Welcome

Have a sense of belonging and feel connected to co-workers and community.



Gender Balanced Leadership

Increased diversity in leadership.



Smart, Caring leaders

People feel valued, safe, included and respected.



Investing In Our People

Are empowered to contribute and achieve their full potential.



Investing In Celebrate Success

Improved wellbeing, productivity, economic and social outcomes.

Gender Equity Diversity and Inclusion Maturity Model

Our Diversity and Inclusion Maturity Models offers a comprehensive view of the progression of an organisation through different stages of maturity. We measure our progress on a five-stage maturity model.

Every year, we are looking to build our maturity and move towards an authentic and embedded stage of gender equality. We recognise that this takes time and concerted effort.

As this GEAP is our third gender equality plan, we are confident that our long-term commitment and the initiatives we have in place enable us to sustain our Aspirational and Strategic goals (level 4) and strive to a state of Authentic and Embedded inclusion (level 5). Melbourne Water's maturity will continue to progress to this level of authentic gender equality by embedding strategies and actions set out in the GEAP.



Quotes from Melbourne Water employees

“ A testament to Melbourne Water. Seen a lot of growth in the gender equity space in Melbourne Water. ”

“ COVID impact on women was very evident in my team, particularly those with younger children. ”

“ You know a business lives and breathes flexibility gender equity and diversity when you see it happening at the most senior levels. ”

“ I have welcomed the (State) Government's direction in gender equity for Boards. There is still room for greater diversity in age and ethnicity to hear new and fresh perspectives. ”

Diversity and Inclusion Maturity Model

Level 1

Compliant

D&I is on the agenda for discussion but no concrete plans are in place to define or achieve desired outcomes beyond those required by regulation. The operating group or business will put additional measures in place to respond to any problems.

Level 2

Aware

Diversity is increasingly recognised as a business benefit and an inclusive culture is acknowledged as key to success. D&I Initiatives are deployed at a local level and monitored to support continuous improvements.

Level 3

Committed & Reflective

Management recognises the business benefits of diversity and can demonstrate that it is implementing D&I strategies designed to create an inclusive work environment.

Level 4

Aspirational & Strategic

D&I is fully Integrated into day-to-day activities. Management is committed to creating an environment that supports D&I and encourages the right behaviours. D&I initiatives reflect local needs and support the success of the operating group of businesses.

Level 5

Authentic & Embedded

D&I is 'how things are done' - It's part of business as usual and embedded in day-to-day activities. D&I drives strategy. The impact on business performance is clear and D&I enhances competitive advantage.

Our focus areas

In addition to our key deliverables as part of the GEAP, Melbourne Water will also look to the following four priority focus areas that align with our *People and Capability Strategy* and *Diversity and Inclusion Strategy 2020–2025*, and to support delivery against Melbourne Water's ultimate goal of enhancing life and liveability.

Each of the four priority areas form the basis of our measurements and actions associated with the GEAP's indicators:



Priority 1

Continue our good progress towards overall organisational gender balance by focussing on female representation in teams and roles traditionally predominantly held by males (including our operational and field roles).



Priority 2

As part of our commitment to demonstrating the benefits of our New Normal Ways of Working, we will work to enhance participation and inclusiveness; we will identify and invest in enablers and remove barriers to a diverse and intersectional workforce.



Priority 3

We will build organisational awareness, competence and maturity on issues of gender, take actions to prevent and eliminate sexual harassment and domestic violence, and enhance understanding of intersectionality and its impacts, prioritising our people's safety and wellbeing.



Priority 4

Gender equity will be seen as a key business and strategic focus, embedded in our policies and practices, and a driver for improved organisational performance, engagement and sustainability. We will build leadership capability ensuring that our culture and day-to-day practices are as inclusive as possible for all employees.

Our Strategies and measures

Melbourne Water's objectives, outcomes and associated strategies and actions per defined indicator can be found in Appendix A. The list of workplace gender equality indicators addressed are outlined below:

Indicator 1: Gender composition of all levels of the workforce

Indicator 2: Gender composition of governing bodies

Indicator 3: Equal remuneration

Indicator 4: Sexual Harassment in the workplace and Family and Domestic Violence

Indicator 5: Recruitment and promotion

Indicator 6: Flexible working arrangements, parenting and caring

Indicator 7: Gendered segregation

Melbourne Water acknowledges the importance of an inclusive culture, where leadership and accountability enable progress in gender equality. Therefore, we have also included two additional indicators to drive progress in these areas:

Indicator 8: Inclusive culture including impacts of COVID

Indicator 9: Leadership and accountability

How we will resource implementation

The Diversity and Inclusion function at Melbourne Water sits within the People and Capability team and is made up of two dedicated permanent ongoing roles including a 1.0 FTE Diversity and Inclusion Manager and 1.0 FTE Diversity and Inclusion Senior Advisor. The Diversity and Inclusion team have an annual budget to support the delivery of the *Diversity and Inclusion Strategy 2020–2025* and plans including the GEAP.

The Diversity and Inclusion Steering Committee (DISC) oversees the implementation of the strategy and plans. The DISC is chaired by the Managing Director and the members include Executive Sponsors of the diversity and inclusion focus areas and leaders from across the business. The Committee meet quarterly prior to the scheduled Board People Safety and Remuneration Committee meetings for 90 minutes.

Melbourne Water's active diversity and inclusion employee networks and working groups are led by more than 40 employees across the business and support an intersectional approach for the implementation of the GEAP. The Diversity and Inclusion team provide support to these groups and together with Executive level sponsors meet approximately between one to four times per quarter. These networks have supported the development of the GEAP, playing an active role in the consultations.

Several actions identified in the GEAP include participation of employees from across the business in activities to raise awareness, knowledge and skill development. Melbourne Water's Organisational Development Team have an annual budget and resources to support delivery of GEAP actions that have a training cost.

A significant number of actions within the GEAP will be delivered by our People and Capability team and we are committing to delivering within our budget and if required we will redirect budget to meet commitments set out in this GEAP.

To ensure our facilities are gender inclusive our facilities team will factor in the requirements and secure budget to meet required standards. We acknowledge that is an area of activity they will require resourcing over the life of the plan and have taken steps to ensure this is embedded in our planning.

The Diversity and Inclusion team at Melbourne Water can drive these actions and will require a specialist to coordinate Gender Impact Assessments across Melbourne Water.

Some actions, such as training, will require an initial intense period of activity to set up and operational team members will have time scheduled to enable participation.

One of our key focus areas in the GEAP is enhancement of our data collecting systems that allow us to perform analysis of intersectionality. Anticipated costs associated with the systems upgrade will be captured within the assigned budget and the design criteria will reflect the needs in relation to enabling reporting intersectional data through the HRIS. Specialist skills to collect, monitor and analyse the relevant data, required to be able to complete annual gender performance reports and benchmarking, will be provided by the Digital Systems & Business Insights Team.

Some actions in the plan that are not entirely new tasks, but are practices that can be integrated into existing actions, such as inclusive recruitment practices. We are confident that the actions can be delivered and have given consideration to the appropriate resources to successfully implement the plan.

A robust approach to implementation, reporting and governance, supported by dedicated resources and budget, will ensure accountability for delivery against our objectives and enable delivery of this GEAP. We commit to embedding this plan, devoting appropriate resources to its implementation and monitoring, evaluating and reporting on our progress to achieve the goals it sets out.



Appendix A

Indicators and deliverables

Indicator 1

Gender composition of all levels of the workforce

Objective 1.1 To achieve gender balance and diversity across the organisation and business units.

Outcome 1.1 Melbourne Water achieves representation which is closely reflective of the Australian community at all levels.

No.	Strategies/Actions	Time	Accountability
1.1.1	Achieve a year-on-year increase in women's representation in underrepresented areas until gender balance is achieved through implementation of a range of attraction, recruitment, and career development and inclusion strategies.	2025	General Managers Business Units
1.1.2	Continue to identify, monitor and address gender imbalance in business units and areas where there is under-representation of Aboriginal and Torres Strait Islander women, women from culturally diverse backgrounds and faiths, women with disability and people who are self-described.	Ongoing from 2022	General Managers Business Units
1.1.3	Determine representation by gender at all levels of business and establish targets for gender balance at organisational and business unit levels, to either retain balance, or address imbalance where there is under-representation of women or men.	2023	General Manger People & Capability

- Metrics**
- Accurate workforce profile established at Melbourne Water
 - Representational targets achieved at an organisational and business unit level
 - Melbourne Water's workforce reflects the diversity in the community

Objective 1.2 Create and implement a digital solution and process to capture gender and intersectional data.

Outcome 1.2 Systems are optimised to accurately capture diversity data.

