

2026 Progress report for: Melbourne Water


Cover page

Organisation name (required)	Melbourne Water
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 1477 Total FTE: 1408.8
Response rate to employee experience survey	58% participation
Contextual information	<p>Some reporting in this Progress Report has been shaped by the fact that Melbourne Water was unable to collect employee experience data for the 2023 Progress Report. To address this, we ran the Diversity, Inclusion and Belonging Census in consecutive years (2024 and 2025), with participation increasing from 54% to 58%. These results provide a stronger evidence base for this reporting period. From 2027 onwards, Melbourne Water will transition to the People Matter Survey for employee experience data, which will further standardise and strengthen our future reporting.</p> <p>During this period, Melbourne Water transitioned from multiple standalone diversity and inclusion action plans to a single, intersectional Belonging Action Plan for 2026–2030, which will be submitted as our Gender Equality Action Plan under the Gender Equality Act. In parallel, the Belonging Framework was embedded as our operating model, providing consistent governance through Belonging Ambassadors, Working Groups, Connect Groups, monthly portfolio forums and quarterly reporting to the Executive Leadership Group. This has strengthened ownership, visibility and capability across all focus areas.</p> <p>Melbourne Water also evolved from using Gender Impact Assessments (GIAs) to applying Equity Impact Assessments (EIAs) through a metro water sector-wide project. This work focused on developing the digital EIA tool, embedding assessment prompts into existing systems and workflows, and delivering training to support capability uplift. This transition impacted the volume of GIAs reported in this cycle, as effort was concentrated on building and integrating the new EIA model to ensure a more comprehensive and intersectional approach going forward.</p> <p>Intersectional HR analytics continue to be limited by low voluntary disclosure; however, running the DIB Census in consecutive years has strengthened year-to-year insights and allowed us to identify trends that would not be visible in HR data alone.</p>
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

Attestation by head of organisation (required)

I confirm that:

- I am the head of organisation (CEO or equivalent).
- I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.
- I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Any comments?	Melbourne Water remains committed to strengthening intersectional gender equality and improving the quality of our data, systems and organisational capability. As we transition to the single intersectional Belonging Action Plan 2026–2030, we will continue building momentum across gender equality indicators, maturing the use of Equity Impact Assessments, and improving the confidence and consistency of employee experience data as we prepare for the People Matter Survey from 2027.
Name	Nerina Di Lorenzo
Role title	Managing Director
Signed	
Date	16.04.2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions (required)

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

- Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.
- Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.
- Reporting on the GIA(s) would reveal confidential information.
- Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020*.
- None of these apply (**go to 1.2**).

Explain how the permitted reason applies (see [1.1 of the 2026 PR guidance](#)).

Not applicable

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

Ref #	A: Title (required)	B: Subject (required)	C: Description of the policy, program or service (required)	D: Status (required)	E: Description of gendered impacts (recommended)
1.	Customer Focus Capability Uplift	Program	This program aims to unite our organisation under a clear, customer focused vision where every team actively prioritises and enhances the customer experience. This initiative ensures all Melbourne Water employees understand customer needs, enabling us to build meaningful connections, and deliver exceptional experiences and positive outcomes for our community.	Up for review	Assessors identified that people identifying female or who are gender diverse may be living in a family, undertaking caring responsibilities, and/or at heightened risk of experiencing domestic violence. Adverse impacts could be caused by calling at inappropriate times; failing to offer adjustments (such as liaising with a person of a specific gender); and/or failing to consider caring responsibilities when engaging with customers in this demographic. Additional harm or lack of trust may be incurred through misgendering someone by using incorrect pronouns, assuming that gender matches sex as indicated on official documents, using gendered language, and/or assuming the gender of a person's partner.
2.	Monbulk and Kallista UV Disinfection – Early Stage	Program	This program involves adding UV disinfection to our existing water treatment processes. The goal of this is to further increase the resilience and reliability of our water treatment, and in doing so, to continue to deliver safe drinking water to customers.	New	Implementation will require the water supply to be shut off for a set time. Assessors identified that all (~30,000) people receiving water in the Monbulk and Kallista zones will be impacted by this temporary shut off of water supply. Early research revealed that the Australian Bureau of Statistics holds limited data as to the demographic diversity of populations in the Monbulk-Silvan, Emerald-Cockatoo & Mt Dandenong-Olinda regions affected. However assessors recognised that some people in the affected group may experience temporary supply shut off more adversely than others. In providing a project handover checklist to owners of the next phase, the assessors included the details of this Equity Impact Assessment with consultative, responsive recommendations to mitigate gendered and other impacts.
3.	Maribyrnong River Catchment Flood Mitigation Study	Program	Together with the community, Melbourne Water is exploring mitigation options in the lower Maribyrnong River catchment to help reduce flood risk in the lower catchment. The study forms part of the work needed to identify, develop, and implement flood mitigation options, which will help reduce flood risk while also reflecting the values of those in our communities as much as possible.	New	Many customers, community members, and other stakeholders across all genders in the lower catchment area may have been directly impacted by the October 2022 flood event, may feel vulnerable to future flood events, or might be living in an area at a high risk of flooding. Therefore, discussion of flood mitigation options and the broader Project may be a point of sensitivity for many. We assume that there is a large proportion of women in the catchment who will be impacted, though we are not limiting our considerations to this group alone.

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

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: <ul style="list-style-type: none"> Meet the needs of people of different genders; and/or Promote gender equality; and/or Address gender inequality. <p>If you did not take action, write N/A here and explain why in (H). (required)</p>	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Yes (go to column G)	<p>1. The program team implemented the following scoping statement for employees to use prior to engaging with customers: 'Is there anything I can do, or provide you during this call related to communication, language, accessibility or safety?' By taking into consideration a customer's communication requirements, this step is designed to ensure an inclusive experience that provides better outcomes. In addition to providing an opportunity to mitigate any adverse gender-related impacts, this open scoping question also allows employees to accommodate the needs and preferences of First Peoples, people with disabilities, culturally and racially marginalised people, young or elderly people, and other groups.</p> <p>2. The program team rolled out employee training to provide the 'why' behind this scoping statement, leading participants through examples of different kinds of adjustments different community members have asked for or may require. This training involves information on the diversity demographics of communities we serve, and gives proactive examples for different demographics of inclusive communication in action.</p>	N/A	<p>Assessors considered that the following may interact or intersect with gender-based factors in the following ways:</p> <ul style="list-style-type: none"> - For LGBTQIA+ communities: the team considered the importance of avoiding misgendering and gendered stereotypes, and using gender-inclusive language. - For First Peoples: the team considered the importance of using respectful and culturally safe approaches to communication (including but not limited to prioritising interpersonal relationship, explaining reasons for questions and allowing ample time for dialogue and response, and avoiding interruptions or forcing of perspectives). - For people with disabilities: the team considered that individuals in this demographic may require accessible adjustments (including but not limited to communicating with a nominee or carer, having written clarification of engagement outcomes, or having communication formats tailored to accessibility requirements). - For people from Culturally and Linguistically Diverse groups: the team considered the importance of cultural, linguistic, and religious considerations (including but not limited to using Easy English, avoiding jargon, engaging an interpreter where appropriate, ensuring correct name pronunciation, and avoiding calls during times of the day that interrupt cultural or religious practices) - The team also considered that elderly, young, and/or socially disadvantaged people may benefit from adjustments to communication methods (including but not limited to offering materials in hard copy, checking for mutual understanding, or ensuring that any digital requests are available by mobile phone rather than just computer). 	<p>All of the intersectional considerations mentioned in column I are embedded in the training developed and delivered to customer-facing employees. By uplifting knowledge of various, intersecting inequalities, we empower and equip our customer-facing staff to tailor their communicative approaches and adjustments offering to mitigate compound disadvantage. By requiring customer-facing employees to ask a scoping question that allows customers to ask for adjustments or specify communication preferences, we allow for customers to self-determine the format of engagement that would be safest and most accessible for them.</p>
2.	Yes (go to column G)	<p>1. The early stage project team recommended that early-estimate timeframes be sourced in the next project phase from tendered contractors, to determine as soon as possible whether / when water will need to be shut off and, if so, for how long.</p> <p>2. The early stage project team also recommended that stakeholder engagement be carried out across next steps. They advise that Service Enablement Water Treatment should work with the Community Engagement team to better understand diverse community needs, identify the particular needs of most vulnerable groups, and blend</p>		<p>Assessors considered that certain groups may experience compound forms of disadvantage that intersect with gendered impacts. They named people with disabilities, people with medical conditions, and people without transport as some examples of groups who may be particularly vulnerable to adverse impacts.</p>	<p>Action was taken to ensure that project handover notes included assessment recommendations, namely: the sourcing of early-estimate timeframes to enable clear communication around shutdown length, as well as coordinated stakeholder engagement during next steps. It was recommended that community consultation prioritise the identification of vulnerable groups and</p>

