

2026 Progress report for: Barwon Region Water Corporation

About this template

This template helps you to develop your progress report (PR).

Using this template is required under the [Gender Equality Regulations 2020](#).

The template consists of four main sections:

- Cover page (recommended)
- Gender impact assessments (**required** and recommended items)
- Progress against the workplace gender equality indicators (**required** and recommended items)
- Strategies and measures (**required** and recommended items).

There are required and recommended components. These are clearly marked in this template and in the [2026 progress report guidance](#).

Completing both the required and recommended components will help you report on your progress, as required under the *Gender Equality Act 2020*.

How to use this template

You must complete **all** the required components.

The 'recommended' components are optional but highly recommended, where possible.

This template is designed to be used with the [2026 progress report guidance](#). Using the guidance is not required. But it will help you to develop your progress report.

This template links to the relevant guidance under each component.

Note that:

- 'PR' refers to progress report.
- 'Indicator' refers to the [workplace gender equality indicators](#).

Submission

You must submit your progress report through the [reporting platform](#) by **1 May 2026**.

Supporting documents will not be accepted in this reporting cycle. Include all the information in your 2026 progress report.

Visit [how to submit and publish your progress report](#) in the 2026 progress report guidance for further submission advice.

Before submission, feel free to:

- remove page 1 of this template
- remove instructional text (**in red font**)
- edit paragraph spacing and any other document formatting, where relevant.

Cover page

Complete this cover page to provide the Commissioner with key information about your submission.

Organisation name (required)	Barwon Region Water Corporation Barwon Asset Solutions
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Barwon Water Total employees: 406 Barwon Water Total FTE: 387 Barwon Asset Solutions Total employees: 152 Barwon Asset Solutions Total FTE: 145
Response rate to employee experience survey	Barwon Water response rate: 81% Barwon Asset Solutions response rate: 89%
Contextual information	Barwon Water is Victoria’s largest regional urban water corporation. We have a proud history supporting regional prosperity by providing excellence in water, sewerage and recycled water services to our customers and the community for more than 110 years. Barwon Asset Solutions is a subsidiary company of Barwon Water. This progress report covers both Barwon Water and Barwon Asset Solutions, with data clearly labelled for each organisation. Permission was sought from the Commission to provide one progress report as our Gender Equality Action Plan and Gender Impact Assessments cover both organisations.
Location (metropolitan, regional or rural. If other, please specify)	Regional Victoria, predominantly in Geelong. Our organisation also has sites such as water treatment and water reclamation plants based throughout the greater Geelong region.

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?	We remain committed to embedding gender equality across our organisation. We have made progress in representation, pay equity, and flexible work uptake. We will continue improvement through our 2026 Unity and Belonging Plan. Furthermore, we have made progress already in this new reporting period since 1 July 2025 on completion of GIAs, with six being completed including how we conduct Customer Advisory Committee meetings, review of our Privacy Policy, Recruitment Policy and Image Use Policy, our Pricing Submission Engagement, and our Sewer Upgrade Project. I look forward to sharing the detail of these in our future progress reports.
Name	Shaun Cumming
Role title	Managing Director
Signed	
Date	27 April 2026

Step 1: Reporting on gender impact assessments (GIAs)

Refer to Step 1 in the [2026 progress report guidance](#):

- 1.1 Confirming GIA exemptions (required)
- 1.2 Describing policies, programs or services subject to a GIA (required and recommended items)
- 1.3 Describing actions taken as a result of a GIA (required and recommended items)

Need further guidance on GIAs? Visit:

- [When a gender impact assessment is required](#)

The *Gender Equality Act 2020* requires organisations to undertake GIAs. GIAs must be done on policies, programs, and services that have a direct and significant impact on the public. **Please do not use this template to report on, for example, internal workforce policies.** An organisation may have permitted reason(s) under the *Gender Equality Act 2020* for not reporting on any 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](#)).

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

Identify the details of each policy, program or service subject to a GIA during the relevant period (see 1.2 of the 2026 PR guidance).

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.	Foyer Art Installation	Service	A new art exhibition in the foyer of Barwon Water is the 'Art Installation Program'. It intends to capture the hearts and imaginations of how we view our environment and connect to our vision of regional prosperity, whereby art can be captured in the installation. This is seen by all customers and visitors who attend the building.	New	There can be dramatic differences in how we experience our spaces during the day and night and how our spaces are lit up. People experience public spaces differently based on their gender, sex and sexuality. It has been found that overlapping combinations of identities such as age, race, culture, gender, location or religion have been found to increase vulnerability and discrimination in the experience of cities/urban environments. Although design alone can't resolve all social challenges (and policies to address root causes of violence should also be pursued), the look and feel of public space has been found to facilitate social behaviour that improves marginalised people's experiences and perceptions of safety in public spaces. This project considers safety and gender-based imagery to promote equality.
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8.		Choose an item.		Choose an item.	
9.		Choose an item.		Choose an item.	
10.		Choose an item.		Choose an item.	

Repeat rows as needed.

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

Identify the details of the gender impact assessment for each policy, program or service listed above, using the reference number (see 1.3 of the 2026 PR guidance).