No.	Strategies/Actions	Time	Accountability
1.2.1	Develop and implement process to capture gender and intersectional data of our employees including disability, LGBTIQ, cultural diversity and faith.	2022	General Manager People & Capability
1.2.2	Create and implement a digital solution to capture gender and intersectional data at point of application, including updating employee records to capture the data.	2023	General Manager People & Capability
1.2.3	Develop and implement a targeted communication campaign to encourage employees to easily and confidentially update their gender and intersectional data so we can build an accurate workforce profile.	2023	General Manager People & Capability

- Metrics**
- System to collect diversity data is integrated into the HR system including recruitment workflow
 - Campaign sees an increase in employee's confidence in sharing personal information on the HR system
 - Year-on-year improvement with all employees sharing diversity demographic data by 2025

Objective 1.3 Develop understanding of our gender diversity at Melbourne Water and identify any equity issues.

Outcome 1.3 Through improved data collection and analysis, Melbourne Water can identify any equity issues impacting women from diverse backgrounds.

No.	Strategies/Actions	Time	Accountability
1.3.1	Identify and report (de-identified) intersectional diversity data across our workforce with insights for measurement and action.	Annual	General Manager People & Capability
1.3.2	Compare intersectionality data from HR system with Culture and Engagement Survey results to identify any differences and barriers to equity and inclusion and formulate actions to address these.	Annual	General Manager People & Capability
1.3.3	Identify and report the number of women with intersecting identities in leadership, for example women with a disability.	Annual	General Manager People & Capability

- Metrics**
- Accurate and comprehensive workplace profile established
 - Gaps in intersectionality data collected from HR system and Culture and Engagement survey are reduced and reflect similar results
 - Any equity issues identified and insights used to develop or strengthen actions

Indicator 2

Gender composition of governing bodies

Objective 2.1 Achieve diversity on our Boards that allows us to better meet challenges and deliver innovative solutions for our community.

Outcome 2.1 The diversity on the Melbourne Water Board is reflective of the community and Board members champion gender equity initiatives.

No.	Strategies/Actions	Time	Accountability
2.1.1	Monitor the representation of women at Board level with the aim of maintaining and promoting gender parity and diversity (44.4% in June 2021) by June 2025.	2025	Board with support from MD and Diversity & Inclusion
2.1.2	Board to actively seek to attract the appointment of an Aboriginal and/or Torres Strait Islander person with experience in the Water Sector (or relevant Board experience).	Ongoing	Board with support from MD and Diversity & Inclusion
2.1.3	Board sponsors and influences initiatives that improve intersectional gender equity outcomes and to further build their knowledge in gender equity, cultural competency and cultural safety.	Ongoing	Board with support from MD and Diversity & Inclusion
2.1.4	Deliver on Board's expectation on gender equity and inclusion at Melbourne Water.	Ongoing	General Manager People & Capability
Metrics	<ul style="list-style-type: none"> • The diversity on the Melbourne Water Board is reflective of the community • The Board champions the commitments to gender equity and inclusion through engagement and sponsorship of actions in this GEAP 		

Indicator 3

Pay Equity Analysis and Economic Security

Objective 3.1 Melbourne Water to develop comprehensive understanding of pay equity gaps and address any imbalance.

Outcomes All employees receive equal pay for equal work of equal value.

No.	Strategies/Actions	Time	Accountability
3.1.1	Establish organisational pay equity targets to reduce overall and like-for-like gaps and organisation-wide gaps, and implement improvements where required.	2023	General Managers
3.1.2	Identify and reduce any pay gaps in Business Units.	2023	General Managers

Metrics

- Gender pay equity targets achieved for in-band and overall gaps for base and total remuneration
- Clear understanding of the causal effects of gender pay gaps

Objective 3.2 Melbourne Water takes steps to understand and take action on policies and practices that help to strengthen the economic security of women.

Outcome 3.2 Increased awareness and understanding of the levers affecting women's economic security and opportunities to strengthen the economic security of women.

No.	Strategies/Actions	Time	Accountability
3.2.1	Explore and consider additional strategies to advance the economic security of women in areas including leave entitlements (including parental and menopause), superannuation, casualisation and job security.	2024	General Managers
3.2.2	Seek to understand our workforce's financial literacy and address any education gaps through wellbeing initiatives (wellbeing team).	2023	General Manager Safety Health Environment & Quality

Metrics

- Economic barriers for women associated with pay equity, career breaks and superannuation are identified, and any gaps reduced

Indicator 4

Sexual harassment in the workplace

Objective 4.1 Maintain and build our inclusive, respectful culture by supporting diversity and gender equity through enterprise-wide action and local leadership.

Outcomes 4.1 Melbourne Water is a safe, inclusive and respectful workplace.

No.	Strategies/Actions	Time	Accountability
4.1.1	Implement Preventing and Responding to Sexual Harassment Plan and complete annual revision every two years.	2023	General Managers and People & Capability
4.1.2	Develop a communication campaign that supports and reinforces a zero-tolerance approach to harassment, discrimination and unfair treatment and sexism.	2022	General Managers and People & Capability
4.1.3	Improve and communicate our issues and complaints process to ensure it is easily accessed and that the response is appropriate and takes into account the needs of employees, including cultural and psychological safety.	2022	General Managers
4.1.4	Develop manager competency to manage concerns and complaints with cultural complexities and sensitivities, and encourage confidence in reporting.	2022	General Managers
4.1.5	Continue to develop skills that enable our gender diverse communities to challenge inappropriate behaviours.	From 2023	General Managers

- Metrics**
- Melbourne Water takes all reasonable steps to reduce, eliminate and prevent incidents of sexual harassment, sexism and sex discrimination and actions are recorded and reported annually
 - Mandatory training provided to all managers and team leaders on family violence and sex-based harassment by 2025
 - Survey results continue to show more than 85% agreement by women that 'At Melbourne Water, engaging in improper conduct (i.e., bullying, sexual harassment) is not tolerated', currently at 87%
 - Survey results show less than 5% of people experiencing sexual harassment in the workplace by 2023, and less than 2% by 2025, currently at 5%

Objective 4.2 Implement education campaign on sexual harassment, sexism and sex discrimination on how to respond to concerns and complaints.

Outcome 4.2 All employees understand their obligations and are confident in preventing sexual harassment.

No.	Strategies/Actions	Time	Accountability
4.2.1	Provide online training for all managers and employees on the elimination and prevention of sex-based harassment every two years and ensure 85% completion rate by 2023 and beyond.	2025	General Managers
4.2.2	Provide regular training and information for Contact Officers and People & Capability on sexual harassment, including how to support and respond to notifications of sexual harassment enquiries and complaints.	Ongoing	General Manager People & Capability
4.2.3	Develop organisational understanding of what sexual harassment is and how its impacts affect different parts of our community, including people who are cultural diversity, generational diversity, LGBTIQ and women with disability.	Ongoing	General Manager People & Capability
4.2.4	Engage experts to talk about masculinity, male engagement, and bystander intervention, building on the initial work presented by JSS on Healthier Masculinity, to support gender equality and inclusion.	Annual	General Manager People & Capability

Metrics

- Online training for all managers and employees on the elimination and prevention of sex-based harassment completed every two years with 85% completion rate by 2023 and beyond
- Survey results continue show more than 90% agreement by women that, 'My organisation encourages respectful workplace behaviours', currently at 93%

Objective 4.3 Melbourne Water builds its capability through a program of work that aims to prevent and eliminate family and domestic violence

Outcome 4.3 Greater workplace awareness and understanding of the impact of family and domestic violence.

No.	Strategies/Actions	Time	Accountability
4.3.1	Review and refresh resources and information in relation to family and domestic violence including referral pathways to support employees and house these in a centralised location on the intranet.	2022	General Manager People & Capability
4.3.2	Incorporate information on family violence into employee touchpoints, e.g., induction, e-learning module and regular training updates.	2023	General Manager People & Capability
4.3.3	Invite and train Contact Officers and Mental Health First Aiders to extend their scope to provide first contact advice on navigating family violence issues.	2023	General Manager People & Capability
4.3.4	Introduce family and domestic violence training for all managers and supervisors.	2023	General Manager People & Capability

Metrics

- Evidence people experiencing and impacted by family violence are fully accessing supports available and are supported by Melbourne Water
- Evidence of greater workplace awareness and understanding of the impact of family violence
- Information on family violence is incorporated into the induction program and regular training updates to develop greater awareness
- Mandatory training provided to all managers and team leaders on family violence and sex-based harassment

Objective 4.4 Advance and promote gender equality and the prevention of gender-based violence across the sector, including suppliers and partners.