		community determined / organisationally recommended solutions to accommodate these needs during the outage. 3. This Equity Impact Assessment, consultative recommendations, and suggested actions (such as providing bottled water) was firmed up into a checklist at point of handover to the manager of the project's next phase (Service Enablement PM).			that project reach out to those groups to collaboratively determine how negative impacts can best be mitigated.
3.	Yes (go to column G)	<p>1. Engagement could potentially be triggering or even re-traumatising for those who experienced the October 2022 flood event. Considering this, the engagement approach will be trauma-informed throughout, and steps will be implemented to help mitigate the risk of negative and distressing impacts on stakeholders, including women and gender diverse people.</p> <p>Specifically, the communication and engagement approach for the Project will be guided by learnings from Trauma-Informed Care (TIC) within the medical and healthcare profession, which positions gender issues as one of its principal considerations. TIC in the medical/healthcare field recognises the impact of trauma on the physical and mental health of patients. TIC has been found to improve patient engagement, treatment adherence, health outcomes, and provider wellness. As outlined by the Australian Institute of Family Studies, TIC is based around the following principals:</p> <p>Safety – ensuring physical and psychological safety</p> <p>Trustworthiness and transparency – making decisions with transparency to build and maintain trust</p> <p>Peer support – encouraging support</p> <p>Collaboration and mutuality – collaboration and leveling power differences</p> <p>Empowerment, voice and choice – ensuring autonomy and promoting individuals' strengths</p> <p>Cultural, historical and gender issues – being aware of the impact of historic trauma, over discrimination, and implicit biases.</p> <p>Taking a trauma-informed approach and using TIC principles, engagement for the Project will emphasise transparency in all communication and interactions with stakeholders. Additionally, this approach will help reinforce to stakeholders that they can exercise their personal choice and autonomy regarding if and how they chose to participate in the Project.</p>		Assessors considered that impacts upon Aboriginal and Torres Strait Islander peoples, people with perceptible and imperceptible disabilities, and people with diverse cultural and linguistic backgrounds or identities may intersect with gendered impacts. They noted in their research that both the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation are registered Aboriginal parties in the area, and that the lower areas of the Maribyrnong River Catchment are home to various culturally and linguistically diverse communities and stakeholders. Assessors also considered the high potential for impacts upon mental health across diverse groups.	<p>In addition to addressing intersectional considerations by adopting a trauma-informed approach throughout, project managers will address intersectional inequalities through the following actions:</p> <p>1. Communication materials will be created to ensure that people living with a disability can access information and contribute to the Project. This will include the use of larger font sizes, limiting the amount of text per page, and using consistent templates/design in communication materials to remove any additional cognitive load. Additionally, communication materials will carefully consider the use of colour contrast, and the incorporation of alternative text for images and other visual communication elements. Locations chosen for in-person events will also be fully accessible.</p> <p>2. The communication approach aims to support equitable access of information and encourage participation in the Project from as many parts of the community as possible. This will involve creating materials that can be readily translated into languages relevant to the community, namely, Arabic, Chinese (Simplified and Traditional), Greek, Italian, and Vietnamese. Communication materials will be created with a focus on ensuring they can be readily transferable across cultures, by avoiding features like colloquialisms or metaphors, which can sometimes be difficult to translate and interpret.</p> <p>3. It is our understanding that there are significant cultural values for Wurundjeri Woi Wurrung and Bunurong groups in the Maribyrnong catchment. As such, it is crucial for us to consider and include this in as a key consideration in the study.</p>

Step 2: Reporting on progress against the indicators

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

K: Indicat or*	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	<p>Critical performance measures</p> <p>Gender composition of the duty holder organisation:</p> <ul style="list-style-type: none"> 2023: 41.8% female, 58.2% male, self-described 0% 2025: 41.4% female, 58.5% male, 0.1% self-described <p>Gender composition of part time workers in the duty holder organisation (as a proportion of Part Time employees):</p> <ul style="list-style-type: none"> 2023: women 75.0%, men 25.0%, self-described 0.0% 2025: women 77.6%, men 22.4%, self-described 0.0% <p>Gender composition of part time workers in the duty holder organisation (as a proportion of all employees):</p> <ul style="list-style-type: none"> 2023: women 30.0%, men 7.4%, self-described 0.0% 2025: women 26.2%, men 5.1%, self-described 0.0% <p>Gender composition of senior leaders in the duty holder organisation:</p> <ul style="list-style-type: none"> 2023: 62.5% women, 37.5% men, 0% self-described 2025: 60% women, 40% men, 0% self-described 	<ul style="list-style-type: none"> First Peoples (workforce representation): 2025: 1%, with an organisational target of 3% by 2027 (pipeline actions underway). Disability (visibility in D&I Census): 9.5% (2024) → 11.7% (2025) of respondents identified as living with disability, indicating increased visibility and/or confidence to disclose. LGBTIQA+ (sexual orientation and gender identity – D&I Census): 9.9% (2024) → 10.3% (2025) of respondents identified as LGBTIQA+. Culturally & Linguistically Diverse (CALD) – D&I Census: Identify with a cultural background other than Australian: 29.0% (2024) → 39.3% (2025). Language other than English spoken at home: 38.0% (2024) → 33.5% (2025). Social Disadvantage / Carers (D&I Census): 57.0% (2024) → 64.3% (2025) of respondents identified as having caring responsibilities—a material driver of availability, part-time patterns and progression that shape composition over time. Gender (beyond binary – D&I Census): 0.9% (2025) of respondents identified as transgender or non-binary, informing facilities/adjustments planning and composition interpretation across levels. Operational pocket (historically male dominated area): Service Delivery: 30.2% women (2025), exceeding the ≥30% target (job design, sourcing and development). Survey participation context (for census based figures): D&I Census participation 54% (2024) → 58% (2025), improving confidence in year to year demographic signals used alongside HR data. 	Yes	<p>Melbourne Water has consolidated overall gender balance and continued to lift representation in traditionally male dominated areas. Women constitute approximately 41 percent of the workforce, with strong presence in leadership, 55.6 percent of the Executive Leadership Group and 42.9 percent of the Senior Leadership Group, showing that equitable talent processes are translating into senior visibility and decision making influence for women. Service Delivery has reached 30.2 percent women, above the 30 percent target, reflecting deliberate attraction, job design and development activity in field and technical roles. Despite Melbourne Water seeing a reduction in part-time participation overall, gender disparity remains, with women disproportionately represented in part-time roles. While we have not seen a shift in proportions of females to males in Part Time roles, we have a significant proportion of our workforce on flexible work arrangements (79%). These arrangements intend to support employees to balance work and caring responsibilities without reducing hours, helping to maintain workforce participation and career progression across all genders. We will continue to promote equitable access to flexible work across all genders, with a focus on increasing uptake among men and better understanding how flexibility influences part-time work patterns. Delivery has been enabled by systematic gender reporting at portfolio, team and site levels via a digital dashboard, the Belonging Framework operating model with focus area working groups, and hiring leader capability uplift, for example Equity in Hiring training. Progress is moderated by historically low voluntary disclosure in HR systems, so de-identified survey insights have been used to target actions while we increase safe disclosure through staged prompts. Overall, the leadership and Service Delivery measures demonstrate progress, while whole of organisation composition is stable, as expected when pipeline and occupational mix effects take longer to shift.</p> <p>Intersectional impacts, what the data does or does not show</p> <p>Intersectional composition signals help explain the pace and pattern of change across levels. First Peoples representation is approximately 1 percent in 2025 against a 3 percent by 2027 target, with a dedicated steps and sector pathways underway to grow representation in leadership pipelines. Disability visibility in the Diversity and Inclusion Census increased from 9.5 percent in 2024 to 11.7 percent in 2025, improving our ability to design adjustments and retain talent equitably, which shapes progression and, over time, composition at higher levels. LGBTIQA+ identification rose from 9.9 percent in 2024 to 10.3 percent in 2025, and approximately 0.9 percent of respondents identified as transgender or non-binary in 2025, which informs inclusive facilities and adjustment planning so composition is interpreted beyond a binary lens. Culturally and linguistically diverse signals show a larger share of respondents identifying with a cultural background other than Australian, alongside a change in the proportion speaking a language other than English at home, pointing to diverse pipelines with varied progression supports. Carers remain a substantial cohort, with a majority of respondents indicating caring responsibilities, underscoring the importance of flexibility and predictable scheduling to sustain participation and advancement. Together, these factors support the progress judgement for Indicator 1 by showing how targeted actions are enabling representation growth, for example in Service Delivery and leadership, while clarifying why enterprise wide composition moves more gradually as intersectional cohorts navigate different pathways and constraints.</p>
2	<p>Critical performance measures</p> <p>Gender composition of the duty holder organisation's governing body:</p> <ul style="list-style-type: none"> 2023: women 50%, men 50%, self-described 0% 	<ul style="list-style-type: none"> First Peoples representation: A First Peoples Board Member was appointed in late 2023. Diversity oversight requirement: A governing body diversity demographics matrix is needed to monitor and assess representation 	Yes	<p>We have moved from gender parity in 2023 to a higher proportion of women (60%) on the governing body. In addition, a First Peoples Board Member was appointed in late 2023. To sustain balance and strengthen intersectional diversity over vacancy cycles, we will introduce a governing body diversity demographics matrix that monitors cohort representation and informs equitable search and succession decisions. This mechanism will provide the Board with clear, periodic oversight on whether appointments and renewals are building depth beyond headline balance and will align governance practice with the intent of our next action plan.</p>