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: - Meet the needs of people of different genders; and/or - Promote gender equality; and/or - Address gender inequality. If you did not take action, write N/A here and explain why in (H). (required)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Yes (go to column G)	Placement of the installation was made in a central, well-lit area, so that all people of all genders could feel safe and able to view comfortably by positioning in an open space. The images used demonstrate to our community Barwon Water's inclusive practices, a sense of calmness, safety and connection to Country.	N/A	From an all-abilities perspective, it was considered whether the artwork could trigger epilepsy. Also, how the installation allows for people to close to the artwork or get past it based on their mobility. From a cultural perspective, the look and feel of public spaces has been found to facilitate social behaviour that improves people's experiences and perceptions of safety in public spaces, particularly for those who have experienced marginalisation.	Placement of the installation was made on a central, wall, not behind glass barrier or under stairs to ensure that it is an all-accessible location, and that the height of placement is inclusive for abilities. From an all-abilities point of view, size of any fonts are easily readable from a distance. The images used demonstrate to our community Barwon Water's inclusive practices, a sense of calmness, safety and connection to Country.
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8.	Choose an item.				
9.	Choose an item.				
10.	Choose an item.				

Repeat rows as needed.

Step 2: Reporting on progress against the indicators

Refer to Step 2 in the [2026 progress report guidance](#):

- Completing your workplace gender audit and analysing the data (required)
- 2.1 Describing progress against the workplace gender equality indicators (required and recommended items)
- 2.2 Describing factors contributing to or inhibiting progress (required)

Before completing this section, you need to have undertaken a workplace gender audit. See [Completing your workplace gender audit and analysing the data](#) for further guidance.

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

Describe your progress against each indicator. Refer to your progress data, ideally using the performance measures as a minimum (see [2.1 of the 2026 PR guidance](#))

K: Indicator *	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	Critical performance measures Gender composition of the duty holder organisation: • Barwon Water: 2023: 41.7% W, 58.3% M, 0.0% self-described gender 2025: 41.9% W, 58.1% M, 0.0% self-described gender • Barwon Asset Solutions: 2023: 19.6% W, 80.4% M, 0.0% self-described gender 2025: 22.5% W, 77.5% M, 0.0% self-described gender Gender composition of part time workers in the duty holder organisation: • Barwon Water: 2023: 35.6% W, 2.9% M, 0.0% self-described gender 2025: 32.7% W, 2.5% M, 0.0% self-described gender • Barwon Asset Solutions: 2023: 27.3% W, 1.1% M, 0.0% self-described gender 2025: 35.3% W, 5.1% M, 0.0% self-described gender Gender composition of senior leaders in the duty holder organisation: • Barwon Water: 2023: 60.0% W, 40.0% M, 0.0% self-described gender 2025: 51.9% W, 48.1% M, 0.0% self-described gender • Barwon Asset Solutions: 2023: 33.3% W, 66.7% M, 0.0% self-described gender 2025: 75.0% W, 25.0% M, 0.0% self-described gender		Yes	Barwon Water • Small progress has been made for overall gender composition with 0.2% more women in the organisation compared to 2023. • Progress has also been made at the senior leader level with the ratio of men and women now being 52% W and 48% men whereas it was skewed much higher with women in 2023. • Our reporting and results demonstrate we do not have anyone of self-described gender, and it is a key shift in our 2026-2030 Unity and Belonging Plan (including our Gender Equality Action Plan) to more proactively recognise non-binary and other genders, and to audit our systems, data, reporting and metrics to recognise this also. • Overall, we saw a reduction in men and women holding part time roles, however there was a reduction in the ratio difference between men and women in part time roles. The gap has reduced 2.5%. Barwon Asset Solutions • We have seen an almost 3 per cent increase in the percentage of women making up the Barwon Asset Solutions workforce, and a much larger increase in women holding senior leadership positions. Women now hold the majority of senior roles at Barwon Asset Solutions, which is a shift. • Part-time work has increased for both women and men, with an increase of 8 percent of women accessing part time. • These metrics indicate great progress towards gender equality for women and men. • Similar to Barwon Water, our reporting and results demonstrate we do not have anyone of self-described gender, and it is a key shift in our 2026-2030 Unity and Belonging Plan (including our Gender Equality Action Plan) to more proactively recognise non-binary and other genders, and to audit our systems, data, reporting and metrics to recognise this also.

2	Critical performance measures Gender composition of the duty holder organisation's governing body: • Barwon Water: 2023: 50.0% W, 50.0% M, 0.0% self-described gender 2025: 55.6% W, 44.4% M, 0.0% self-described gender • Barwon Asset Solutions: 2023: 40.0% W, 60.0% M, 0.0% self-described gender 2025: 66.7% W, 33.3% M, 0.0% self-described gender		Yes	Barwon Water • In 2025 we had 9 Board directors whereas in 2023 there was 10 directors and a composition of 50% women and 50% men. • A reduction in the number of Board directors to 9 has resulted in an odd number which has impacted the gender composition in a way that can't be influenced. • Headcount wise, the composition is now 5 women and 4 men. We therefore consider this result a stable result, however, note as per indicator 1, we have more work to do to proactively recognise non-binary and other genders, and to audit our systems, data, reporting and metrics to recognise this also. • Additionally, the Board is appointed by the Victorian Government, that appoints non-executive directors to the boards of water corporations. The gender diversity of our Board is an outcome of government's work in this space. Barwon Asset Solutions • Progress has been made with a 27 percent increase of women on the Board, and women holding a majority of positions which is a shift from 2023. • As per indicator 1, we have more work to do to proactively recognise non-binary and other genders, and to audit our systems, data, reporting and metrics to recognise this also.
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Critical performance measures

Mean total remuneration gender pay gap by occupation group:

Barwon Water:

	Women		Self-described	
	2023	2025	2023	2025
Managers	1.5%	14.6%	Data unavailable	Data unavailable
Professionals	2.3%	1.5%	Data unavailable	Data unavailable
Technicians/ Trades workers	15.2%	8.0%	Data unavailable	Data unavailable
Community/ Personal Service workers	N/A	N/A	Data unavailable	Data unavailable
Clerical and Admin workers	6.5%	10.5%	Data unavailable	Data unavailable
Sales workers	N/A	N/A	Data unavailable	Data unavailable
Machinery operators and drivers	7.2%	10.4%	Data unavailable	Data unavailable
Labourers	N/A	N/A	Data unavailable	Data unavailable
All occupations	0.1%	3.9%	Data unavailable	Data unavailable

Barwon Asset Solutions:

	Women		Self-described	
	2023	2025	2023	2025
Managers	15.1%	-6.3%	Data unavailable	Data unavailable
Professionals	NA	-8.4%	Data unavailable	Data unavailable
Technicians/ Trades workers	-6.8%	7.8%	Data unavailable	Data unavailable
Community/ Personal Service workers	NA	NA	Data unavailable	Data unavailable
Clerical and Admin workers	11.5%	16.1%	Data unavailable	Data unavailable
Sales workers	NA	NA	Data unavailable	Data unavailable
Machinery operators and drivers	NA	11.3%	Data unavailable	Data unavailable
Labourers	7.8%	7.2%	Data unavailable	Data unavailable
All occupations	4.7%	-0.9%	Data unavailable	Data unavailable

Yes

Barwon Water

The median total remuneration pay gap has reduced significantly from 7.8% in 2023 to 1.4% in 2025. Furthermore, the median base salary pay gap is now 0.0% (it was 7.8% in 2023). These indicators demonstrate significant progress.

The mean total remuneration pay gap for senior leaders has increased from 2023 (-0.3) to 2025 (13.0%). We note that the mean is calculated by taking the average of all men and women’s earnings, however, is skewed by exceptionally high or low salaries. This likely is reflected in Barwon Water’s change in results from 2023 to 2025 as in 2023 the Managing Director was a woman, whereas in 2025 the Managing Director was a man.

We have also seen the pay gap reduce for some occupations including professionals and technicians which demonstrates progress. At the same time, the pay gap has increased for other occupations including clerical/administration workers and machinery operators. It is an action in our 2026 Unity and Belonging Plan to audit the remuneration of these occupations in further detail to better understand this change.

Barwon Asset Solutions

The mean total remuneration pay gap for women senior leaders has reduced significantly from 15.1% and is now at -6.3%.

All other mean and median remuneration indicators show a decrease in the pay gap for women indicating progress towards gender pay equity.

We have also seen a slight decrease in the pay gap for labourer positions.

The pay gap has increased for women in technical/trade roles and clerical roles, and even though we have no baseline 2023 data for machinery operators and drivers, the gap is high at 11.3%. It is an action in our 2026 Unity and Belonging Plan to audit the remuneration of these occupations in further detail to better understand this change.

	Mean total remuneration senior leader gender pay gap: • Barwon Water: 2023: -0.3% W, data unavailable for self-described gender 2025: 13.0% W, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 15.1% W, data unavailable for self-described gender 2025: -6.3% W, data unavailable for self-described gender Supplementary measures Mean base salary pay gap: • Barwon Water: 2023: 0.1% W, data unavailable for self-described gender 2025: 3.7% W, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 5.2% W, data unavailable for self-described gender 2025: -3.0% W, data unavailable for self-described gender Median total remuneration pay gap: • Barwon Water: 2023: 7.8% W, data unavailable for self-described gender 2025: 1.4% W, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 18.3% W, data unavailable for self-described gender 2025: 16.7% W, data unavailable for self-described gender Median base salary pay gap: • Barwon Water: 2023: 7.8% W, data unavailable for self-described gender 2025: 0.0% W, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 18.3% W, data unavailable for self-described gender 2025: 16.7% W, data unavailable for self-described gender			
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4	Critical performance measures Anonymous experience rate of sexual harassment: • Barwon Water: 2023: 2.8% W, 3.6% M, data unavailable for self-described gender 2025: Data unavailable for all genders • Barwon Asset Solutions: 2023: 12.5% W, 3.4% M, data unavailable for self-described gender 2025: Data unavailable for all genders Number of formal reports of sexual harassment: • Barwon Water: 2023: Data unavailable for all genders 2025: Data unavailable for all genders • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: Data unavailable for all genders Supplementary measures Participants who said they reported sexual harassment: • Barwon Water: 2023: Data unavailable for all genders 2025: Data unavailable for all genders • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: Data unavailable for all genders Reasons for not making a formal sexual harassment complaint: • Barwon Water: 2023: Data unavailable for all genders 2025: Data unavailable for all genders • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: Data unavailable for all genders Satisfaction with handling of workplace sexual harassment complaint: • Barwon Water: 2023: Data unavailable for all genders 2025: Data unavailable for all genders • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: Data unavailable for all genders Satisfaction with handling of formal workplace sexual harassment complaint: • Barwon Water: 2023: Data unavailable for all genders 2025: Data unavailable for all genders • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: Data unavailable for all genders	Barwon Water People Matter Survey: • 2023 – 2.8% staff said they personally experience sexual harassment • 2025 – 2.4% staff said they personally experience sexual harassment Barwon Asset Solutions People Matter Survey: • 2023 – 4.8% staff said they personally experience sexual harassment • 2025 – 4.0% staff said they personally experience sexual harassment There were no formal reports of sexual harassment in 2025 for either Barwon Water or Barwon Asset Solutions.	Yes	Barwon Water • There has been a small decline in the percentage of staff who have said they have personally experienced sexual harassment by 0.4%. Barwon Asset Solutions • There has been a small decline in the percentage of staff who have said they have personally experienced sexual harassment by 0.8%. Both organisations Having zero complaints or reports for both Barwon Water and Barwon Asset Solutions indicates we still have more work to do. There is a key focus in our 2026-2030 Unity and Belonging Plan (which includes our Gender Equality Action Plan actions) to reduce workplace mistreatment including sexual harassment, and encourage more formal and informal reporting including: • Introducing an external anonymous reporting avenue. • Rolling out active bystander training and toolboxes and further expanding sexual harassment prevention training. • Co-designing a safe and respectful community of practice or similar social support system for connection, solidarity and debriefing after bystander moments. • Promoting consistent internal and external communications to challenge workplace mistreatment including sexual harassment with visible commitment from senior leadership. • Introducing ally collateral for LGBTQIA+ communities and avenues to normalise pronoun sharing. • Developing an inclusive language and communication guidelines and upskilling staff in this.