Outcome 4.4 Grow the sector's inclusive, respectful culture supporting diversity and gender equity.

No.	Strategies/Actions	Time	Accountability
4.4.1	Ongoing collaboration with Vic Water and the wider Victorian water sector to contribute information and resources on respectful workplace behaviours, including partnering on projects, new initiatives and campaigns.	Ongoing	General Manager People & Capability
4.4.2	Collaborate across the water sector to grow the sector's inclusive and respectful culture through partnered promotional campaigns and events, including meeting with the water sector working group quarterly.	Ongoing	General Manager People & Capability

Metrics

- The water sector is a genuinely respectful and inclusive environment, evidenced by culture surveys and benchmarking across the sector

Indicator 5

Recruitment and promotion practices in the workplace

Objective 5.1 Ensure the implementation of Melbourne Water's employment policies, procedures and practices are equitable and inclusive.

Outcomes 5.1 Employment policies and practices show no barriers to success for women.

No.	Strategies/Actions	Time	Accountability
5.1.1	Ensure inclusive practices throughout the employment life cycle, applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end of employment, through review of development of policies, procedures or guidelines.	From 2023	General Manager People & Capability

Metrics

- Survey results show more than 90% agreement by women that, 'Gender is not a barrier to success in my organisation', currently at 83%

Objective 5.2 Increase attraction and recruitment of diverse communities where there is underrepresentation.

Outcome 5.2 Melbourne Water has a diverse workforce and is seen as a diverse and inclusive place to work by our diverse communities.

No.	Strategies/Actions	Time	Accountability
5.2.1	Continue to support special measures in recruitment for roles with less than 40% representation of women or men in targeted disciplines/areas of the business.	2023	General Manager People & Capability
5.2.2	In line with emerging, contemporary best practice, investigate and review our inclusive recruitment processes to attract people from diverse backgrounds where there is potential under employment, for example, trans and gender diverse people, youth, culturally diverse people, women with disability, women over 55 and men in administrative and People & Capability functions.	2023	General Manager People & Capability
5.2.3	Special measures support advertising and sourcing for roles to women, Aboriginal and Torres Strait Islander people, people who identify as trans and gender diverse, women with disability and older workers, and supporting other specific initiatives to build and maintain a diverse workforce.	2024	General Manager People & Capability
5.2.4	Utilise and build further relationships with professional associations and networks to attract women to Melbourne Water, including the VPS Enablers Network and Women of Colour Network.	2023	General Manager People & Capability
5.2.5	Ensure Employee Value Proposition assets that reflect our gender equity (and other dimensions of diversity) and inclusion are used to reach our target audiences.	2022	General Manager People & Capability

Metrics

- Application, short-listing and success rates for women in leadership positions show greater diversity
- Our reputation as a place to work is enhanced by our Employee Value Proposition and media presence

Objective 5.3 Have in place targeted search and recruitment approaches reflecting equitable and inclusive practices that reach target audiences and result in a more diverse workforce.

Outcomes 5.3 Transparent and inclusive recruitment practices result in equitable and inclusive outcomes and good recruitment experience.

No.	Strategies/Actions	Time	Accountability
5.3.1	Prioritise, support and promote the Aboriginal and Torres Strait Islander Employment Strategy to increase the representation of women across all levels and job types across the organisation.	2022	General Managers, Hiring Managers and People & Capability
5.3.2	Continue to broaden search processes to attract and retain women into water and engineering sector professions and in senior leadership positions, particularly in disciplines that have historically had low representation of women or women from diverse backgrounds (e.g., LinkedIn profile searches).	2022	General Manager People & Capability
5.3.3	Transparent reporting by Talent Acquisition Team on direct appointments, including gendered impacts, and promoting and communicating about inclusive employment practices and successful appointments.	2022	General Manager People & Capability

- Metrics**
- Recruitment data monitored and reported
 - Application, short-listing and success rates for women in engineering, IT, labourers and plant operations roles (and men in administrative roles) show greater diversity
 - Gender Equity audit data shows gender balance and diversity in senior leadership roles over time
 - Survey results show a year-on-year increase in the percentage agreement by women that, 'My organisation makes fair recruitment and promotion decisions, based on merit', currently at 67%

Objective 5.4 Women have equitable access to career development opportunities and are supported.

Outcomes 5.4 Opportunity for career progression meets expectations and aspirations.

No.	Strategies/Actions	Time	Accountability
5.4.1	Continue and strengthen succession planning and investment for high-potential women that includes sponsorship by General Managers, higher duties and a professional development program.	2023	General Manager
5.4.2	Ensure work experience, internship and graduate programs are utilised to address areas of under-representation (aiming for a minimum participation rate of 50% female in all areas)	2024	General Managers with support from People & Capability
5.4.3	Monitor successful completion rates, to contribute to building a diverse pipeline of talent for Melbourne Water and the wider water sector.	2024	General Managers with support from People & Capability
5.4.4	Conduct culture surveys to look at employment experience for women over 55, including career development, remuneration, flexibility and inclusive culture.	2022	General Managers with support from People & Capability
5.4.5	Assess promotion process for women with disability and address any barriers, including potential bias in decision making.	2023	General Managers with support from People & Capability

- Metrics**
- Workforce culture data shows equitable access to learning and development opportunities
 - Workforce data shows similar rates of women and men participating in career development opportunities
 - Workforce data shows similar rates of women transitioning into leadership over time
 - 50% of all talent identified through the talent mapping process will be women and we will support a pipeline of talented women into senior roles
 - Survey results show a year-on-year increase in the percentage agreement by women that, 'I feel I have an equal chance at promotion in my organisation', currently at 75%
 - Survey results show a year-on-year increase in the percentage agreement by women that, 'My job performance is evaluated fairly', currently at 74%
 - Survey results show a year-on-year increase in the percentage agreement by women that, 'I believe there are good career opportunities for me at Melbourne Water', currently at 72% and 53% for women with disability
 - Survey results show a year-on-year increase agreement by women that, 'I have access to the learning and development I need to do my job well', currently at 63% and 50% for women with disability

Indicator 6

Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring

Objective 6.1 Look for new ways to embed flexibility that are inclusive and drive productivity.

Outcomes 6.1 Flexibility is embedded and seen as part of business-as-usual, giving employees more choice to balance work and life responsibilities.

No.	Strategies/Actions	Time	Accountability
6.1.1	Through New Ways of Working, continue to explore new and innovative ways to embed flexibility that puts work at the centre and provides employees with self-direction to balance work and life responsibilities.	2022 Ongoing	General Manager People & Capability
6.1.2	Conduct research with operational teams to understand both the desire to work in flexible and blended ways, and to understand the barriers and enablers.	2022	General Manager People & Capability
6.1.3	People & Capability to support managers to be competent, consistent and confident to provide and effectively manage requests for flexible working arrangements.	2022	General Manager People & Capability

Metrics

- Survey results show more than 90% agreement by women that, 'Using flexible work arrangements is not a barrier to success in my organisation', currently at 72% and 65% for women with disability
- Survey results continue to show more than 90% agreement by women that, 'The person I report to genuinely supports me to use flexible working arrangements', currently at 91%

Objective 6.2 Melbourne Water continues to support parents and carers to balance work and life needs.

Outcome 6.2 Flexibility is embedded and seen as part of business-as-usual, giving employees more choice to balance work and caring responsibilities.

No.	Strategies/Actions	Time	Accountability
6.2.1	Continue Melbourne Water's Keeping in Touch program, supporting employees as they plan for, take and return from parental leave.	2023	General Manager People & Capability
6.2.2	Continue to offer coaching for employees on returning to work from parental leave, including parenting workshops.	2024	General Manager People & Capability
Metrics	<ul style="list-style-type: none"> • Survey results continue show a year-on-year increase in the percentage agreement by women that, 'My organisation supports employees with family or other caring responsibilities, regardless of gender', currently at 94% • Survey results show a year-on-year increase in the percentage agreement by women that, 'Having family responsibilities is not a barrier to success in my organisation', currently at 75% and 61% for women with disability • Survey results show a year-on-year increase in the percentage agreement by women that, 'Having caring responsibilities is not a barrier to success in my organisation', currently at 71% and 52% for women with disability 		

Objective 6.3 Promote access to flexible working arrangements through case study examples through a variety of channels.

Outcome 6.3 Melbourne Water embraces flexible ways of working.