	<ul style="list-style-type: none"> 2025: women 60%, men 40%, self-described 0% 	across key cohorts over time, and to inform equitable succession planning.		
3	<p>Critical performance measures Mean total remuneration gender pay gap by occupation group:</p> <p>Overall organisation: 2023: 5.2% 2025: 3.1%</p> <p>Managers: • 2023: -3.3% • 2025: -1.4% (self-described 2025: 7.4%)</p> <p>Professionals: • 2023: 6.1% • 2025: 4.2%</p> <p>Technicians and Trades Workers: • 2023: 19.9% • 2025: 2.9%</p> <p>Community and Personal Service Workers: • 2023: no data available • 2025: no data available</p> <p>Clerical and Administrative Workers: • 2023: 9.5% • 2025: 5.4% (self-described 2025: 4.6%)</p> <p>Sales Workers: • Not relevant to organisation</p> <p>Machinery Operators and Drivers: • 2023: 19.4% • 2025: 19.8%</p> <p>Labourers: • 2023: 10.2% • 2025: 3.8%</p> <p>Mean total remuneration senior leader gender pay gap: 2023: -1.6% 2025: -15%</p> <p>Supplementary measures Mean base salary pay gap: 2023: 1.4%</p>	<ul style="list-style-type: none"> 2025 remuneration snapshot complements Column L: mean TRP gap at minus 3.1 percent and median TRP gap at minus 3.5 percent in women's favour, with base salary medians at parity and a small mean base salary gap of plus 0.4 percent. Business unit drill down began in 2024 to identify and address localised variation in remuneration. Governance cadence includes an annual pay equity review across base salary and total remuneration packages with escalation to senior governance where required. Legacy effects explain the small residual mean base salary difference due to over band or historical consolidation arrangements that continue to unwind through policy discipline. Intersectional data confidence remains limited by low voluntary disclosure in HR systems, so the organisation is progressing a staged and privacy safe disclosure uplift to enable more accurate intersectional pay analysis. Related workforce signals are monitored, including leadership composition, flexible work uptake and parental leave convergence, to understand longer run drivers of pay outcomes. 	Yes	<p>The 2025 remuneration series indicates that structural gender pay differences are contained and, at total remuneration level, have progressed. While mean and median total remuneration gaps are in men's favour, base salary medians are at parity, and mean base salary are slightly favourable to women. Extending analysis to business unit level from 2024 has enabled targeted conversations where localised variation occurs, and the annual governance cadence across base and total remuneration continues to prevent gap reemergence. Taken together, these movements demonstrate progress on equal remuneration, with remaining base salary residuals tracked through established remediation and policy discipline.</p> <p>By occupation group, what the data shows</p> <p>The 2023 to 2025 occupation group results confirm progress is not uniform. Large improvements are evident where gaps narrowed materially, for example Technicians and Trades Workers from 19.9% to 2.9%, and Labourers from 10.2% to 3.8%, while Managers moved toward parity, from 3.3% to 1.4%. Other groups still show male favouring gaps that require continued focus, particularly Machinery Operators and Drivers at 19.8% in 2025, and residual gaps in Professionals (4.2%) and Clerical and Administrative Workers (5.4%). Overtime has a large impact on Total Remuneration in operational roles and we have recently released BI Reporting to increase transparency of Overtime hours at an individual level. Where self-described data exists, gaps are reported but coverage remains limited (for example, Managers and Clerical and Administrative Workers in 2025). These patterns support targeted, job family remediation loops alongside the enterprise level position.</p> <p>Intersectional impacts, what the data does or does not show for pay equity</p> <p>Intersectional visibility is improving but not yet complete. Low voluntary disclosure in HR systems limits fine-grained pay analysis by cohort, so a staged and privacy-safe uplift in demographic confidence is a near-term priority. In parallel, related workforce signals are trending in supportive directions that should reinforce pay outcomes over time, including leadership composition depth, strong uptake of flexible work, and convergence in paid parental-leave patterns, all of which reduce historical penalties that can flow into pay. As data confidence increases, we will test for distribution tails and cohort-specific pockets at business-unit and job-family levels to ensure the headline parity is equitably experienced. Overall, the evidence supports a progress judgement for equal remuneration, with clear next steps to strengthen intersectional diagnostics and sustain fair outcomes at every level.</p>

	<p>2025: -0.4%</p> <p>Median total remuneration pay gap: 2023: 7% 2025: 3.5%</p> <p>Median base salary pay gap: 2023: 0% 2025: 0%</p>			
<p>4</p>	<p>Critical performance measures Anonymous experience rate of sexual harassment:</p> <ul style="list-style-type: none"> • 2023: not collected • 2025: women 3.0%, men 1% <p>Number of formal reports of sexual harassment:</p> <ul style="list-style-type: none"> • 2023: 0 • 2025: 1 <p>Supplementary measures Participants who said they reported sexual harassment:</p> <ul style="list-style-type: none"> • 2023: not collected • 2025: women 0%, men 20% <p>Reasons for not making a formal sexual harassment complaint:</p> <ul style="list-style-type: none"> • 2023: not collected • 2025: Women advised: I didn't think it was serious enough 33%, I believed there would be negative consequences for my career 33%, I believed there would be negative consequences for my reputation 33%, I believed there would be negative consequences for the person I was going to complain about 22%, I didn't think it would make a difference 44%, I thought the complaint process would be embarrassing or difficult 22%, I didn't need to because I no longer had contact with the person(s) who harassed me 11%. Data results for men and 	<ul style="list-style-type: none"> • Anonymous prevalence, organisation level, 2024 to 2025 Sexual harassment reduced from 3.2 percent in 2024 to 2.2 percent in 2025. Bullying reduced from 10.3 percent in 2024 to 8.1 percent in 2025. Discrimination reduced from 7.3 percent in 2024 to 3.4 percent in 2025. • Survey participation context D and I Census participation increased from 54 percent in 2024 to 58 percent in 2025, strengthening confidence in year to year comparisons. • Formal reporting gap HR formal complaints remain low relative to anonymous prevalence. Sexual harassment 0 cases in 2024 and 1 cases in 2025. Bullying 2 cases in 2024 and 1 case in 2025. Discrimination 1 case in 2024 and 2 cases in 2025. • Reasons for not reporting Across 2024 and 2025, employees most frequently cited concerns about career or reputation consequences, belief that reporting would not make a difference, not feeling safe, and process difficulty. In 2025, some employees also indicated they felt the incident was not serious enough to report. • Intersectional signals, psychological and cultural safety In 2025, gender diverse and non-binary employees reported approximately 66 percent feeling safe to call out inappropriate behaviour compared to about 72 percent organisational average. In 2025, CALD cultural safety was approximately 82 percent. • Pathway and environment enablers From 2024 to 2025, Melbourne Water strengthened the Contact Officer network, refreshed Respect at Work communications, 	<p>Yes</p>	<p>Anonymous employee experience data shows improvement from 2024 to 2025 across sexual harassment, bullying and discrimination, and the 2025 breakdown shows a clear disparity in sexual harassment by gender. In 2025, women reported sexual harassment at 3.0 percent compared with 1.0 percent for men. Formal reporting remains very low by comparison, with one formal sexual harassment report recorded in 2025. Supplementary reporting data also shows a disparity, with 0 percent of women who experienced sexual harassment saying they reported it and 20 percent of men saying they reported it. In addition, while the question on complainant satisfaction with both formal and non-formal sexual harassment complaints was included in the Diversity, Inclusion and Belonging census, insufficient responses were captured to enable reporting. Reasons given by women for not making a formal complaint in 2025 included that they believed it would not make a difference, they were concerned about consequences for their career or reputation, they did not feel the matter was serious enough, they were concerned about consequences for the other person, they felt the process would be embarrassing or difficult, or they no longer had contact with the person. Taken together, the pattern of lower anonymous prevalence alongside a persistent reporting gap indicates progress on prevalence and insufficient progress on confidence and pathway usability, particularly for women. During the period, Melbourne Water strengthened the Contact Officer network, refreshed Respect at Work communications, lifted mandatory learning completion, advanced trauma informed practice, and improved environmental and pathway enablers through the Workplace Adjustments policy, the Hidden Disabilities Sunflower partnership and all gender amenities pilots. The next priorities are to further normalise and support help seeking, make pathways more predictable and transparent, and improve satisfaction with handling so that reductions in prevalence are matched by safe and trusted reporting for women and men.</p> <p>Intersectional impacts, what the data does or does not show for sexual harassment, bullying and discrimination</p> <p>Intersectional signals explain why some cohorts experience slower gains and why these behaviours need to be addressed as a single practical risk domain for gender equality. In 2025, gender diverse and non-binary employees reported approximately 66 percent feeling safe to call out inappropriate behaviour compared with about 72 percent at the organisational level, which points to a need for deeper trauma informed supports, by-stander capability and consistent manager follow through. Cultural safety among culturally and linguistically diverse employees was approximately 82 percent in 2025, which is positive but still requires portfolio level focus to ensure consistent confidence to raise concerns and seek support. For employees with hidden disabilities, stronger adjustments processes and the Sunflower program are intended to reduce practical and psychological barriers to using pathways. These cohort patterns help to explain why the overall result shows progress while lived experience varies by group. The next period will maintain prevention and early intervention, increase visibility of options and outcomes, and improve end to end complaint handling so that improvements in prevalence are matched by confidence and satisfaction for all cohorts.</p>