5	Critical performance measures Gender composition of recruited employees: • Barwon Water: 2023: 55.8% W, 44.2% M, 0.0% self-described gender 2025: 51.9% W, 48.1% M, 0.0% self-described gender • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: 29.4% W, 70.6% M, 0.0% self-described gender Gender composition of employees who were promoted: • Barwon Water: 2023: 38.9% W, 61.1% M, 0.0% self-described gender 2025: 40.0% W, 60.0% M, 0.0% self-described gender • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: 23.5% W, 76.5% M, 0.0% self-described gender Perceptions of recruitment, by gender: • Barwon Water: 2023: 71.7% W, 50.7% M, data unavailable for self-described gender 2025: 69.2% W, 59.5% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: 70.8% W, 44.8% M, 0.0% self-described gender Perceptions of promotion, by gender: • Barwon Water: 2023: 59.4% W, 43.6% M, data unavailable for self-described gender 2025: 55.8% W, 46.4% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: Data unavailable for all genders 2025: 54.2% W, 42.5% M, data unavailable for self-described gender		Yes	Barwon Water • The percentage of new recruits is higher for women than men in 2025, representing 52%. • The percentage of promotions is higher for women than men in 2025 by 1.1%. • The gender composition of recruited women dropped 3.9% from 2023 to 2025, yet remains higher than men. • Perceptions of recruitment and promotion declined for women in 2025 compared to 2023, and both indicators increased for men in 2025. These results are approximately 10% more favourable for women compared to men. • Indicator 5 results are nuanced but do demonstrate some continued progress towards gender equality in terms of women and men. We acknowledge the results are not as positive as 2023, with some results declining. • Consideration of all of the metrics for indicator 5, together with the comprehensive suite of actions that were implemented since 2023, and those yet to be implemented in 2026 and beyond to drive more progress, our assessment for indicator 5 is some progress has been made. • We have key actions in our 2026-2030 Unity and Belonging Plan (which includes our Gender Equality Actions Plan actions) to ensure we continue making progress, including: ○ Consider job-share arrangements, flexibility and other resourcing options when recruiting (e.g. one senior role and one junior role rather than job share) to remove perceived barriers to career progression. ○ Specific recruitment strategies for teams with gender segregation (including strategies focused at leadership level). Barwon Asset Solutions • We do not have baseline data available for Barwon Asset Solutions to measure progress was made for indicator five from 2023 to 2025. Having said that, we are pleased to see that perceptions of recruitment are very high for women at 70.8%.
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6	Critical performance measures Average weeks of parental leave, by gender: • Barwon Water: 2023: 22.4% W, 3.6% M, data unavailable for self-described gender 2025: 20.7% W, 2.6% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 34.0% W, 4.0% M, data unavailable for self-described gender 2025: 26.3% W, 3.3% M, data unavailable for self-described gender Uptake of flexible work, by gender: • Barwon Water: 2023: 35.4% W, 37.7% M, data unavailable for self-described gender 2025: 62.4% W, 35.2% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 53.1% W, 70.9% M, data unavailable for self-described gender 2025: 56.4% W, 69.9% M, data unavailable for self-described gender Perceptions of flexible work culture, by gender: • Barwon Water: 2023: 93.4% W, 86.4% M, data unavailable for self-described gender 2025: 91.7% W, 94.1% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 62.5% W, 95.8% M, data unavailable for self-described gender 2025: 57.6% W, 75.9% M, data unavailable for self-described gender Supplementary measures Gender composition of parental leave takers: • Barwon Water: 2023: 68.8% W, 31.3% M, data unavailable for self-described gender 2025: 41.2% W, 58.8% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 50.0% W, 50.0% M, data unavailable for self-described gender 2025: 27.3% W, 72.7% M, data unavailable for self-described gender Gender gap in carer's leave: • Barwon Water: 2023: 46.6.% W, 38.1% M, data unavailable for self-described gender 2025: 48.9% W, 50.4% M, data unavailable for self-described gender • Barwon Asset Solutions: 2023: 6.3% W, 10.7% M, data unavailable for self-described gender 2025: 46.2.% W, 54.5% M, data unavailable for self-described gender		Yes	Barwon Water • There has been a significant increase in women taking up formal flexible work arrangements, which was 35.4% in 2023 and rose to 62.4% in 2025. This represents a 27% increase. • There has also been a large increase in men taking carers leave, which was 38.1% in 2023 and rose to 50.4% in 2025. This represents a 12.3% increase. • There was also a shift in the gender composition towards more men taking parental leave in 2025. • The shifts with more men taking carers leave and parental leave are positive in terms of challenging outdated gendered stereotypes and these important leave provisions being more readily accessed by people across differing genders. Barwon Asset Solutions • There has been an increase in women taking up formal flexible work arrangements by 3.3% in 2025, and a slight decline by 1.0% for men, noting 70% of men have flexible work arrangements. • Perceptions of flexible work culture have decreased for both women and men. • There was also a shift in the gender composition towards more men taking parental leave in 2025. • There has also been a dramatic increase in the percentage of women taking carers leave by almost 40% and 44% increase for men. • The shifts with more men taking carers leave and parental leave are positive in terms of challenging outdated gendered stereotypes and these important leave provisions being more readily accessed by people across differing genders.