No.	Strategies/Actions	Time	Accountability
6.3.1	Communicate the range of flexible working arrangements available to employees and potential employees and showcase these in job advertising, marketing materials and information on our external facing careers web pages.	2022	General Manager People & Capability
6.3.2	Continue to develop case study examples of the range of flexible working arrangements available to employees and potential employees	2023	General Manager People & Capability
Metrics	<ul style="list-style-type: none"> • Web page analytics measures show higher click rates for communications on flexibility • Feedback from marketing materials from the sector is positive 		

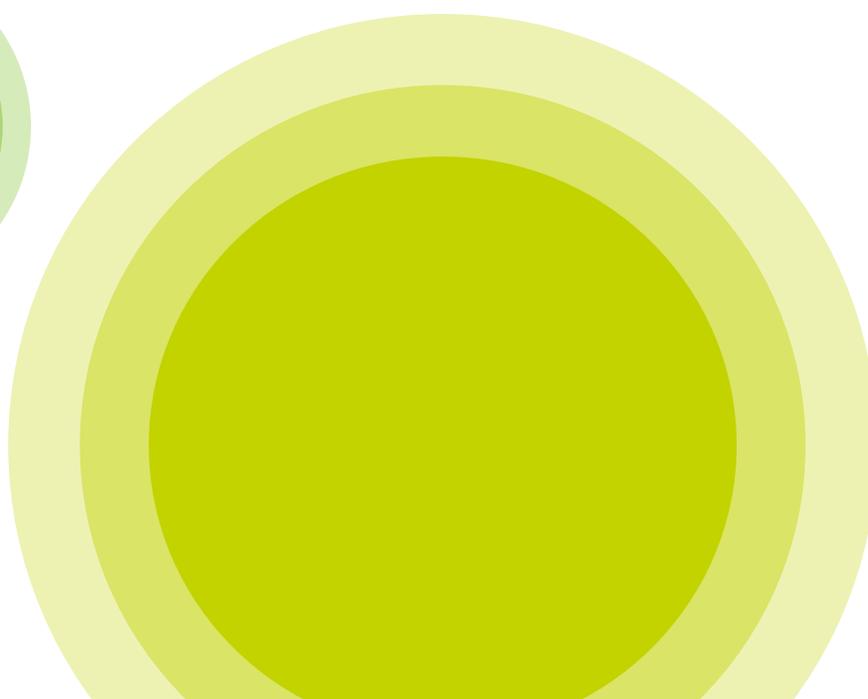
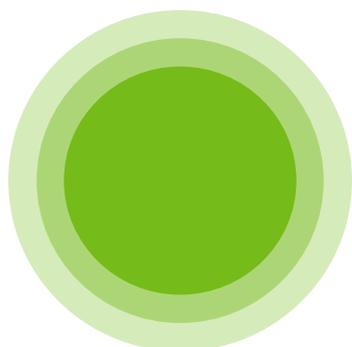
Objective 6.4 Examine potential gendered impacts on flexible and hybrid/blended working and leave through a range of activities, including job design.

Outcome 6.4 Seamless integration of flexibility into future ways of work post-COVID-19.

No.	Strategies/Actions	Time	Accountability
6.4.1	Embed organisational design principles enabling flexibility for all roles, including operational roles and executives, and that all roles can be part-time or flexible, including a range of hybrid options in line with our New Ways of Working.	2023	General Manager People & Capability
6.4.2	Pilot the advertising of positions at full-time with option to re-design role to work at reduced fractions, for example 0.8 FTE.	2023	General Manager People & Capability
6.4.3	Explore lower uptake of part-time work by men, including competing priorities, needs and other influencing factors.	2023	General Manager People & Capability
6.4.4	Provide visibility of men utilising flexible working arrangement options, including for parental and carer responsibilities, in communication materials.	2022	General Manager People & Capability

Metrics

- Gender audit data shows higher uptake by men for formal flexible provisions and part-time work
- Survey results show a year-on-year increase in the percentage agreement by women that, 'Employees can advance their career at the same time as using flexible work arrangements', currently at 67% and 50% for women with disability



Indicator 7

Gendered segregation within the workplace

Objective 7.1 Address any gender imbalance and barriers caused by persistent occupational segregation through strategies including job redesign, increasing representation and changing attitudes.

Outcomes 7.1 Melbourne Water sees an increase in women contemplating careers and undertaking roles in water operations, labouring, engineering and IT.

No.	Strategies/Actions	Time	Accountability
7.1.1	Engage job design subject matter expert to support hiring managers and P&C practitioners to be able to identify potential physical barriers, techniques, and assumption bias, and provide solutions to increase women in engineering, plant operations, laborers and IT.	2022	General Manager People & Capability
7.1.2	Lead project, in collaboration with the water sector, to develop content for career educators, parents and students to help engage early career women and women contemplating a career change, including potential partnerships with universities.	2022	General Manager People & Capability
7.1.3	Promotion of STEM study to girls in secondary schools to encourage more women into engineering and operational roles.	Ongoing	General Manager People & Capability
7.1.4	Continue to support MW Women in STEM initiative and network, that develops early career women in activities such as networking, researching, job profiling, speaking opportunities, etc.	2022	General Manager People & Capability
Metrics	<ul style="list-style-type: none"> • Increase representation of women at Melbourne Water in engineering, plant operations, laborers and IT, as shown in annual gender audit data 		

Indicator 8

Inclusive Culture

Objective 8.1 All employees are committed to contributing to an equitable and inclusive workplace culture.

Outcomes 8.1 Melbourne Water is a welcoming, fair and inclusive workplace where people feel valued, and that is fundamental to our success and sustainability.

No.	Strategies/Actions	Time	Accountability
8.1.2	<p>Develop and implement a schedule of forums with employees to examine equity issues and opportunities in relation to:</p> <ul style="list-style-type: none"> • impact of career breaks for women • sexual harassment and family violence • male engagement and resistance in gender equity initiatives • creating cultural and psychological safety • challenging implicit biases, understanding patterns and systems that are implicitly gendered • challenging assumptions around job roles, particularly those in operations that may lead to gendered outcomes • exploring the notion of the merit and cultural fit • intersectionality and the unique issues faced by Aboriginal and Torres Strait Islander women, women with disability, women from culturally diverse backgrounds, LGBTIQ, generational diversity, women with caring responsibilities, etc. 	Ongoing	<p>General Manager People & Capability</p> <p>General Manager SHEQ</p>
8.1.2	Provide professional development for employees, including leaders, to embed awareness of the impacts of intersectional discrimination or disadvantage.	2024	General Manager People & Capability
Metrics	<ul style="list-style-type: none"> • Workforce and cultural and engagement data shows that: <ul style="list-style-type: none"> - there is a heightened awareness and understanding of diversity, inclusion and equity principles - Melbourne Water is an inclusive and equitable workplace • Key gender equity issues are identified and barriers addressed 		

Objective 8.2 Develop understanding of the impacts of COVID-19 on employees from diverse backgrounds, including gender equity and inclusion.

Outcomes 8.2 The impacts of COVID-19 on employees and the industry are clearly understood and Melbourne Water is responsive and adaptable to the needs of its employees.

No.	Strategies/Actions	Time	Accountability
8.2.1	<p>Explore and identify the impacts of the significant disruptions resulting from COVID-19 to support the identification of gender inequity and develop strategies for mitigating this, for instance:</p> <ul style="list-style-type: none"> • working from home • returning to work • home schooling and parenting • caring for elderly parents • flexible working arrangements • wellbeing • workloads • job security 	2022	D&I Steering Committee
8.2.2	Integrate insights of COVID impacts on gender and inclusiveness into redesign of work practices to embed new normal ways of working, with an intersectionality lens (e.g., women with disability).	2023	General Manger People & Capability
Metric	<ul style="list-style-type: none"> • Gender equality impacts of COVID-19 are identified and mitigated • Regular communication on how COVID-19 impacts have been addressed and overcome 		

Objective 8.3 Ensure infrastructure, facilities, equipment and practices are gender accessible and inclusive.

Outcomes 8.3 Dignified design is implemented and operationalised across all work sites, including remote locations.