	<p>those who identified as self-described not available for 2023 and 2025.</p> <p>Satisfaction with handling of workplace sexual harassment complaint:</p> <ul style="list-style-type: none"> No data available for 2023 due to employee experience data not being collected, and low responses in employee experience data prevent reporting for 2025 on this item <p>Satisfaction with handling of formal workplace sexual harassment complaint:</p> <ul style="list-style-type: none"> No data available for 2023 due to employee experience data not being collected, and low responses in employee experience data prevent reporting for 2025 on this item 	<p>delivered mandatory learning, and advanced trauma informed practice.</p> <p>The Workplace Adjustments Policy and the Hidden Disabilities Sunflower partnership support safer and more predictable pathways for employees with hidden disabilities.</p> <p>All gender amenities pilots and intersectional site audit findings inform physical safety and inclusion improvements.</p>		
<p>5</p>	<p>Critical performance measures</p> <p>Gender composition of recruited employees:</p> <ul style="list-style-type: none"> 2023: 45% women, 55% men, 0% self-described 2025: 41.8% women, 58.2% men 0% self-described <p>Gender composition of employees who were promoted:</p> <ul style="list-style-type: none"> 2023: women 47.9%, men 52.1%, self-described 0% 2025: women 54%, 46% men, 0% self-described <p>Perceptions of recruitment, by gender:</p> <ul style="list-style-type: none"> 2023: data unavailable for this period 2025: women 66.5%, men 64.6%, self-described data unavailable <p>Perceptions of promotion, by gender:</p> <ul style="list-style-type: none"> 2023: data unavailable for this period 	<ul style="list-style-type: none"> Recruitment outcomes, 2025 Recruited employees: 41.8% women, 58.2% men. Promotion outcomes, 2025 Promoted employees: 54% women, 46% men. Perceptions of recruitment, 2025 Favourable: 66.5% women, 64.6% men. Perceptions of promotion, 2025 Favourable equal chance at promotion: 46.5% women, 45.5% men. First Peoples, 2025 Recruitment fairness 82%. Progression 45%. Promotion 45%. LGBTIQ+, 2025 Recruitment fairness 75%. Progression 42%. Learning and development 48%. Diverse gender identity, 2025 Promotion processes fair 19%. Equal chance at promotion 24%. Disability, 2025 Progression 33%. Learning and development 40%. Culturally and linguistically diverse, 2025 Progression lower than organisation overall. 	<p>Yes</p>	<p>The 2025 results show strengthening equity through the lifecycle. Compared to our overall gender representation, recruitment outcomes were broadly balanced in 2025, 41.8% women and 58.2% men, and promotion outcomes were favourable to women, 54% women and 46% men, which represents an improvement from 2023 promotion outcomes, 47.9% women and 52.1% men. Perceptions in 2025 are directionally consistent with these outcomes. Recruitment felt fair to both women and men, 66.5% and 64.6%, and perceived equal chance at promotion was similar across genders, 46.5% for women and 45.5% for men. Taken together, the data indicates progress at entry and signs of improving equity in progression decisions, while perceptions of promotion fairness remain only mid-range and need to rise further to match the outcome trend. The judgement is progress, with a clear focus on sustaining decision quality and transparency in post-hire mobility and promotions so experience and outcomes continue to converge.</p> <p>Intersectional impacts, what the data does or does not show for recruitment and promotion</p> <p>Anonymous census cuts show that experience is not uniform across cohorts. First Peoples employees reported high confidence in recruitment fairness, 82%, and lower agreement on progression and promotion, both 45%, suggesting inclusive entry with weaker advancement pathways. Employees of diverse gender identity reported the largest gaps, only 19% believed promotion processes were fair and 24% felt they had an equal chance at promotion, indicating urgent barriers to equitable advancement. LGBTIQ+ employees reported strong recruitment fairness, 75%, but lower progression, 42%, and learning and development, 48%, indicating bottlenecks after hire. Employees with disability also reported lower progression and learning and development agreement, 33% and 40%, reinforcing the need for targeted adjustments, access to development, and manager capability. Women's perceptions of recruitment and promotion fairness are slightly above average, yet satisfaction with progression opportunities sits around 45%, pointing to a disconnect between perceived fairness and real mobility. CALD and carers results are largely in line with the organisation overall, with CALD employees calling out progression pathways as an area to improve. These patterns explain why the overall result shows progress while some cohorts, especially those with diverse gender identity, encounter material barriers.</p> <p>Data limitations and next steps to sustain progress</p> <p>Broader diversity analysis of outcomes in HR is currently limited by low voluntary disclosure, which means promotions and recruitment beyond gender cannot yet be linked reliably to minority cohort status in the HR system. Next steps are to reinstate funnel tracking for applications, interviews and offers, and to continue a staged, privacy-safe uplift in voluntary disclosure so we can diagnose representation and decision quality at each stage. At the same time, we will keep strengthening practice, transparent criteria, panel calibration, higher-duties</p>

	<ul style="list-style-type: none"> 2025: women 46.5%, men 45.5%, self-described data unavailable 	<ul style="list-style-type: none"> Carers, 2025 Agreement levels broadly in line with organisation overall. Data limitations Low voluntary disclosure in HR systems means recruitment and promotion beyond gender cannot yet be reliably analysed in HR outcomes. Cohort results above are from the anonymous census. 		<p>and secondment access, sponsorship and learning and development access, so that perceptions of fairness rise in tandem with equitable outcomes.</p>
6	<p>Critical performance measures Average weeks of parental leave, by gender:</p> <ul style="list-style-type: none"> 2023: women 21.3 weeks, men 8.6 weeks, self-described data unavailable 2025: women 42.5 weeks, men 14.1 weeks, self-described data unavailable <p>Uptake of flexible work, by gender:</p> <ul style="list-style-type: none"> 2023: women 86.7%, men 72.3%, self-described data unavailable 2025: women 89.2%, men 72%, self-described 100% <p>Perceptions of flexible work culture, by gender:</p> <ul style="list-style-type: none"> 2023: data unavailable for this period 2025: women 76.6%, men 75.3%, self-described data unavailable <p>Supplementary measures Gender composition of parental leave takers:</p> <ul style="list-style-type: none"> 2023: women 51.4%, men 48.6%, self-described data unavailable 2025: women 38.3%, men 61.7%, self-described data unavailable <p>Gender gap in carer's leave:</p> <ul style="list-style-type: none"> 2023: women 42.8%, men 41.5%, self-described data unavailable 2025: women 52.3%, men 46%, self-described 50% 	<ul style="list-style-type: none"> Flexible work uptake, 2025 census Employees using flexible work: 76.0% (629 of 824 respondents). Confidence that flexible work requests would be considered, 2025 Overall 75.0%. Diverse sexual orientation 82.0%. Carers 78.0%. Disability 77.0%. Women 77.0%. Men 75.0%. First Peoples 64.0%. Transgender and non-binary 60.0%. Perceptions of manager support for flexibility, 2025 Overall 81.0%. Carers 89.0%. Diverse sexual orientation 88.0%. Women 87.0%. Disability 76.0%. First Peoples 73.0%. Transgender and non-binary 60.0%. Parental leave patterns, 2025 Paid parental leave users: 62.0% men, 38.0% women. Women more likely to take longer unpaid leave. Carer's leave usage, latest year Employees accessing carer's leave: 828. Family Violence Leave, latest year Employees accessing: 6. Support rated 90.0% overall, 92.0% among women, 93.0% among LGBTIQ+ employees. Confidence among transgender and non-binary employees: 60.0%. Gender Affirming Leave Available, 4 weeks paid plus 48 weeks unpaid. No usage recorded yet. First Peoples cultural leave and flexible options Sorry Business, Cultural and Ceremonial Leave taken: 9 days. Public Holiday Substitution requests: 18. 	Yes	<p>The 2025 results point to a strong flexibility culture with clear gender signals. Uptake of flexible work remains high and stable, with women at 89.2% and men at 72.0% in 2025. Perceptions of flexible work culture are similarly positive, with women at 76.6% and men at 75.3%. Parental leave patterns show a meaningful shift in care. Men accounted for 61.7% of paid parental leave takers in 2025, while women accounted for 38.3%, indicating greater male participation in care. It was encouraging to observe progress with men taking an average of 14.1 weeks of parental leave in 2025, up from 8.6 weeks in 2023. At the same time, women continued to take longer unpaid leave, which signals that some gendered patterns of care and career impact persist even as paid leave patterns converge. Taken together, the movement toward shared paid leave, consistently high flexible work use, and favourable culture perceptions demonstrate progress for this indicator, while the unpaid leave pattern and the need for consistent formalisation in some operational contexts remain important areas to address.</p> <p>Intersectional leave entitlements, availability and utilisation Access and confidence are not uniform across cohorts. In 2025, 76.0% of respondents reported using flexible work, and 75.0% agreed a request would be given due consideration. Confidence and manager support were high for several groups, for example carers at 78.0% confidence and 89.0% manager support, women at 77.0% confidence and 87.0% manager support, employees reporting diverse sexual orientation at 82.0% confidence and 88.0% manager support, and people with disability at 77.0% confidence and 76.0% manager support. Gaps are evident for First Peoples employees, 64.0% confidence and 73.0% manager support, and for transgender and nonbinary employees, 60.0% on both measures, indicating lower psychological safety and a higher threshold to seek support. Family Violence Leave was accessed by 6 employees in the latest year, with high perceived support at 90.0% overall, 92.0% among women, and 93.0% among LGBTIQ+ employees, while confidence among transgender and nonbinary employees was lower at 60.0%. Gender Affirming Leave is available at 4 weeks paid plus 48 weeks unpaid, with no usage recorded yet. First Peoples cultural leave and flexible options are being used, for example 9 days of Sorry Business, Cultural and Ceremonial Leave in the latest year, and 18 Public Holiday Substitution requests, noting operational requirements may limit access. Workplace adjustments continue to be an important enabler of real world flexibility, with 47 requests lodged in the latest year.</p> <p>Operational and data considerations Operationally, formal flexible arrangements remain lower in some field environments. In Service Delivery, 24.0% of employees had a formal flexible arrangement in 2025, which indicates a need to continue developing fit for purpose formal options that align with safety, rostering, and service obligations while sustaining the high levels of informal flexibility already in use. From a data perspective, low voluntary disclosure in HR systems limits deeper linkage of leave and flexibility outcomes to minority cohort status beyond gender. A staged, privacy safe uplift in voluntary disclosure, combined with continued fixed cadence reporting from the census and reinstated local diagnostics, will allow more precise monitoring of equitable access and impact.</p> <p>Conclusion On balance, the 2025 profile demonstrates progress on flexibility and care, with stronger male participation in paid parental leave, consistently high use of flexible work, and positive culture signals. The next priorities are to improve formalisation in operational settings where practicable, address confidence and safety gaps for First Peoples and transgender and non-binary employees, make Family Violence Leave and Gender Affirming Leave supports more visible to the cohorts that need them, and lift intersectional data confidence so that equitable availability, utilisation, and outcomes can be tracked reliably across all groups</p>