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7	Critical performance measures Occupational gender segregation: Barwon Water: <table><thead><tr><th></th><th colspan="2">Women</th><th colspan="2">Men</th><th colspan="2">Self-described</th></tr><tr><th></th><th>2023</th><th>2025</th><th>2023</th><th>2025</th><th>2023</th><th>2025</th></tr></thead><tbody><tr><td>Managers</td><td>60.9%</td><td>53.6%</td><td>39.1%</td><td>46.4%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Professionals</td><td>40.0%</td><td>39.5%</td><td>60.0%</td><td>60.5%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Technicians/ Trades workers</td><td>29.3%</td><td>29.7%</td><td>70.7%</td><td>70.3%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Community/ Personal Service workers</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Clerical and Admin workers</td><td>64.4%</td><td>69.1%</td><td>35.6%</td><td>30.9%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Sales workers</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Machinery operators and drivers</td><td>6.5%</td><td>14.3%</td><td>93.5%</td><td>85.7%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Labourers</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>All occupations</td><td>41.7%</td><td>41.9%</td><td>58.3%</td><td>58.1%</td><td>Data unavailable</td><td>Data unavailable</td></tr></tbody></table> Barwon Asset Solutions: <table><thead><tr><th></th><th colspan="2">Women</th><th colspan="2">Men</th><th colspan="2">Self-described</th></tr><tr><th></th><th>2023</th><th>2025</th><th>2023</th><th>2025</th><th>2023</th><th>2025</th></tr></thead><tbody><tr><td>Managers</td><td>33.3%</td><td>75.0%</td><td>66.7%</td><td>25.0%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Professionals</td><td>Data unavailable</td><td>20.0%</td><td>Data unavailable</td><td>80.0%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Technicians/ Trades workers</td><td>10.4%</td><td>4.7%</td><td>89.6%</td><td>95.3%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Community/ Personal Service workers</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Clerical and Admin workers</td><td>73.3%</td><td>38.3%</td><td>26.7%</td><td>61.7%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Sales workers</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Machinery operators and drivers</td><td>Data unavailable</td><td>50.0%</td><td>100.0%</td><td>50.0%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>Labourers</td><td>11.9%</td><td>18.0%</td><td>88.1%</td><td>82.0%</td><td>Data unavailable</td><td>Data unavailable</td></tr><tr><td>All occupations</td><td>19.6%</td><td>22.5%</td><td>80.4%</td><td>77.5%</td><td>Data unavailable</td><td>Data unavailable</td></tr></tbody></table>		Women		Men		Self-described			2023	2025	2023	2025	2023	2025	Managers	60.9%	53.6%	39.1%	46.4%	Data unavailable	Data unavailable	Professionals	40.0%	39.5%	60.0%	60.5%	Data unavailable	Data unavailable	Technicians/ Trades workers	29.3%	29.7%	70.7%	70.3%	Data unavailable	Data unavailable	Community/ Personal Service workers	N/A	N/A	N/A	N/A	N/A	N/A	Clerical and Admin workers	64.4%	69.1%	35.6%	30.9%	Data unavailable	Data unavailable	Sales workers	N/A	N/A	N/A	N/A	N/A	N/A	Machinery operators and drivers	6.5%	14.3%	93.5%	85.7%	Data unavailable	Data unavailable	Labourers	N/A	N/A	N/A	N/A	N/A	N/A	All occupations	41.7%	41.9%	58.3%	58.1%	Data unavailable	Data unavailable		Women		Men		Self-described			2023	2025	2023	2025	2023	2025	Managers	33.3%	75.0%	66.7%	25.0%	Data unavailable	Data unavailable	Professionals	Data unavailable	20.0%	Data unavailable	80.0%	Data unavailable	Data unavailable	Technicians/ Trades workers	10.4%	4.7%	89.6%	95.3%	Data unavailable	Data unavailable	Community/ Personal Service workers	N/A	N/A	N/A	N/A	N/A	N/A	Clerical and Admin workers	73.3%	38.3%	26.7%	61.7%	Data unavailable	Data unavailable	Sales workers	N/A	N/A	N/A	N/A	N/A	N/A	Machinery operators and drivers	Data unavailable	50.0%	100.0%	50.0%	Data unavailable	Data unavailable	Labourers	11.9%	18.0%	88.1%	82.0%	Data unavailable	Data unavailable	All occupations	19.6%	22.5%	80.4%	77.5%	Data unavailable	Data unavailable		Yes	Barwon Water A reduction in gender segregation has been seen for machinery operators and drivers, with more women now holding these roles – the percentage more than doubled and is now at 14.3%. High level of segregation continue with 85% of these roles still held by men. There has been a very slight reduction in gender segregation for technicians and trade workers by 0.4%. A key action in our 2026 Unity and Belonging Plan is to continue to implement specific recruitment strategies for teams with gender segregation (including strategies focused at leadership level). Barwon Asset Solutions A reduction in gender segregation has been seen for labourers with women now holding 6% more of these roles. Pleasingly, women hold 50% of machinery operator and driver roles. Segregation has increased for technicians and trade workers. A key action in our 2026 Unity and Belonging Plan is to continue to implement specific recruitment strategies for teams with gender segregation (including strategies focused at leadership level).
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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)