No.	Strategies/Actions	Time	Accountability
8.3.1	Provide up-to-date facilities for women, including breastfeeding / expressing rooms available and accessible by employees, contractors, interns, students and visitors, at all key sites.	2022	General Manager SHEQ General Manager, Asset Management Services
8.3.2	Update 990 'quiet room' to a 'wellbeing room'	2023	General Manager SHEQ General Manager, Asset Management Services
8.3.3	Investigate and build a business case for installation of 'wellbeing rooms' for all key Melbourne Water satellite facilities (e.g. WTP, SERO, NERO, etc.).	2022-2024	General Manager SHEQ General Manager, Asset Management Services
8.3.4	Investigate the use of a 'live locator app' to identify location and availability of facilities for women.	2022-2023	General Manager SHEQ General Manager, Asset Management Services
8.3.5	Provide facilities for all genders through provision of 'all gender' bathrooms. Trial one floor at 990 as part of the New Normal Ways of Working infrastructure fit out.	2022-2023	General Manager SHEQ General Manager, Asset Management Services
8.3.6	Ensure gender appropriate equipment (e.g., PPE) is available wherever it may be needed, including various body shapes and types.	2023	General Manager SHEQ
8.3.7	Develop and complete a checklist of facilities at all sites to ensure they are inclusive of all genders.	2022	General Manager People & Capability General Manager Asset Management

8.3.9	Explore and assess potential allowances and adjustments that could be adopted for gender-specific issues (e.g., pregnancy, breastfeeding, menstruation, perimenopause, and menopause) that may currently exclude or create difficulties for women (e.g., exposure to herbicides during pregnancy and pre-pregnancy, need for leave).	2023	General Manager SHEQ
8.3.10	Provide leaders with information about gender-specific issues (e.g., pregnancy, breastfeeding, menstruation, perimenopause, menopause, bladder health) to support inclusion and application of workplace adjustments.	2023	General Manager SHEQ
Metric	<ul style="list-style-type: none"> • All infrastructure, facilities and equipment are compliant with EO VIC Act, audited annually, modified, monitored, reported and measured for effectiveness • Managers and supervisors complete relevant training on gender specific issues and application of workplace adjustments 		

Objective 8.4 Increase visibility and participation of women including women of diverse backgrounds, at Melbourne Water in public facing forums and communications..

Outcomes 8.4 Our diverse community is reflected in our marketing, communications with partners, customers, community and government.

No.	Strategies/Actions	Time	Accountability
8.4.1	Women with diverse characteristics and in a range of positions, including leadership roles, are included in Melbourne Water's communications, events, meetings, conferences and panels.	2024	General Manger Customer & Strategy General Manager People & People & Capability
8.4.2	Continue to provide gender diverse balance and representation from diverse cultural backgrounds for internal and external speaking opportunities, panel discussions and events, including male participation.	2024	General Manger Customer & Strategy General Manager People & People & Capability
Metric	<ul style="list-style-type: none"> • Marketing materials show diversity of the community • Gender and diversity representation at Melbourne Water forums and events. 		

Indicator 9

Leadership and accountability

Objective 9.1 Managing Director and Executives champion and take action to drive gender equity.

Outcomes 9.1 Gender equity initiatives are visibly championed by senior leaders.

No.	Strategies/Actions	Time	Accountability
9.1.1	Diversity & Inclusion Steering Committee to meet every quarter and discussions to include key gender equity issues, performance and opportunities, and to monitor and provide an environment that supports and enables leaders to progress local initiatives.	2022	Diversity & Inclusion Steering Committee
9.1.2	Diversity and Inclusion Manager to work with Managing Director and General Managers to provide strategic gender equity and inclusion advice to progress Melbourne Water's vision as a genuine employer of choice for gender equity and upskill leadership team to effectively deliver on their gender equity actions.	2022	Diversity & Inclusion Manager
9.1.3	Executive Champion (General Manager or nominee) to identify and complete three gender equity actions in this Plan (every year) to help drive diversity, inclusion and gender equity in their work area, e.g., targeted recruitment, workshop engagement, embedding flexibility, etc.; and two actions (every year) to help drive diversity and inclusion more broadly at Melbourne Water, e.g., communication on D&I on Workplace, establishing a working group, etc.	2022	Executive Sponsor for Gender Equality
9.1.4	General Managers to implement and report to the MD on their gender equity actions aligned with the gender equity indicators and outcomes, which are included in their performance plans.	2022	General Managers
9.1.5	Establish a Gender Equity Working Group with key influencers to be responsible for oversight of intersectionality and speak to the needs of people from diverse backgrounds.	2023	General Manager People & Capability
Metric	<ul style="list-style-type: none"> • There is increased leadership and organisational knowledge to help accelerate gender equity and inclusion initiatives • Tangible actions by D&I Steering Committee and working group are demonstrated in key decision making and outcomes (evidenced by gender equity audit data, future culture, engagement survey results and consultations) • Culture and Engagement Surveys continue to show high rates of agreement that senior leaders proactively support diversity and inclusion at Melbourne Water 		

Objective 9.2 Increase the organisation's knowledge and competency in gender equity and inclusive practice.

Outcomes 9.2 Melbourne Water has a clearly articulated vision for gender equity and are leaders in gender equity by reputation.

No.	Strategies/Actions	Time	Accountability
9.2.1	Maintain discrete action plans for other priority diversity identities and groups (including people with disability and cultural inclusion), embed an intersectional focus, and look for synergies.	2024	General Manager People & Capability
9.2.2	Business unit leaders to schedule time at planning days and team meetings for open conversations about gender equity and inclusion, gender equity data and application of gender equity principles in decision making.	2023	General Managers
9.2.3	Embed Gender Impact Assessments in programs, services and policies that have direct and significant impact on the public through integrating with existing processes and building awareness and capability.	2022 ongoing	General Manager People & Capability General Manager Customer & Strategy
9.2.4	Continue to conduct areas of research in collaboration with the Water Sector and universities to build the future workforce capability.	2023	General Manager People & Capability
9.2.5	Design and deliver annual International Women's Day event with the Managing Director and Executive participation.	Annual	General Manager People & Capability
Metric	<ul style="list-style-type: none"> • Gender equity is seen as a key business and strategic focus and a driver for improved organisational performance and engagement • Strong uptake of education programs and managers are aware of their potential biases and have strategies to address these • All employees are committed to building their gender knowledge and inclusive practice 		

Objective 9.3 Melbourne Water actively supports and values gender equality, diversity and inclusion, internally and externally, through its internal and external marketing and communications.

Outcomes 9.3 Melbourne Water's reputation as an inclusive organisation that supports and values diversity is recognised by the Victorian community.

No.	Strategies/Actions	Time	Accountability
9.3.1	Benchmarking Melbourne Water's actions taken, and impact of initiatives taken through intersectional lenses, via legislative and policy commitments, including Workplace Gender Equality Agency Employer of Choice criteria.	2024	General Manager People & Capability
9.3.2	Utilise social media platforms to celebrate, promote and reinforce our achievements in fostering gender equity outcomes.	2022	General Manager Customer & Strategy
9.3.3	Showcase achievements of our diverse talent to the water industry and the broader Melbourne community; for example, Top 50 Women in the Public Sector, case studies, and social media.	2023	General Manager Customer & Strategy General Manager People & Capability

Metric • High visibility of gender diversity and inclusion in our social media platforms, marketing and communications, including visibility by leaders

Objective 9.4 Leverage the planned integration of UN Sustainable Development Goals (SDGs) into Melbourne Water's decision-making processes in order to further gender diversity and equality within Melbourne Water.

Outcomes 9.4 Gender diversity and equality considerations are embedded as business-as-usual practice at key decision points in Melbourne Water's business processes, including goal setting, organisational strategy, and reporting and evaluation.