		<ul style="list-style-type: none"> Workplace adjustment requests, latest year Requests lodged: 46. Data limitations Low uptake of the Voluntary Diversity and Inclusion Information Form limits deeper analysis of leave and flexibility patterns beyond gender in HR outcomes. 		
7	<p>Critical performance measures Occupational gender segregation: All occupations 2023: women 41.8%, men 58.2% 2025: women 41.4% (-0.4 pp), men 58.5% (+0.3 pp) Self-described 2025: 0.1%</p> <p>Managers 2023: women 37.7%, men 62.3% 2025: women 40.6% (+2.9 pp), men 59.1% (-3.2 pp) Self-described 2025: 0.3%</p> <p>Professionals 2023: women 49.8%, men 50.2% 2025: women 44.7% (-5.1 pp), men 55.3% (+5.1 pp)</p> <p>Technicians and Trades Workers 2023: women 29.6%, men 70.4% 2025: women 33.8% (+4.2 pp), men 66.2% (-4.2 pp)</p> <p>Community and Personal Service Workers 2023: no data 2025: no data</p> <p>Clerical and Administrative Workers 2023: women 51.5%, men 48.5% 2025: women 71.0% (+19.5 pp), men 28.2% (-20.3 pp) Self-described 2025: 0.8%</p> <p>Sales Workers Not relevant to organisation.</p> <p>Machinery Operators and Drivers 2023: women 22.0%, men 78.0% 2025: women 23.2% (+1.2 pp), men 76.8% (-1.2 pp)</p> <p>Labourers 2023: women 29.5%, men</p>	<ul style="list-style-type: none"> Senior Leaders, 2025 census respondents (n = 27) Female 48.1% (13), Male 51.8% (14), Transgender or non-binary 0.0% (0); LGBTIQ+ 14.8% (4); Disability 14.8% (4); Carer 37.0% (10); Language other than English at home 22.2% (6); Cultural background other than Australian 18.5% (5); Born overseas 14.8% (4). People and Technical Leaders, 2025 census respondents (n = 374) Female 42.7% (160), Male 54.8% (205), Transgender or non-binary 0.2% (1); LGBTIQ+ 9.8% (37); Disability 9.0% (34); Carer 72.4% (271); Language other than English at home 35.5% (133); Cultural background other than Australian 48.1% (180); Born overseas 36.8% (138). Data scope and next steps Leadership cohort figures above reflect census respondents. Intersectional occupational segregation in HR outcomes beyond gender remains limited due to low voluntary disclosure; as HR data collection improves, analysis by First Peoples, CALD, disability, carers and LGBTIQ+ at occupation-group level will be feasible. 	Yes	<p>Progress has been made on gendered occupational segregation, evidenced by increases in women's representation in several male dominated occupation groups (Managers, Technicians & Trades, Machinery Operators & Drivers) during 2023–2025, alongside sustained structural and cultural changes that address known barriers in operational and technical roles.</p> <p>At an enterprise level, overall gender composition remains steady between 2023 and 2025, shifting from 41.8% women to 41.4% women. This headline stability indicates that whole-of-organisation change is gradual. Within occupation groups, however, movement is more pronounced and mixed. Women's representation increased in a number of historically male-dominated families, and there was a pronounced increase in clerical and administrative roles, while other families became more male-dominated or slipped slightly. This pattern explains why the enterprise total appears steady even when material change is occurring at the job-family level. In Managers, women rose from 37.7% to 40.6% (+2.9 pp); in Technicians and Trades Workers, women rose from 29.6% to 33.8% (+4.2 pp); and in Machinery Operators and Drivers, women rose from 22.0% to 23.2% (+1.2 pp). In contrast, women in Professional roles decreased from 49.8% to 44.7% (-5.1 pp), and women among Labourers decreased from 29.5% to 29.5% (-0.1 pp). Clerical and Administrative Workers moved further toward female dominance, increasing from 51.5% to 71.0% (+19.5 pp). For all occupations combined, women moved from 41.8% to 41.4% (-0.4 pp) and men from 58.2% to 58.5% (+0.3 pp). Self-described employees accounted for 0.1% at the enterprise level in 2025, 0.3% among Managers and 0.8% among Clerical and Administrative Workers. Community and Personal Service Workers have no data for 2023 or 2025, and Sales Workers are not relevant to the organisation.</p> <p>Leadership context provides useful signals for segregation across levels. In the 2025 Diversity, Inclusion and Belonging Census, Senior Leaders were close to gender balance among respondents (48.1% women, n = 27) and People and Technical Leaders included 42.7% women among respondents (n = 374). These cohorts also showed breadth across other demographics. Senior Leader respondents included LGBTIQ+ (14.8%), people with disability (14.8%), carers (37.0%), those who speak a language other than English at home (22.2%), people with a cultural background other than Australian (18.5%), and people born overseas (14.8%). People and Technical Leader respondents included LGBTIQ+ (9.8%), people with disability (9.0%), carers (72.4%), those who speak a language other than English at home (35.5%), people with a cultural background other than Australian (48.1%), and people born overseas (36.8%). Nearbalanced gender representation at senior levels, together with this broader demographic spread, suggests that inclusion efforts are supporting a leadership pipeline that can influence occupational patterns over time.</p> <p>During 2024–25, the organisation focused on the work environment and talent system in ways that support women's entry, retention and progression in operational and technical roles. Actions implemented in this period included achieving gender balance in traineeships, commencing an Early Career Network with strong female representation across committee and participants, and developing and sustaining the Females in the Field group, run by a Committee of women in operational roles, which provides regular opportunities for women in field roles to connect, establishes feedback loops to identify barriers, and has led to delivery of workshops that address those barriers. The new enterprise agreement incorporated more opportunities for flexibility in operational and maintenance roles. Inclusive job design and recruitment practices were embedded: Equity in Hiring training was rolled out to frontline hiring managers; Talent Acquisition completed unconscious-bias training and now coach hiring managers on unconscious, confirmation and identity-based biases; position descriptions and recruitment materials were reviewed for gender-neutral language and accessibility; job advertisements highlight flexibility and parental leave; structured interviews and diverse panels support equitable assessment; and sourcing strategies are tailored to attract women in under-represented disciplines. In parallel, the organisation partnered on sector engagement and education initiatives, including curriculum-mapped career education resources for Years 7–12 with the Australian Career Association, webinars for educators and students, participation in programs such as Gems in STEM, and delivery of a National Science Week careers webinar featuring gender-balanced panels. Internal networks and development opportunities continued, including Women in STEM initiatives, Connecting Women in Water and Catchment Operations, and participation in Melbourne Water Unite and the International</p>

	<p>70.5% 2025: women 28.0% (-1.5 pp), men 72.0% (+1.5 pp)</p>		<p>Water Centre Water Leadership Program. Together, these actions address the environmental, cultural and structural factors that drive occupational segregation and help to explain the shifts within male-dominated families during the period.</p> <p>An intersectional lens is applied to the extent that current data allows. The leadership figures above reflect census respondents and provide visibility across several cohorts. Intersectional analysis of occupational segregation in HR outcomes beyond gender is currently limited by low voluntary disclosure; as data collection improves, analysis by occupation group will be feasible for First Peoples first, followed by culturally and linguistically diverse communities, disability, carers and LGBTIQ+. On balance, the evidence indicates that while the enterprise-wide figure is steady, meaningful shifts are occurring within specific job families and at leadership levels. Progress is therefore uneven by occupation group, reflecting both gains in male-dominated families and areas where representation declined or remained static.</p>
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*Indicators (column K)

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

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

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?* (required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d <input checked="" type="checkbox"/> e <input checked="" type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>Leadership, governance and operating context (b) were decisive enablers and constraints. The Belonging Framework kept representation visible and enabled local action, reflected in Service Delivery reaching 30.2% women. Our resourcing (d) supported portfolio-to-site dashboards and hiring-leader capability uplift, while part-time cohort composition is now reported correctly in Column L, clarifying the workforce mix. Operational priorities (e) meant some redesigns moved at a measured pace. Practicability and cost (f) drove a staged uplift in privacy-safe demographic disclosure, with census participation improving from 54% to 58%, so intersectional analytics in HR will strengthen over time. Genuine attempts (g) are evident in leadership balance, the operational pocket of progress, and a transparent cadence of monitoring and discussion.</p>	<ul style="list-style-type: none"> • 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. • 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. • 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. • Develop and implement process to capture gender and intersectional data of our employees including disability, LGBTIQ, cultural diversity and faith. • Create and implement a digital solution to capture gender and intersectional data at point of application, including updating employee records to capture the data. • 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. • Identify and report (de-identified) intersectional diversity data across our workforce with insights for measurement and action. • 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. • Identify and report the number of women with intersecting identities in leadership, for example women with a disability.
2	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>Board appointments are externally governed; vacancy cycles and merit processes set the tempo. Within those settings, organisational context (b) and resources (d) supported sustained parity, targeted pipeline engagement (including First Peoples leadership), and capability uplift for members. Genuine attempts (g) are demonstrated through explicit governance oversight and planned use of a diversity demographics matrix.</p>	<ul style="list-style-type: none"> • 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. • 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). • 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. • Deliver on Board's expectation on gender equity and inclusion at Melbourne Water.
3	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d <input checked="" type="checkbox"/> e <input checked="" type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>Resources (d) and business rhythms (e) underpinned a mature pay-equity cycle: annual base/TRP analysis, escalation to business-unit and now occupation-group granularity, and routine ELG/Board scrutiny. This contained systemic gaps (e.g., median base parity and women-favouring TRP overall) and enabled targeted local conversations. The new occupation-group results confirm progress is not uniform, some groups improved materially while others show residual male-favouring gaps requiring follow-through. Our nature/circumstances (b) and practicability/cost (f) still limit fine-grained intersectional diagnostics until safe disclosure increases. Genuine attempts (g) are evident in continuous monitoring and the planned formalisation of pay-equity targets to lock in discipline and transparency.</p>	<ul style="list-style-type: none"> • Establish organisational pay equity targets to reduce overall and like-for-like gaps and organisation-wide gaps, and implement improvements where required. • Identify and reduce any pay gaps in Business Units. • 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. • Seek to understand our workforce's financial literacy and address any education gaps through wellbeing initiatives (wellbeing team).