Identify and discuss any factors that may have affected your ability to progress against each indicator (see 2.2 of the 2026 PR guidance).

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?* (required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	☐None ☐a ☒b ☐c ☐d ☐e ☒f ☒g	b) Limited amount of turnover in some areas of the business plus a cap on FTE increases results in limitations on the number of new positions made available. This also limits opportunities for career progression for more senior roles. We see these challenges in project management roles in particular. Furthermore, our systems, data collection, reporting and metrics don't yet proactively recognise non-binary and other genders. f) We are not as competitive remuneration wise as a regional public sector organisation which is also a key limitation. This is also particularly a challenge for areas of our workforce with continued gender segregation such as information technology. g) refer to section S.	Developed a specific recruitment strategy to increase women in our workplaces, specifically: - to increase women at Bands 7-SO in the infrastructure group; - to attract women to technical roles; and - to attract women to field based operational roles. Introduced specific, targeted recruitment plan for engaging more women more senior levels and for band 7, 8 and 9 positions in the infrastructure group which has high gender segregation. Participated with Work180 as an employer for women which is part of our employee value proposition for women. This has included advertising all roles on 'women only' job boards such as WORK180 and maintaining endorsement as a recommended employer of choice for women. We have been recognised by WORK180 as one of Australia's top 101 workplaces for women for the fourth-year running, and in 2025 Barwon Water was rated the 8th best organisation for Women in that list. Additionally, Barwon Water was a finalist for three categories of Equitable Workplace Awards including inclusive hiring, workplace flexibility and strategic commitments. Continued casting a wide recruitment net to have the widest reach and attract a diverse applicant pool. This includes targets for gender composition for progression to interview stage of recruitment, and review applications halfway through advertising period and adjust approach if the number of applicants is skewed towards one gender. Challenged how we recruited for typically gendered roles, including engaged third person on recruitment panel, such as someone outside of hiring areas to provide a more independent / unbiased view. Reviewed job design of operational/field-based roles which typically attract mostly men, to increase flexibility and attractiveness to a more diverse candidate pool, including a rethink on overtime and allowances (such as standby) and how these are used and why. Offered paid internships each year that were allocated specifically to women candidates coming from a science, technology, engineering or mathematics background that also align with university work integrated learning coursework. This enabled us to move from an internship program largely dominated by men to one with more women. For 2025 Traineeship Program, four out of eight trainees were women, and three of these women took up traineeships that traditionally attracted more men. Also created a social employment pilot program with Growing Regional Opportunities for Work (GROW), Gforce and Northern Futures. It launched in January 2025 with the first two trainees both being women joining the program January 2025. Participated in the Geelong Manufacturing Council BIG IDEAS initiative to increase women in manufacturing. This involved developing a series of videos showcasing manufacturing businesses leading the way in developing a more diverse workforce in traditionally male-dominated industries. Barwon Water staff were featured, and we continue using these videos as part of our recruitment campaign collateral. The initiative also involved joining an industry roundtable discussion about the benefits of more women and diverse workforces in the industry.

2	☐ None ☒ a ☐ b ☒ c ☐ d ☐ e ☐ f ☒ g	a) In 2025 we had 9 Board directors whereas in 2023 there was 10 directors and a composition of 50% women and 50% men. A reduction in the number of Board directors to 9 has resulted in an odd number which has impacted the gender composition in a way that can't be influenced. c) The Board is appointed by the Victorian Government rather than Barwon Water. Under legislation, the government appoints non-executive directors to the boards of water corporations. g) refer to section S.	Given appointment of the Board by the Victorian Government, Barwon Water is not able to directly influence the gender composition of the Board.
3	☐ None ☐ a ☐ b ☐ c ☒ d ☐ e ☐ f ☒ g	d) The mean total remuneration pay gap for senior leaders has increased from 2023 (-0.3) to 2025 (13.0%). We note that the mean is calculated by taking the average of all men and women's earnings, however, is skewed by exceptionally high or low salaries. This likely is reflected in Barwon Water's change in results from 2023 to 2025 as in 2023 the Managing Director was a woman, whereas in 2025 the Managing Director was a man. g) refer to section S.	Undertook an investigation into the gendered nature of our Annualised Salary Positions, including review of annualised salary process and application. Reviewed our current increment/progression data to identify if women are being disadvantaged due to periods of parental leave from progressing through the banding levels. When people on parental leave, they now get superannuation top up on the unpaid portion of leave when they return from parental leave.
4	☐ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☒ g	g) refer to section S.	Following our commitment to the Diversity Council Australia #IStandForRespect pledge to standard against gendered harassment and violence in all its form, we expanded on our current Harassment Prevention education and training practices to deliver Face to Face Sexual Harassment training delivered to all people leaders on obligations and associated processes.