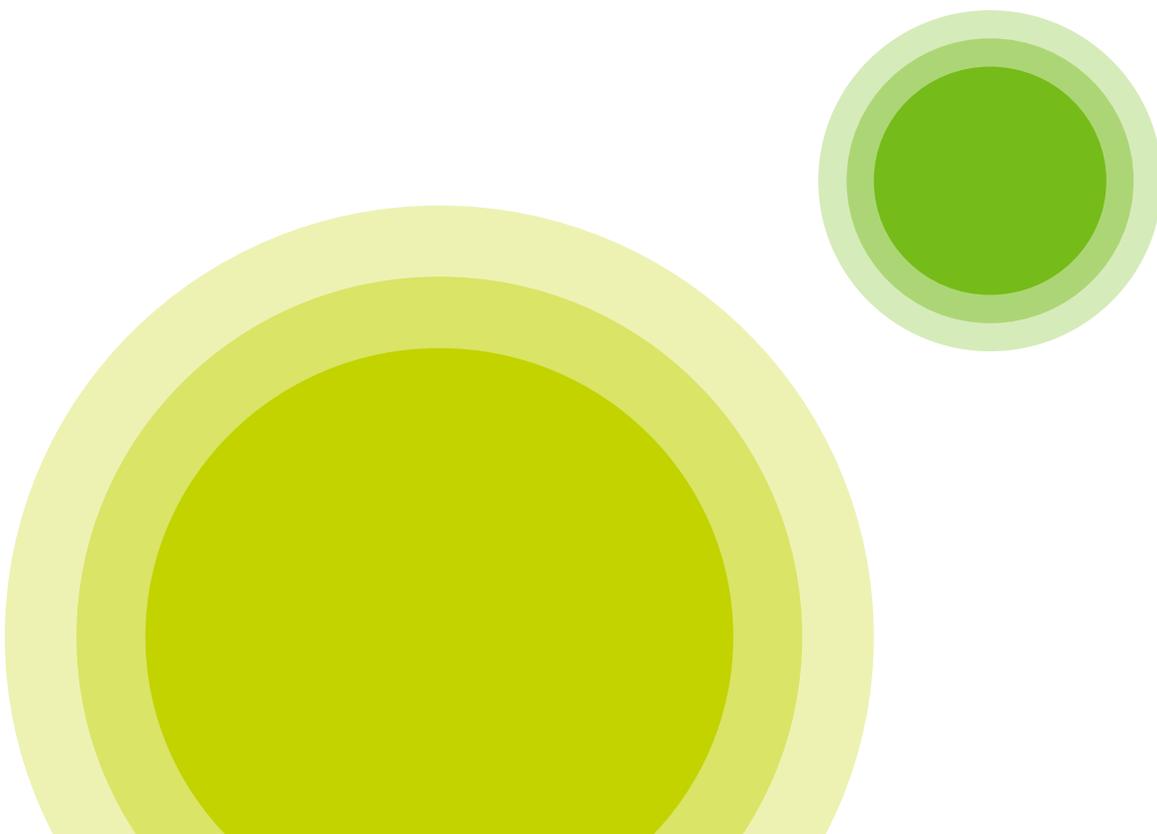
No.	Strategies/Actions	Time	Accountability
9.4.1	Embed consideration for SDGs, including SDG 5 and SDG 10, into organisational strategy through the process of goal setting.	2023	General Manger Customer & Strategy
9.4.2	Embed consideration for all SDGs, including SDG 5 and SDG 10, into reporting and evaluation, with a view to set targets for SDGs agenda and incorporation into reporting.	2023	General Manger Customer & Strategy

Metric • UN Sustainability Development actions completed
• Organisation-wide five-year goals set as part of organisational strategy reflect opportunities to enhance contribution towards SDGs, including SDG 5 and SDG 10
• Where appropriate, targets for SDGs agenda have been set and incorporated into integrated reporting

Objective 9.5 To embed gender equality in Melbourne Water's procurement processes from sourcing to contract management

Outcomes 9.5 Melbourne Water embeds Social Procurement Framework (SPF) objectives, which include Women's Equality and Safety, in the planning of procurements (Program of Works) and measures these outcomes accordingly.

No.	Strategies/Actions	Time	Accountability
9.5.1	Revise questions regarding Women's Equality & Safety in tender documentation to ask suppliers specific actions and commitments that can be translated into contractual KPIs (where applicable) or measurable outcomes.	2022 Ongoing	Chief Financial Officer
9.5.2	Prioritise the Women's Equality & Safety objective set out in the Social Procurement Framework so that every tender over \$20 million includes mandatory questions and actions relevant to gender equality and intersectionality.	2022 Ongoing	Chief Financial Officer
9.5.3	Measure and evaluate service providers by proactively supporting gender equality commitments embedded in relevant services agreements.	2022 Ongoing	Chief Financial Officer
Metric	<ul style="list-style-type: none"> • In line with SPF Women's Equality & Safety outcomes (e.g. number of suppliers with family violence policy, number of suppliers that have a gender equality policy). • Contractual KPIs where applicable. 		



Appendix B

Measuring progress

In addition to the actions outlined in Appendix A, the success of our GEAP will involve translating these actions into tangible metrics that will be monitored and reported on an annual basis. These metrics will show how our actions are 'moving the dial' towards achieving our goals and desired outcomes. Melbourne Water will therefore ensure that we:

- Track progress on each of our actions under each indicator (and mark as completed, progressing or not completed).
- Prepare an annual gender equity performance report for the Managing Director and Leadership Team with information shared with the Board Subcommittee, containing key findings and recommendations, and communicate these to employees.
- General Managers to implement and report to the MD on their gender equity actions, aligned with the gender equity indicators and outcomes, which are included in their performance plans. Gender Equity Working Group to be responsible for oversight of intersectionality and speak to the needs of people from diverse backgrounds.

The following table outlines how we will seek to measure our performance:

Objective 11.1 Melbourne Water to establish accurate workforce profile and report on progress against actions taken.

Outcomes 11.1 Longitudinal benchmark data is used to inform effectiveness of strategies and key business and strategic decisions.

No.	Strategies/Actions	Time	Accountability
11.1.1	Establish a gender workplace profile (annually at 30 June) showing representation across all classification levels, position fraction, tenure, and employee life cycle data, including: recruitment, promotion, exit, secondment, higher duties, parental leave, and uptake of flexible working arrangements data (by classification level and business unit).	Annually	General Managers with support from People & Capability
11.1.2	Build data collection capability of diversity characteristics, including Aboriginal and Torres Strait Islander, age, cultural identity, faith, disability, LGBTIQ, and other personal characteristics.	Annually	General Manager People & Capability
11.1.3	Monitor incidents of sexual harassment through annual auditing and Culture and Engagement surveys, and communicate data to leadership and People Safety and Remuneration Board sub-Committee.	Annually	General Manager People & Capability
11.1.4	Continue to monitor part-time recruitment rates by gender.	Annually	General Manager People & Capability
11.1.5	Talent recruitment team to monitor candidate profiles presented by executive recruitment firms to ensure sourcing of diverse applicants with appropriate skills and experience.	Annually	General Manager People & Capability

11.1.6	Measure application rates for professional development programs by gender (and other diversity dimensions), including costings, and address any imbalance.	Annually	General Manager People & Capability
11.1.7	Monitor application and successful promotion and career development numbers for women with disability.	Annually	General Manager People & Capability
11.1.8	Monitor uptake of informal Flexible Working Arrangements by parents, carers, and through gender and other dimensions of diversity, through culture and engagement annual surveys.	Annually	General Manager People & Capability
10.1.09	Look at way of capturing types of informal flexible working arrangements on HR system.	Annually	General Manager People & Capability
10.1.10	Continue to monitor parental uptake and return from parental leave rates at intervals including six and twelve months post-return from leave.	Annually	General Manager People & Capability
10.1.11	Provide annual gender performance report to Managing Director and Chair of D&I Steering Committee to discuss achievements and gaps and provide recommendations.	Annually	General Manager People & Capability
10.1.12	Provide annual gender performance report to People Safety and Remuneration Board Committee Board on achievements, gaps and recommendations.	Annually	General Manager People & Capability
10.1.13	Monitor and report to Melbourne Water's Diversity and Inclusion Council on Gender Impact Assessments conducted.	Annually	General Manager People & Capability

Objective 11.2 Monitor pay equity gaps at Melbourne Water.

Outcomes 11.2 Pay equity gaps are analysed and monitored and pay imbalances are addressed.

No.	Strategies/Actions	Time	Accountability
10.2.1	Conduct annual pay equity analysis (base and total remuneration) between women and men, including in-band gaps at each classification level, level to the CEO, and the overall gap annually.	Annually	General Manager People & Capability
10.2.2	Conduct comprehensive pay equity analysis between women and men in every Business Unit.	Annually from 2023	General Manager People & Capability
10.2.3	Conduct pay gap analysis between men and women with and without disability, women from CALD backgrounds, LGBTIQ, Aboriginal women and different age groups.	Annually from 2024	General Manager People & Capability

- Metrics**
- An accurate workplace profile is established and gender equity performance data is measured and reported to General Managers annually
 - There is clear accountability and responsibility for measurable progress and outcomes to drive change
 - Gender equity is seen as a key business and strategic focus and a driver for improved organisational performance and engagement
 - Regular monitoring shows significant improvement and effectiveness of strategies

Appendix C

Definitions

Definitions

Gender: The socially constructed differences between men and women, as distinct from 'sex', which refers to their biological differences.

Gender equality: The equal rights, responsibilities and opportunities of women, men and trans and gender-diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender.

Gender equity: Entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.

Gender norms and structures: Ideas about how people should be and act according to the gender they are assigned or identify with. We internalise and learn these 'rules' early in life. This sets up a life cycle of gender socialisation and stereotyping.

Gender stereotypes: Simplistic generalisations about the gender attributes, differences and roles.

Intersectionality: Individuals are inherently multi-faceted – both in terms of their status (es) within different communities (for example, with respect to culture/ race, disability status, or other factors) and a wide range of other important attributes (for example, level of education, relative opportunities, and so on).

The term intersectionality refers to the interaction between different aspects of our identities and can assist to understand how people's experiences are shaped by (but not limited to) their race, socio-economic background, sex, gender, age, and sexuality (etc.) all at the same time. This overlap or combination of differences makes up a person's unique identity.