<p>4</p>	<p><input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d <input checked="" type="checkbox"/> e <input checked="" type="checkbox"/> f <input checked="" type="checkbox"/> g</p>	<p>The nature of our organisation (b), resourcing (d), and operational priorities (e) combined to relaunch Respect at Work, rebuild and upskill the Contact Officer network, and sustain mandatory learning, coinciding with lower anonymous prevalence across 2024→2025. No 2023 collection limits time-series analysis in L, and 2025 shows a clear women-to-men disparity in experience alongside very low formal reporting and stated barriers (e.g., fear of consequences, belief it would not help). For gender-diverse employees in particular, deeper trauma-informed practice and manager capability at scale require specialist investment and time (f) without disrupting operations. Genuine attempts (g) are evident in the breadth of prevention and response measures and their governance visibility.</p>	<ul style="list-style-type: none"> • Implement Preventing and Responding to Sexual Harassment Plan and complete annual revision every two years. • Develop a communication campaign that supports and reinforces a zero-tolerance approach to harassment, discrimination and unfair treatment and sexism. • 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. • Develop manager competency to manage concerns and complaints with cultural complexities and sensitivities, and encourage confidence in reporting. • Continue to develop skills that enable our gender diverse communities to challenge inappropriate behaviours. • 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. • 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. • 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. • 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. • 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. • Incorporate information on family violence into employee touchpoints, e.g., induction, e-learning module and regular training updates. • Invite and train Contact Officers and Mental Health First Aiders to extend their scope to provide first contact advice on navigating family violence issues. • Introduce family and domestic violence training for all managers and supervisors. • 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. • 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.
<p>5</p>	<p><input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d <input checked="" type="checkbox"/> e <input checked="" type="checkbox"/> f <input checked="" type="checkbox"/> g</p>	<p>Organisational context (b), resources (d) and business priorities (e) enabled inclusive hiring controls, balanced shortlists, diverse structured panels, inclusive PDs/ads and anonymised screening, supporting balanced entry and women-favouring promotion outcomes in 2025. Because 2023 perceptions were not collected, comparisons rely on 2024 and 2025 only; HR demographic disclosure currently limits analysis of promotions beyond gender. Practicability and cost (f) considerations are addressed through reinstating applications-interviews-offers tracking and staged, privacy-safe disclosure uplift to improve diagnostics. Genuine attempts (g) are evident in lifecycle reforms, calibrated talent discussions and access to higher-duties/secondments.</p>	<ul style="list-style-type: none"> • 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. • 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. • 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. • 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. • 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.

			<ul style="list-style-type: none"> • Ensure Employee Value Proposition assets that reflect our gender equity (and other dimensions of diversity) and inclusion are used to reach our target audiences. • 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. • 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). • Transparent reporting by Talent Acquisition Team on direct appointments, including gendered impacts, and promoting and communicating about inclusive employment practices and successful appointments. • Continue and strengthen succession planning and investment for high-potential women that includes sponsorship by General Managers, higher duties and a professional development program. • Ensure work experience, internship and graduate programs are utilised to address areas of underrepresentation (aiming for a minimum participation rate of 50% female in all areas) • Monitor successful completion rates, to contribute to building a diverse pipeline of talent for Melbourne Water and the wider water sector. • Conduct culture surveys to look at employment experience for women over 55, including career development, remuneration, flexibility and inclusive culture. • Assess promotion process for women with disability and address any barriers, including potential bias in decision making.
6	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d <input checked="" type="checkbox"/> e <input checked="" type="checkbox"/> f <input checked="" type="checkbox"/> g	<p>Nature/circumstances (b), resources (d) and operating priorities (e) supported Structured Hybrid, leader modelling and policy breadth, reflected in consistently high flexible-work use and higher male participation in paid parental leave (61.7%), while women continue to take longer unpaid leave. Column L now reports average parental-leave as weeks, clarifying duration patterns. Practical constraints (f) in some operational contexts (rostering, coverage, safety) limit formalisation, and engagement with coaching/Keeping in Touch dipped, signalling a need to refresh supports. Genuine attempts (g) include tools and job-ad signalling that all roles can work flexibly, and iterative improvements informed by survey and program feedback.</p>	<ul style="list-style-type: none"> • 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. • Conduct research with operational teams to understand both the desire to work in flexible and blended ways, and to understand the barriers and enablers. • People & Capability to support managers to be competent, consistent and confident to provide and effectively manage requests for flexible working arrangements. • Continue Melbourne Water's Keeping in Touch program, supporting employees as they plan for, take and return from parental leave. • Continue to offer coaching for employees on returning to work from parental leave, including parenting workshops. • 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. • Continue to develop case study examples of the range of flexible working arrangements available to employees and potential employees • 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. • Pilot the advertising of positions at full-time with option to re-design role to work at reduced fractions, for example 0.8 FTE. • Explore lower uptake of part-time work by men, including competing priorities, needs and other influencing factors. • Provide visibility of men utilising flexible working arrangement options, including for parental and carer responsibilities, in communication materials.
7	<input type="checkbox"/> None <input type="checkbox"/> a <input checked="" type="checkbox"/> b <input type="checkbox"/> c <input checked="" type="checkbox"/> d	<p>STEM and operational labour markets and service priorities (b, e) slow enterprise-level shifts even when specific families move. Directed resources (d) supported inclusive job design, bias-aware selection and proactive sourcing; pipeline activity (curriculum-mapped resources, STEM outreach, women's networks) built visibility and intent. Column L now shows occupation-group composition for 2023 and 2025, confirming mixed movement by family; practicability and cost (f) shape the pace of</p>	<ul style="list-style-type: none"> • 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.

	<input checked="" type="checkbox"/> e <input checked="" type="checkbox"/> f <input checked="" type="checkbox"/> g	facility/equipment changes that enable access. Genuine attempts (g) are clear in sustained, multi-cycle investment pairing decision-quality improvements with long-horizon pipeline development. As HR disclosure improves, intersectional segregation analysis will be possible at occupation-group level.	<ul style="list-style-type: none"> • 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. • Promotion of STEM study to girls in secondary schools to encourage more women into engineering and operational roles. • 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.
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*Factors (column Q):

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

Step 3: Reporting on GEAP strategies

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

GE AR.1.1.1 — Indicator 1: Gender composition of all levels of the workforce

Why this was not completed in this period: This action remains in progress; dependencies and sequencing with related initiatives required a staged approach during the reporting period ending 30 June 2025, with delivery continuing in FY2025/26.

What has been achieved to date: Melbourne Water continues to progress toward achieving gender balance and diversity across the organisation and business units in line with the legislatively mandated deliverable; during the reporting period the focus was on identifying areas of disproportion at certain levels and addressing these through attraction, recruitment, career development and inclusion strategies delivered via the Belonging Framework; sector collaboration progressed through VicWater DISC to address gender inequality in Operations and Maintenance roles, including plans to codesign an action plan targeted to these roles; headline composition at the reporting point: overall women 41% (-year-on year- stability), women in People Leadership Group/Technical Manager cohort 41%, women in Enterprise Agreement roles 40.8%, women in Senior Leadership Group 42.9%, women in Executive Leadership Group 55.6%, women in parttime roles 77.6% and men 22.4% (shift from 75%/25-% in 2023); oversight provided via quarterly ELG and annual Board reporting.

Risks and impacts if not completed: Delayed delivery slows measurable progress and reduces the precision of diagnostics for equity and inclusion.

Next steps and revised timeline: Continue staged delivery with clear milestones in our next action plan, align dependencies, and publish periodic updates through established governance channels.

Ownership and evidence of completion: Accountable (original): General Managers, Business Units; Evidence will include approved artefacts, updated policies or infrastructure hand-over, and published reporting through Executive Leadership Group and Board packs.

GE D.3.2.1 — Indicator 3: Equal remuneration

Why this was not completed in this period: This action remains in progress; analysis and remediation continue beyond 30 June 2025 to consolidate gains at the enterprise level and address remaining occupation-level and localised variation.

What has been achieved to date: Melbourne Water's remuneration outcomes show clear progress toward equal remuneration. The mean total remuneration (TRP) gender pay gap narrowed from 5.2% (2023) to 3.1% (2025) at the whole-of-organisation level, with the mean base salary gap moving from 1.4% (2023) to -0.4% (2025), and the median TRP gap improving from 7% (2023) to 3.5% (2025) while median base salary remained at 0% in both years. By occupation group, large improvements were recorded for Technicians and Trades Workers (19.9% to 2.9%) and Labourers (10.2% to 3.8%); Managers moved toward parity (-3.3% to -1.4%; self-described 2025: 7.4%); residual gaps remain in Professionals (4.2%), Clerical and Administrative Workers (5.4%), and Machinery Operators and Drivers (19.8%). Senior leader mean TRP moved from -1.6% (2023) to -15% (2025), and a business-unit drill-down commenced in 2024 to target local variation. Governance cadence includes an annual pay-equity review across base and total remuneration with escalation where required; legacy effects explain the small residual mean base salary difference due to over-band or historical consolidation settings that are unwinding through policy discipline. Intersectional analysis is constrained by low voluntary disclosure in HR systems, and a staged, privacy-safe uplift is underway to enable more accurate intersectional pay analysis. Related workforce signals are monitored (leadership composition, flexible work uptake, parental leave convergence) to understand longer-run drivers of pay outcomes.

Risks and impacts if not completed: Without continued remediation and targeted focus on outlier occupation groups and localised gaps, improvements may stall or reverse and the organisation risks uneven employee experience of pay equity across job families and cohorts.

Next steps and revised timeline: In our next action plan we will continue the annual enterprise pay-equity cycle and extend targeted remediation at job-family and business-unit levels (with priority attention to Machinery Operators and Drivers, and residual gaps in Professionals and Clerical/Administrative cohorts); complete the privacy-safe demographic disclosure uplift to strengthen intersectional diagnostics; maintain quarterly governance updates and year-end reporting to Executive and Board.

Ownership and evidence of completion: Accountable (current): EGMs; Accountable (original): General Managers. Evidence will include annual and BU-level pay-equity analyses (base and TRP), remediation logs and approvals, governance papers to ELG/Board, and artefacts confirming the demographic disclosure uplift process.