5	☐ None ☐ a ☒ b ☐ c ☐ d ☒ e ☒ f ☒ g	b) Limited amount of turnover in some areas of the business plus a cap on FTE increases results in limitations on the number of new positions made available. Furthermore, our systems, data collection, reporting and metrics don't yet proactively recognise non-binary and other genders. e) The organisation's de-prioritisation of a recruitment tracking and candidate management system due to competing operational and funding priorities. Without a system, we're unable to collect and analyse candidate data, to support recruitment decisions in the moment and how we address recruitment in the future, particularly using a gendered and intersectional lens. f) We are not as competitive remuneration wise as a regional public sector organisation which is also a key limitation. This is also particularly a challenge for areas of our workforce with continued gender segregation such as information technology. g) Refer to section S.	Developed a specific recruitment strategy to increase women in our workplaces, specifically: - to increase women at Bands 7-SO in the infrastructure group; - to attract women to technical roles; and - to attract women to field based operational roles. Introduced specific, targeted recruitment plan for engaging more women more senior levels and for band 7, 8 and 9 positions in the infrastructure group which has high gender segregation. Participated with Work180 as an employer for women which is part of our employee value proposition for women. This has included advertising all roles on 'women only' job boards such as WORK180 and maintaining endorsement as a recommended employer of choice for women. We have been recognised by WORK180 as one of Australia's top 101 workplaces for women for the fourth-year running, and in 2025 Barwon Water was rated the 8th best organisation for Women in that list. Additionally, Barwon Water was a finalist for three categories of Equitable Workplace Awards including inclusive hiring, workplace flexibility and strategic commitments. Continued casting a wide recruitment net to have the widest reach and attract a diverse applicant pool. This includes targets for gender composition for progression to interview stage of recruitment, and review applications halfway through advertising period and adjust approach if the number of applicants is skewed towards one gender. Challenged how we recruited for typically gendered roles, including engaged third person on recruitment panel, such as someone outside of hiring areas to provide a more independent / unbiased view. Reviewed job design of operational/field-based roles which typically attract mostly men, to increase flexibility and attractiveness to a more diverse candidate pool, including a rethink on overtime and allowances (such as standby) and how these are used and why. Offered paid internships each year that were allocated specifically to women candidates coming from a science, technology, engineering or mathematics background that also align with university work integrated learning coursework. This enabled us to move from an internship program largely dominated by men to one with more women. For 2025 Traineeship Program, four out of eight trainees were women, and three of these women took up traineeships that traditionally attracted more men. Also created a social employment pilot program with Growing Regional Opportunities for Work (GROW), Gforce and Northern Futures. It launched in January 2025 with the first two trainees both being women joining the program January 2025. Participated in the Geelong Manufacturing Council BIG IDEAS initiative to increase women in manufacturing. This involved developing a series of videos showcasing manufacturing businesses leading the way in developing a more diverse workforce in traditionally male-dominated industries. Barwon Water staff were featured and we continue using these videos as part of our recruitment campaign collateral. The initiative also involved joining an industry roundtable discussion about the benefits of more women and diverse workforces in the industry.
6	☐ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☒ g	g) Refer to section S.	At the launch of the 2022-2025 Belonging @ Barwon Water Inclusion Action Plan, we aimed to increase the engagement of men by having men highlighting their challenges, stories and successes, to further raise awareness and show how gender equity benefits everyone. Workplace Flexibility Policy was relaunched including workshops for people leaders, ensuring flexible work arrangements are available to all employees unless there is a specific organisational restraint. HR Business Partner's coached people leaders on options for flexible work arrangements through hiring process, new employee commencement, and in interactions with teams/departments. Reviewed job design of operational/field-based roles, to increase flexibility and attractiveness to a more diverse candidate pool, including a rethink on overtime and allowances (such as Standby) and how these are used and why.

7	☐None ☐a ☒b ☐c ☐d ☐e ☒f ☒g	b) Limited amount of turnover in some areas of the business plus a cap on FTE increases results in limitations on the number of new positions made available. Furthermore, our systems, data collection, reporting and metrics don't yet proactively recognise non-binary and other genders. b) The limited candidate pools when recruiting for technical roles down in regional sites such as Colac also creates challenge and limitations. f) We are not as competitive remuneration wise as a regional public sector organisation which is also a key limitation. This is also particularly a challenge for areas of our workforce with continued gender segregation such as information technology. g) refer to section S.	Developed a specific recruitment strategy to increase women in our workplaces, specifically: - to increase women at Bands 7-SO in the infrastructure group; - to attract women to technical roles; and - to attract women to field based operational roles. Introduced specific, targeted recruitment plan for engaging more women more senior levels and for band 7, 8 and 9 positions in the infrastructure group which has high gender segregation. Participated with Work180 as an employer for women which is part of our employee value proposition for women. This has included advertising all roles on 'women only' job boards such as WORK180 and maintaining endorsement as a recommended employer of choice for women. We have been recognised by WORK180 as one of Australia's top 101 workplaces for women for the fourth-year running, and in 2025 Barwon Water was rated the 8th best organisation for Women in that list. Additionally, Barwon Water was a finalist for three categories of Equitable Workplace Awards including inclusive hiring, workplace flexibility and strategic commitments. Continued casting a wide recruitment net to have the widest reach and attract a diverse applicant pool. This includes targets for gender composition for progression to interview stage of recruitment, and review applications halfway through advertising period and adjust approach if the number of applicants is skewed towards one gender. Challenged how we recruited for typically gendered roles, including engaged third person on recruitment panel, such as someone outside of hiring areas to provide a more independent / unbiased view. Reviewed job design of operational/field-based roles which typically attract mostly men, to increase flexibility and attractiveness to a more diverse candidate pool, including a rethink on overtime and allowances (such as standby) and how these are used and why. Offered paid internships each year that were allocated specifically to women candidates coming from a science, technology, engineering or mathematics background that also align with university work integrated learning coursework. This enabled us to move from an internship program largely dominated by men to one with more women. For 2025 Traineeship Program, four out of eight trainees were women, and three of these women took up traineeships that traditionally attracted more men. Also created a social employment pilot program with Growing Regional Opportunities for Work (GROW), Gforce and Northern Futures. It launched in January 2025 with the first two trainees both being women joining the program January 2025. Participated in the Geelong Manufacturing Council BIG IDEAS initiative to increase women in manufacturing. This involved developing a series of videos showcasing manufacturing businesses leading the way in developing a more diverse workforce in traditionally male-dominated industries. Barwon Water staff were featured, and we continue using these videos as part of our recruitment campaign collateral. The initiative also involved joining an industry roundtable discussion about the benefits of more women and diver workforces in the industry
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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