Intersectional gender inequality: gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based simultaneously at any given time, for example, Aboriginal and Torres Strait Islander, age, disability, cultural identity, gender identity, religion, sexual orientation and other attributes.

Trans and gender diverse: Transgender (often shortened to 'trans') refers to a person whose gender identity, gender expression or behaviour does not align with their sex assigned at birth. In Australia, children are assigned as male or female at birth. Male children are raised as boys and female children are raised as girls. A person classified as female at birth who identifies as a man may use the label trans, transman or man. Similarly, a person classified as male at birth who identifies as a woman may use the label trans, transwoman or woman.

Gender diverse and non-binary refers to people who do not identify as a woman or a man. In the same way that sexual orientation and gender expression are not binaries, gender identity is not a binary either. It is important to challenge our thinking beyond the binary constructs of male and female.

Intersex: This refers to the diversity of physical characteristics between the stereotypical male and female characteristics. Intersex people have reproductive organs, chromosomes or other physical sex characteristics that are neither wholly female nor wholly male. Intersex is a description of biological diversity and may or may not be the identity used by an intersex person

Diversity: Diversity refers to points of difference, including cultural background, ethnicity and race, religion, nationality, sexual orientation, work experience, socio-economic status, age, profession, ability, education, profession, gender identity, caring responsibilities, and more.

Inclusion: is about embracing, celebrating and capitalising on our differences. In practice, it's about respectfully listening, inviting others' ideas and contributions, sharing our knowledge and experiences, and learning from each other. An inclusive work environment is one where everyone feels valued, and where everyone can access opportunities and development.

Appendix D

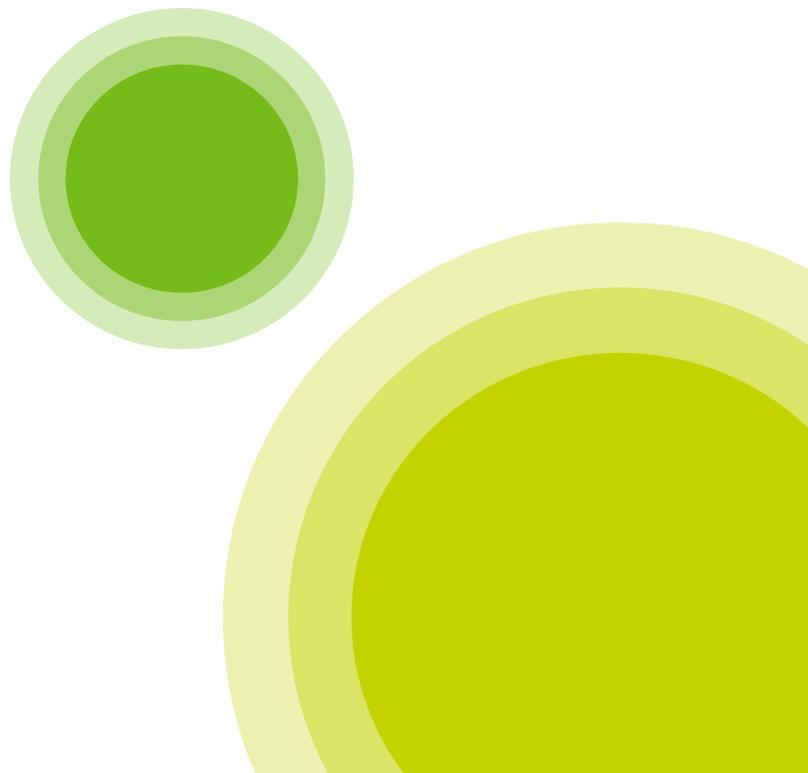
Relevant Legislation

The delivery of actions to progress gender equity has contributed to Melbourne Water's commitments to the Victorian Charter of Human Rights (2006), the *Modern Slavery Act 2018*, and the United Nations Sustainable Development Goals. The UN Sustainable Development Goals of Gender Equality (goal 5), Decent Work and Economic Growth (goal 8) and Reduced Inequalities (goal 10) have particular relevance within the delivery of the GEAP.

The relevant laws, standards and guidelines considered in the development of Melbourne Water's GEAP include:

- *Gender Equality Act 2020*
- *The Fair Work Act 2009 (Cth)*
- *The Equal Opportunity Act 2010 (Vic)*
- *Charter of Human rights and Responsibilities Act 2006 (Vic)*
- *The Sex Discrimination Act 1984 (Cth)*
- *Workplace Gender Equality Act 2012 (Cth)*
- *Safe and Strong: A Victorian Gender Equality Strategy (2021)*
- *Pride in our future: Victoria's LGBTIQ+ strategy 2022 - 2033*
- *Ending Family Violence - Victoria's Plan for Change 2017 (ten year plan)*
- *Racial and Religious Tolerance Act 2001 (Vic)*
- *Multicultural Victoria Act 2011 (Vic)*
- *Disability Act 2006 (Vic)*

Melbourne Water's *Diversity and Inclusion Strategy 2020–2025* includes several plans to address the concerns and unique requirements of our diverse workforce and broader community. These plans include our Gender Equality Action Plan, Innovate Reconciliation Action Plan for Aboriginal and Torres Strait Islander people, Accessibility Inclusion Plan for people living with a disability, LGBTIQ+ Inclusion Plan for people within those communities, Cultural & Linguistic Diversity Inclusion Plan for people from diverse backgrounds, and Social Disadvantage Inclusion Plan for people from socially and economically disadvantaged backgrounds. These plans, and the overarching *Diversity and Inclusion Strategy* of Melbourne Water, ensure that we are compliant with and adhering to the relevant laws, standards and guidelines as listed previously.



Appendix E

Gender Equity

Audit Data

A summary of key workforce data against each gender equality indicator and a snapshot of key culture and engagement survey results related to gender equality is shown below.

Methodology

The methodology for the Audit is set by the [Commission for Gender Equality in the Public Sector](#) in line with the provisions of the Act through the [Workplace Gender Audit Guide 2021](#).

This Audit Summary Report includes:

- a snapshot of data showing employee classification levels by gender, employment basis and employment status as at the **last main pay run** on 30 June 2021
- pay equity analysis between men and women (base and total remuneration)
- sexual harassment data and actions the organisation has taken to prevent future incidents of sexual harassment between 1 July 2020 and 30 June 2021
- a summary of new starters, promotions, higher duties, secondments, parental and other leave, career development opportunities, flexibility and exits between 1 July 2020 and 30 June 2021
- a summary of gender composition of employees by occupation (gendered work segregation)
- key culture and engagement survey results.

Indicator 1: Gender composition at all levels of the workforce

Table 1. Number of employees by level to the CEO and gender

Level to CEO	Classification	Female (%)	Femal (no.)	Male (no.)
0	Managing Director	0.0%	0	1
1	General Manager	33.3%	4	8
2	Direct Reports	56.0%	28	22
3	Senior Manager	39.2%	159	247
4	EA employees	41.1%	316	452
Total		41.0%	507	730

There were no people who were self-described (Melbourne Water's Human Resource Management Information System). There were less than 10 people who identified as non-binary in the Culture and Engagement Survey.

Available **intersectional workforce data** included:

- There were 0.7% Aboriginal and/or Torres Strait Islander people (1 female and 8 males).
- Between 44.8% and 47.2% females aged between 15 and 44 years of age, decreasing to 40.3% for females between 45 and 54 years, 20.5% between 55 and 65, and 8.3% over 65 years.
- Approximately 10% of Melbourne Water employees have a disability (64), according to the Culture and Engagement Survey, with 34 women and 30 men.

Indicator 2: Gender composition of governing bodies

As at 30 June 2021 The percentage of females in the Melbourne Water Board was 44.4% as at 30 June 2021, comprising four females and five males (including the Chair).

Indicator 3: Equal remuneration for work of equal or comparable value

Pay equity relates to the remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender. The gender pay gap is the difference between women's or people of self-described genders and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings.

The formula for the gender pay gap (percentage) is expressed as follows:

$$\frac{(\text{Salary received by men} - \text{Salary received by women})}{(\text{Salary received by men})} \times 100\%$$

The base remuneration^[1] pay gap between men and women was 2.4% as at the last main pay run on 30 June 2021, which equates to men earning on average more than women. This compares to 10.7% in the Victorian Public Sector^[2] and 14.2% in Australia^[3].

The total remuneration^[4] pay gap between men and women was 4.4% as at the last main pay on 30 June 2021, which equates to men earning on average more than women. This compares to 20.1% in Australia^[5].

There was a 5% pay gap pay gap between men and women at Senior Manager level and 10% at Direct Report level.