GE FW.6.4.2 — Examine potential gendered impacts on flexible and hybrid/blended working and leave through job design

Why this was not completed in this period: This action remains in progress; while all job advertisements currently include information about flexible working options, additional work is required to transparently communicate role re-design options (e.g., reduced fractions such as 0.8 FTE) upfront rather than advertising as full-time first.

What has been achieved to date: All job advertisements now include the full suite of flexible working options — part-time, condensed weeks, accrued time off, working from home or alternate locations, flexible start/finish times, purchased annual leave, 9-day fortnights, and job-share — establishing a strong foundation for inclusive job design and attraction.

Risks and impacts if not completed: Without clear visibility of role re-design options, uptake by men of formal part-time provisions may remain low and women's perceptions of career progression while working flexibly may not improve as intended.

Next steps and revised timeline: In the next action plan and during FY2025/26 intentional progress will continue, this to make role fraction options explicit at the point of advertising and continue embedding job-design guidance so applicants understand flexibility is available by design, not exception.

Ownership and evidence of completion: Accountable (per GEAP): People & Transformation/People Services; demonstration of progress will include updated job advertising templates, hiring manager guidance and artefacts demonstrating visibility of fraction options.

GE FW.6.4.3 — Examine potential gendered impacts on flexible and hybrid/blended working and leave through cultural diagnostics

Why this was not completed in this period: This action remains in progress; further research and consultation are required to understand competing priorities and other factors influencing men's lower uptake of formal part-time work.

What has been achieved to date: Annual gender workplace profile reporting and the 2025 DIB Census provided visibility into part-time trends and cultural drivers; 71% of men and 82% of women reported using some form of flexible working arrangement, indicating strong informal flexibility but a continued gap in male uptake of formal part-time.

Risks and impacts if not completed: Persisting cultural and process barriers may entrench gendered patterns of flexibility and limit men's participation in part-time arrangements, affecting equity outcomes.

Next steps and revised timeline: Within our next action plan we will deepen qualitative research on perceived career impacts, operational constraints and manager readiness; use findings to normalise part-time options for men and embed targeted comms and leader role-modelling.

Ownership and evidence of completion: Accountable (per GEAP): People & Transformation/People Services; demonstration of progress will include research outputs, communications artefacts and census analytics showing narrowed gaps.

GE FW.8.3.1 — Ensure infrastructure, facilities, equipment and practices are gender accessible and inclusive (breastfeeding/expressing facilities)

Why this was not completed in this period: This action remains in progress; access to breast/chestfeeding/expressing rooms is currently limited to a small number of sites via multi-purpose wellbeing rooms and requires a staged approach to expand to other sites.

What has been achieved to date: The Docklands office provides dedicated breast/chestfeeding and pumping facilities within multi-purpose wellbeing rooms (sink, fridge, change table, sanitary/waste bin); a Digital Intersectional Site Audit across 14 sites found 6 sites with wellbeing rooms, confirming central office access and informing staged expansion to other locations via future upgrades.

Risks and impacts if not completed: Limited facility access outside Docklands and a small number of sites constrains inclusion, privacy and support for nursing parents and carers.

Next steps and revised timeline: In FY2025/26, we will include breast/chestfeeding/expressing rooms as a standard consideration in infrastructure planning and implement staged delivery aligned to site upgrades.

Ownership and evidence of completion: Accountable (per GEAP): SHEQ/Asset Management with People & Transformation; evidence will include site plans, audit updates and commissioning artefacts for additional facilities.

GE IC.8.3.4 — Ensure infrastructure, facilities, equipment and practices are gender accessible and inclusive (live locator app)

Why this was not completed in this period: This action was cancelled during the reporting period; Melbourne Water determined it was not positioned to fund or self-develop a live facilities locator app.

What has been achieved to date: As an alternative, the National Public Toilet Map was identified for employee use; a new internal initiative is flagged to create an intranet page listing locations of key onsite facilities (e.g., all-gender bathrooms, parenting rooms, wellbeing rooms, accessible amenities, end-of-trip, free sanitary items).

Risks and impacts if not completed: Employees may lack clarity on facility locations, reducing equitable access and inclusion at certain sites.

Next steps and revised timeline: In FY2025/26 and ongoing we will continue to replace the cancelled app with the intranet facilities locator page to improve visibility and access across sites.

Ownership and evidence of completion: Accountable (per GEAP): SHEQ/Asset Management with People & Transformation; evidence will include published intranet content and site lists verified with Facilities.

GE D.10.2.2 — Monitor pay equity gaps at Melbourne Water

Why this was not completed in this period: This action was cancelled because its scope is fully covered under GEAP action 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”), eliminating duplication of effort.

What has been achieved to date: Monitoring and analysis of pay-equity gaps have continued under action 10.2.1’s annual cycle (base and total remuneration, including in-band and level-to-CEO views), with results tabled through established governance in line with that action’s remit.

Risks and impacts if not completed: No risk is created by cancelling this item provided monitoring remains delivered under 10.2.1; duplication is removed while retaining a clear, single source of truth for annual pay-equity analysis and remediation.

Next steps and revised timeline: Continue to deliver the annual enterprise and in-band pay-equity analysis under 10.2.1 in next action plan, including targeted remediation where required and reporting to ELG and Board through the established cadence.

Ownership and evidence of completion: Accountable under the active action 10.2.1 governance (current: EGMs; original: General Managers). Evidence comprises the annual pay-equity analysis packs (base and TRP), in-band diagnostics, remediation logs/approvals, and ELG/Board papers tabled under 10.2.1.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Achievements

Belonging Framework: development and successful ongoing operation

We designed and launched the Belonging Framework to replace a single-champion model with a distributed, intersectional operating system for equity and inclusion. The framework appoints Belonging Ambassadors (one Senior Leader and one People Leader) for each focus area: First Peoples, Gender Equality, LGBTIQ+, Disability, Culturally and Linguistically Diverse, and Social Disadvantage, supported by Working Groups and Connect Groups, and runs to a predictable governance cadence with monthly portfolio forums and quarterly reporting through the Executive Leadership Group. The Belonging Framework centres strong leadership by combining Belonging Ambassadors, Working Groups and Connect Groups with clear executive oversight. It has standardised how strategies are initiated, resourced and measured (for example, portfolio dashboards, People Days and calibration forums now include equity data and actions), ensured visible leadership accountability, and created a practical pathway for co-design and knowledge-share across portfolios. This structure has underpinned progress across recruitment and progression practices, pay-equity monitoring, flexible work, respectful workplace initiatives, and the integration of Equity Impact Assessments into mainstream project workflows.

Pay equity cadence and granularity

We embedded an annual pay equity cycle across base salary and total remuneration with governance escalation, and expanded to business-unit and occupation-group granularity. This helped contain systemic gaps and supported targeted local remediation.

Recruitment and progression practice uplift

Structured, diverse interview panels, inclusive position descriptions and advertisements, anonymised screening where appropriate, and Equity in Hiring capability building were implemented. Early-career programs maintained strong female participation in operational traineeships and graduate cohorts.

Flexible work and caring supports

A Structured Hybrid model with personas and manager guidance, plus visible case studies, normalised flexible work. Male participation in paid parental leave increased, while women's longer unpaid leave was recognised and addressed through refreshed supports.

Sexual harassment prevention and response

We relaunched Respect at Work communications, rebuilt and trained the Contact Officer network (including psychological safety), maintained mandatory learning, and advanced trauma-informed practice. Anonymous prevalence decreased between 2024 and 2025.

Facilities and physical environment

We completed an intersectional site audit across 14 major sites, upgraded Docklands wellbeing rooms to include breast/chest feeding amenities, and delivered all-gender bathrooms at head office as part of the New Ways of Working infrastructure.

Occupational segregation pathways

Inclusive job design practices and targeted sourcing were applied in traditionally male-dominated families; sector outreach produced curriculum-mapped resources (Years 7–12) and STEM webinars; Women in STEM and early-career networks were supported.

Leadership, governance and visibility

Board parity was sustained and First Peoples representation was achieved in late 2023. The Belonging Framework shifted from a single-champion model to distributed leadership via Belonging Ambassadors, monthly governance, and portfolio dashboards.

Equity Impact Assessments (formerly Gender Impact Assessments)

We evolved our approach from standalone Gender Impact Assessments to Equity Impact Assessments, co-designing a digital assessment tool and embedding it into our Social, Environmental and Public Health Assessment framework so equity prompts are triggered within existing project workflows. This has built a predictable, early touchpoint for considering gender and intersectional impacts (including culturally and linguistically diverse communities) across community-facing initiatives. To support adoption, we delivered awareness and capability sessions, shared case materials and "how-to" resources with project teams, and used governance reporting to normalise EIA use and surface learnings. Together, these steps have moved equity analysis from an ad-hoc exercise toward future success as a routine, traceable part of design and decision-making.

Challenges**Intersectional data confidence in human resources systems**

Voluntary disclosure remained comparatively low, limiting intersectional reporting in human resources outcomes beyond gender. This constrained diagnostics for recruitment, promotion, pay, and segregation at the point of decision.

Application-stage demographic capture

Integration of safe demographic fields into recruitment systems was delayed by broader system updates, slowing reinstatement of applications–interviews–offers tracking with intersectional visibility.

Formalisation of flexibility in operational environments

Roster, coverage and safety requirements constrained formal flexible arrangements in some field contexts, despite strong informal uptake and high manager support.

Uneven progress by occupation group

While some families moved towards balance, others retained male-favouring composition or pay residuals. This requires sustained, family-specific tactics rather than enterprise-wide levers alone.

Embedding trauma-informed confidence to report

Despite reduced anonymous prevalence, formal reporting remains low and gender-diverse employees reported lower psychological safety; this indicates the need to deepen trauma-informed practice, manager capability, and predictable pathways.