Refer to Step 3 in the [2026 progress report guidance](#):

- 3.1 Explaining incomplete strategies (if any) (required)
- 3.2 Describing achievements, challenges and learnings (recommended)
- 3.3 Providing other updates on implementation (recommended)
- 3.4 Describing resourcing allocation (required)

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

For any strategies in your GEAP that were not completed, explain why these strategies were not completed. If all were completed, please state this (see [3.1 of the 2026 PR guidance](#)).

There were four actions within our plan that were not completed. The details and reasons why are provided below:

- **Design of an internal women's leadership program/ secondment rotation** - Whilst we did not progress this action due to internal capacity limitations, each year Barwon Water has sponsored multiple women to participate in the People Measures Women in Leadership Development (WILD) Program which has received much positive feedback from participants. We have also supported participation in the Executive Leadership for Women in Water Program. Barwon Asset Solutions also has the BRAWN Network which is an internal network for women.
- **Recruitment data collection and analysis** - The organisation's de-prioritisation of a recruitment tracking and candidate management system due to competing operational and funding priorities. Without a system, we're unable to collect and analyse candidate data, to support recruitment decisions in the moment and how we address recruitment in the future, particularly using a gendered and intersectional lens.
- **Explore childcare, review regional sites for women's change room and parents' room** – Developing inclusive and accessible facilities has now become a confirmed, long-term action by our new Inclusion Council and is being led by General Manager Smart and Sustainable Infrastructure. It now has the required sponsorship to progress, and will be included in the 2028 Pricing Submission to ensure adequate funding is provided.
- **Focus groups for employee lived experience** – These were delayed in 2024 and undertaken in September 2025 after the 2025 People Matter Survey. This ensured funding was spent in the 2025 just ahead of developing our 2026-2030 Unity and Belonging Plan, which includes our Gender Equality Action Plan actions. This meant the findings were as recent as possible to better inform the new plan.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Describe any key achievements, challenges, or learnings of the outcome or implementation of your strategies (see [3.2 of the 2026 PR guidance](#)).

The plan was extensive with a lot of actions and most of the responsibility sat with the People Team to implement which was a challenge, despite ensuring shared responsibility for gender equality across the team. This has been carefully considered for the 2026-2030 Plan. A key learning was also ensuring that change is embedded and sustainable, and that new practices and processes don't slip away because they are not celebrated, followed up on or reinforced.

Section 3.3 Providing other updates on implementation (recommended)

Provide any other updates on your GEAP implementation (see [3.3 of the 2026 PR guidance](#)).

Section 3.4 Describing resourcing allocation (required)

Describe your organisation's resource allocation to implement your GEAP strategies (see [3.4 of the 2026 PR guidance](#)).

Resourcing for our 2022-2025 action plan was predominantly with our People Team. This consisted of 3 x recruitment and talent staff, 2 x learning and development staff, and 4 x HR operational roles. Actions were also supported by the Head of People, meaning 10 staff supported the implementation of the plan. These were roles at managerial, senior officer, business partner and officer level.

Technological resourcing was insufficient with continued lack of a candidate management and applicant tracking system. While the procurement of a system is continuing, current financial constraints and internal budgetary reviews mean that it is unlikely to be achieved at this time.

Time and people resourcing was also stretched to implement the 48 actions with our 2022-2025 Belonging at Barwon Water Plan, which included all of our gender equality actions. For the 2026-2030 Plan:

- we have reduced the number of actions from 48 to 21 so that change can be done well and more comprehensively.
- 4 of these 21 actions will be implemented by the Inclusion Council which is a group of 16 employees across the organisation who are passionate about inclusion and belonging.
- 6 of the actions allocated to the Management Team as responsible for implementation, with the support of subject matter experts. This change is to embed inclusive leadership practices and ensure change is experienced more widely across teams.
- A new Diversity, Equity and Inclusion Lead role was created, and this role will manage implementation of the plan.
- Other departments beyond the People Team have also been allocated responsibility for some of the actions in the plan including First Nations Values, Communications and Engagement, Safety and Facilities
- An Executive Sponsor has been allocated who will support with many of the communications activities.

Any other additions or comments (optional)

Provide any other commentary in relation to any aspect of your progress report.

You have come to the end of the 2026 progress report template. Have you included all the minimum requirements? Use the [checklist in the 2026 progress report guidance](#) to make sure.

We'd love to hear from you!

Your feedback is valuable to us. You are welcome to provide us with feedback on how you went with reporting on your progress, including how useful the guidance, template and supports were to you. You can do this by clicking on the link: [Feedback to the Commissioner for Gender Equality in the Public Sector](#)