We have benchmarked our pay gaps on the Workplace Gender Equality Agency's framework and independently audited them through Korn Ferry Hay in 2020.

The explanation for this remaining gap is a legacy of high-tenured men who are paid over band under old arrangements and consolidated pay arrangements which are no longer offered.

These legacy issues arose from a combination of males being in their roles for longer, incrementally moving through to the top end of the remuneration range for their band, and the buyout of bonus in 2018, which occurred when gender distribution disproportionately favoured males.

Progression toward remuneration parity will be slowed due to existing legacy arrangements, which will phase out naturally through attrition and improved Recruitment and Remuneration Policy.

References

[1] Base remuneration includes full time annualised salary specified in the relevant Award/Agreement for the employee's classification, not actual earnings, and includes any packaged or salary sacrificed component, leave loading and penalty rates.

[2] [Employee pay and gender pay, Victorian Public Sector Commission](#)

[3] [Australia's Gender Pay Gap Statistics, Workplace gender Equality Agency](#)

[4] Total remuneration refers to the base salary plus all bonuses, allowances, superannuation and other payments.

[5] [Australia's Gender Pay Gap Statistics, Workplace gender Equality Agency](#)

Indicator 4: Sexual Harassment in the workplace

This indicator relates to the number and outcomes of any sexual harassment complaints lodged, and the actions the organisation has taken to prevent future incidents of sexual harassment in the workplace between 1 July 2020 and 30 June 2021.

There was one complaint of sexual harassment during this period. In 2021, Melbourne Water ran a communications campaign to avoid future incidents of sexual harassment in the work place.

Indicator 5: Recruitment and promotion

Table 2. New Starters by employment type and by gender between 1 July 2020 and 30 June 2021

Gender	Total	Ongoing	Fixed Term	Casual
Women	143	51	80	12
Men	166	40	112	14
Total	309	91	192	26

Table 3. New Starters by employment status and by gender between 1 July 2020 and 30 June 2021

Gender	Total	Full time	Part time
Women	131	115	16
Men	152	147	5
Total	283	182	21

Note: Data excludes casuals

Table 4. Exits by employment type and gender between 1 July 2020 and 30 June 2021

Gender	Exits	Ongoing	Fixed Term	Casuals
Women	119	39	64	16
Men	156	46	100	10
Total	275	85	164	26

Table 5. Exits by employment status and gender between 1 July 2020 and 30 June 2021

Gender	Exits	Full Time	Part Time
Women	103	80	23
Men	146	138	8
Total	249	218	31

Note: Data excludes casuals

Table 6. Promotion, higher duties, secondments and career development

Category	Women (%)	Women (no.)	Men (no.)
Promotion ¹	38.7%	24	38
Higher Duties ²	40.2%	45	67
Internal Secondments ²	40.0%	46	69
Career Development ²	50.8%	158	153

Note:

1 People in these classifications were promoted to the next classification level

2 includes multiple counts

Indicator 6: Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities

Table 7. Number of employees by level to the CEO and gender and part time status

Level to CEO	Classification	Female (%)	Female (no.)	P/T (no.)	Male (no.)	P/T (no.)
0	Managing Director	0.0%	0	0	1	0
1	General Manager	33.3%	4	0	8	0
2	Direct Reports	56.0%	28	4	22	1
3	Senior Manager	39.2%	159	61	247	22
4	EA Staff	41.1%	316	93	452	32
Total		41.0%	507	158	730	55

Table 8. Flexible working arrangements by gender between 1 July 2020 and 30 June 2021

Classification	Women (%)	Women (no.)	Men (no.)
Part Time Permanent	87.3%	124	18
Perm Part Time 9 day F/N	41.5%	22	31
Limited Tenure-Part Time (Fixed term contractor working PT)	66.7%	12	6
Limited Tenure 9 Day (Fixed Term contractor working 9 day FN)	50.0%	1	1
Full Time Compressed Week	45.1%	37	45
Total	66.0%	196	101

Table 9. Formal flexible working arrangements by level to the CEO and gender between 1 July 2020 and 30 June 2021

By Level to CEO	Women (%)	Women (no.)	Men (no.)
General Manager	0%	0	1
Direct Report	77.8%	7	2
Senior Manager	62.6%	72	43
EA Staff	68.0%	117	55

Table 10. Parental, carer's and F&DV leave by gender between 1 July 2020 and 30 June 2021

Classification	Women (%)	Women (no.)	Men (no.)
Parental Leave	60.5%	52	34
Carer's Leave	38.0%	199	324
Family & Domestic Violence Leave	40.0%	2	3

Indicator 6: Gendered segregation in the workplace

Table 11. Job families based on gender

Job Families	Female (%)	Female (no.)	Male (no.)
Plant operators	23%	27	88
IT Professionals	34%	25	49
Labourers	30%	51	117
Engineering	31%	112	244
Service Delivery	49%	45	46
Finance Professionals	52%	36	33
Land management and planning	52%	74	69
Other	56%	36	28
Marketing and community engagement	57%	41	31
Human Resources	77%	50	15
Grand Total	41%	720	497

Note: Other includes the Senior Leadership Team, Legal and Parliamentary, General Administration, Science and Corporate Strategy

Appendix F

Culture & Engagement Survey Results 2021

Employee Experience Snapshot

In 2021, Melbourne Water conducted a Culture and Engagement Survey. 1231 employees were invited to participate in the Survey in May 2021. **987 responses** were received (80.2% of all employees). Some data could not be captured, as any response rates less than 10 were not provided for confidentiality reasons. **Some intersectional analysis was undertaken using the results from this survey and is included in the table below. Some intersectional analysis was also conducted internally.**

Table 12. Select culture and engagement survey results

Questions	Female (% agreed) (n=400)	Females with disability (% a) (n=34)	Females between 25-34 (%a) (n=92)	Females over 55 (%a) (n=28)	Females Born overseas (%a) (n=95)	Male (%a) (n=587)	All Agreed (%a) (n=987)
Culture of inclusion							
Melbourne Water supports a diverse and inclusive workforce	92%	84%	89%	89%	98%	91%	91%
Senior leaders at Melbourne Water actively support diversity and inclusion in the workplace	87%	70%	82%	81%	90%	89%	88%
Culture supportive of gender equity							
Gender is not a barrier to success in my organisation	83%	71%	79%	85%	90%	78%	80%
Disability is not a barrier to success	78%	68%	76%	70%	83%	79%	79%
Age is not a barrier to success	77%	65%	75%	56%	86%	68%	72%

Questions	Female (% agreed) (n=400)	Females with disability (% a) (n=34)	Females between 25-34 (%a) (n=92)	Females over 55 (%a) (n=28)	Females Born overseas (%a) (n=95)	Male (%a) (n=587)	All Agreed (%a) (n=987)
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Indicator 4: Sexual harassment in the workplace

My organisation encourages respectful workplace behaviours	93%	89%	91%	86%	99%	91%	92%
I feel safe to challenge inappropriate behaviour at work	75%	67%	67%	64%	83%	80%	78%
My organisation takes steps to eliminate bullying, harassment and discrimination	83%	81%	81%	70%	89%	89%	86%
At Melbourne Water, engaging in improper conduct (i.e., bullying, sexual harassment) is not tolerated	87%	83%	86%	87%	96%	91%	90%
Sexual harassment experienced in last 12 months	4%	-	-	-	-	1%	3%

Indicator 5: Recruitment and promotion

My organisation makes fair recruitment and promotion decisions, based on merit	67%	59%	67%	48%	72%	55%	60%
I feel I have an equal chance at promotion in my organisation	75%	52%	73%	70%	77%	62%	68%
My job performance is evaluated fairly	74%	65%	71%	61%	75%	72%	73%
Generally, I believe my workload is reasonable for my role and the terms of my employment (e.g. part time, full time, casual)	-	64%	63%	64%	71%	-	66%

Questions	Female (% agreed) (n=400)	Females with disability (% a) (n=34)	Females between 25-34 (%a) (n=92)	Females over 55 (%a) (n=28)	Females Born overseas (%a) (n=95)	Male (%a) (n=587)	All Agreed (%a) (n=987)
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Indicator 6: Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or carer

My organisation supports employees with family or other caring responsibilities, regardless of gender	94%	86%	89%	93%	97%	90%	92%
Employees can advance their career at the same time as using flexible work arrangements	68%	58%	57%	68%	73%	66%	67%
Having family responsibilities is not a barrier to success in my organisation	74%	68%	64%	79%	82%	76%	75%
Having carer responsibilities is not a barrier to success in my organisation	71%	60%	62%	75%	72%	69%	71%

Note: Non-binary responses rate was below 10 and not included for confidentiality purposes









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