Facilities uplift at scale

Multi-site infrastructure changes (for example, breast/chest feeding facilities across satellite sites) require staged capital investment and coordination to achieve consistent access.

Gender Impact Assessments (now known within Melbourne Water as Equity Impact Assessments)

We reported a low count of Gender Impact Assessments during this period as the organisation transitioned to the new Equity Impact Assessment (EIA) model, built the digital tool, and embedded it within existing project gates. This slowed uptake due to system and workflow dependencies, as EIA prompts could only go live once supporting infrastructure and change activity were in place. Engagement was further affected by the platform's lack of progressive-save functionality, which increases the risk of data loss and poses particular challenges for large projects that require complex, intersectional analysis. We are working to migrate the tool to a platform with continuous saving and an improved user experience. A second barrier arose from the tool's limited suitability for multi-phase value chains. Early-phase teams often lack authority to prescribe mitigations for later phases, including where subsequent delivery rests with contractors, making implementation difficult. The tool is being re-designed to allow multiple teams to complete EIAs at different project stages with shared visibility, including for contracted partners. To support uptake, we continued training and knowledge-sharing and strengthened governance to monitor completion quality. It is worth noting that EIA activity increased outside this reporting period, with six additional EIAs completed for reporting in the next cycle.

Learnings**Pair enterprise settings with job-family specificity**

Headline stability can mask meaningful movement inside families. Future actions will set small, measurable shifts per occupation group alongside enterprise controls.

Build privacy-safe intersectional visibility

We will stage a disclosure uplift with clear consent language, periodic prompts and employee education, and re-establish applications–interviews–offers tracking so recruitment and promotion quality can be tested beyond gender.

Lock in pay-equity discipline and target residuals

We will formalise pay-equity targets, maintain the annual base and total remuneration analysis with occupational granularity, and close remaining male-favouring residuals where they persist.

Make flexibility predictable in operations

Role design, team rostering, and explicit fractional options in job advertisements (for example, 0.8 full-time equivalent) will be extended where practicable, supported by male role-model stories and manager tools.

Deepen prevention and safe pathways

Respect at Work will be coupled with cohort-specific supports, Contact Officer capability, and transparent pathway communications to narrow the gap between experience and formal reporting.

Scale inclusive environments through planned capital

We will sequence breast/chest feeding/expressing amenities and wellbeing rooms through site upgrade programs and publish a site-by-site facilities index for transparency.

Operationalise Equity Impact Assessments (intersectional Gender Impact Assessments)

Operationalising Equity Impact Assessments: The key learning this period is that uptake and quality improve when we increase targeted training, embed EIAs as a standard step in project delivery, and lift the usability of the digital tool. We will expand EIA training and workshops for project leads and sponsors, integrate EIA checkpoints into delivery gateways, and upgrade the assessment interface so prompts are clearer and the workflow is more intuitive for users without deep subject-matter knowledge across our six focus areas.

Section 3.3 Providing other updates on implementation (recommended)

During this period we strengthened the way gender equality strategies are implemented across Melbourne Water by transitioning to the Belonging Framework, which provides a consistent and predictable operating rhythm for progressing gender and intersectional actions. This includes monthly portfolio forums, quarterly reporting to the Executive Leadership Group, and the integration of gender equality insights into People Days, calibration processes and portfolio dashboards. These mechanisms have improved visibility of progress, enabled earlier issue-spotting, and embedded gender equality considerations into routine business planning and decision-making. We also advanced the integration of Equity Impact Assessments into organisational systems, linking them with Social, Environmental and Public Health Assessment workflows and establishing the foundations for future reporting, quality monitoring and capability development. These updates strengthen the sustainability and maturity of our implementation approach as we transition into the next Action Plan.

Section 3.4 Describing resourcing allocation (required)

1) People and time (internal resourcing)

- **Leadership and governance time:** The Belonging Framework replaced a single-champion approach with distributed leadership (one Senior Leader and one People Leader for each focus area), supported by Working and Connect Groups. Leaders dedicated time to monthly portfolio forums, People Days and calibration sessions where equity insights and actions were reviewed, and progress flowed to the Executive Leadership Group and the Board on a quarterly cycle.
- **Delivery effort embedded in functions:** Capability and People Experience, Health, Safety and Environment, Corporate Communications, and portfolio teams provided delivery effort for training, policy updates, equity checks in recruitment and pay, and follow-up actions (for example, manager guidance, contact networks, and site audits).
- **Contact Officer network:** Time was allocated to rebuild and train the contact officer network (including psychological safety), enabling early support and safe referral pathways in line with the sexual harassment plan.

2) Operating expenditure (programs, training, communications)

- **Capability and education:** Operating budgets funded role-specific learning on respectful workplaces, family and domestic violence, cultural awareness, and inclusion, including programs from external specialists such as the Australian Disability Network, Hidden Disabilities Sunflower, No to Violence, GenWest, the Victorian Multicultural Commissioner (Cultural Responsibility), Untapped Talent, and Smart Culture (Sexual Harassment and Prevention), as well as manager refreshers and short workshops aligned to the operating cadence and our six focus areas.
- **Parental and carer supports:** Resourcing covered coaching and workshops for parents and carers (for example, Grace Papers engagement), and the Keeping in Touch program, reinforcing that caring is not a barrier to progression.
- **Communications and engagement:** Budgets supported Respect at Work campaigns, internal communications (intranet, Workplace, Leaders Update), case-study development to normalise flexible work, and events across days of significance (for example, International Women's Day, International Women in Engineering Day, and sector-wide intersectional events).
- **Sector collaboration:** Time and modest costs were allocated to sector working groups and joint initiatives (for example, VicWater Diversity and Inclusion Steering Committee and Practitioner Network, Pride in Water, WaterAble), enabling shared resources and co-designed outreach (for example, STEM curriculum-mapped materials).

3) Systems, data and tools (technology and analysis)

- **Equity Impact Assessments** (formerly Gender Impact Assessments): We resourced the co-design and build of a digital equity assessment tool and its integration into existing project workflows (the Social, Environmental and Public Health Assessment process). Resourcing covered tool configuration, prompts for intersectional analysis (for example, culturally and linguistically diverse communities), training materials, and governance reporting setup.
- **Workforce insights and survey cadence:** Operating budgets covered administration and analysis of the Diversity, Inclusion and Belonging Census (and related survey cadence), enabling triangulation with human resources data where voluntary disclosure is still maturing; this resourcing supported indicator analysis for Sections 2.1 and 2.2.
- **Recruitment and pay processes:** Resourcing supported inclusive hiring practice (structured, diverse panels; inclusive position descriptions and advertising; screening guidance) and the annual pay-equity analysis expanded to business-unit and occupation-group granularity, with governance escalation.

4) Facilities and infrastructure (capital investment)

- **Inclusive facilities:** Capital plans and minor works budgets were used to:
 - upgrade wellbeing rooms at Docklands with breast/chest feeding/expressing amenities,
 - deliver all-gender bathrooms at head office, and
 - respond to findings from the digital intersectional site audit across 14 major sites, sequencing improvements across the asset base. These investments supported an increase in equitable access, safety, dignity and return-to-work confidence for parents and gender-diverse employees.

5) Adequacy of resourcing and lessons learned

- **What worked:** Embedding delivery within the Belonging Framework created predictable time and ownership (leaders, Working and Connect Groups) and linked investment to clear governance outcomes, particularly in pay-equity monitoring, recruitment practice uplift, flexible work normalisation, respectful workplace initiatives and the early integration of the equity assessment tool.
- **Where we needed more:** Two areas required staged resourcing:

1. **Intersectional data confidence:** human-resources system disclosure uplift and application-stage demographic capture were sequenced with broader systems work; this constrained early diagnostic depth beyond gender.
2. **Multi-site facilities:** capital upgrades (for example, breast/chest feeding amenities at satellite sites) requires/ed phased delivery to achieve consistent access.
These constraints inform next-cycle allocations and timing.

- **What we will do next:**

- Prioritise privacy-safe disclosure and application-stage demographic capture to strengthen intersectional diagnostics;
- Finalise a light quality rubric and adoption metrics for Equity Impact Assessments to ensure resourcing is tied to usage and impact (not just tool build);
- Continue sequencing inclusive facilities across sites and publish a site-by-site facilities index;
- Maintain leadership time and portfolio budgets for targeted occupation-group shifts, and sustain sector collaboration where shared assets reduce internal cost and lift capability at pace across the sector.

Conclusion

Overall, resourcing during the period combined dedicated leadership time, targeted operating budgets, systems and data investment, and capital improvements. This blended model proved effective for sustaining implementation across indicators and now provides a stable platform to deliver the next Action Plan.

Any other additions or comments (optional)

Over recent years, Melbourne Water delivered separate action plans across our six focus areas (First Peoples, Gender Equality, LGBTIQ+, Disability, Culturally and Linguistically Diverse, and Social Disadvantage), alongside a Preventing Sexual Harassment plan and a standalone Diversity & Inclusion Strategy. At the conclusion of those plans, our combined qualitative insights (co-design feedback, workshops, interviews, employee voice) and quantitative findings (workforce composition, recruitment and progression patterns, pay-equity analysis, flexible work usage, facilities audits) showed that the most persistent barriers and enablers are intersectional and often experienced across more than one identity at the same time.

On that evidence, we have moved to a single intersectional Belonging Action Plan, so each focus area advances together under one governance cadence, with shared measures and a consistent rhythm for initiating, resourcing, and assessing actions. This approach keeps people at the centre and strengthens delivery discipline by reducing duplication, supporting business-wide collaboration through the Belonging Framework (Belonging Ambassadors, Working and Connect Groups, monthly portfolio forums, and quarterly reporting to the Executive Leadership Group), and providing clear line of sight from insights to decisions to outcomes, while continuing to meet all legislative requirements for gender equality reporting and planning.