2026 Progress report for:
West Wimmera Health Service

Organisation name (required)	West Wimmera Health Service
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 614 Total FTE: 419.85
Response rate to employee experience survey	65% (2026 People Matter Survey) XX (Employee Engagement Survey)
Contextual information	
Location (metropolitan, regional or rural. If other, please specify)	Rural

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?	
Name	Ritchie Dodds
Role title	Chief Executive Officer
Signed	
Date	18 May 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**).

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.	Bump and Beyond	Service	To help new mums safely regain core, pelvic floor, and overall strength improving mobility and supporting postnatal recovery through guided and evidence-based movement and enhancing wellbeing through connection in a shared and nurturing environment whilst also bonding with their baby.	New	The overall gender impact is that the program may unintentionally advantage some gender groups while creating barriers for others if gendered language, assumptions, or expectations are built into its design. By recognising diverse gender identities and ensuring the program is inclusive, accessible, and respectful, the service can reduce inequities and support equal participation and wellbeing for all genders.
2.	Nhill Infusion Clinic	Service	The intention of this project is to formalise current processes by delivering infusions from a dedicated area under the supervision of an Infusion Registered Nurse to compliment services already available at Nhill Acute, reducing operational impact on Nhill Acute staff and in turn increasing revenue and providing services to the community to access care close to home.	New	With an overall positive gender impact, the service aims to provide inclusive and equitable access to all community members, regardless of identity. The Infusion Clinic will support those who may experience barriers in healthcare including parents with caring responsibilities, members of the LGBTQIA+ community and gender-diverse consumers by providing the service in local areas to reduce travel burden and increase accessibility, ensure safe clinical environments and predictable appointment times. Although some consumers may experience greater benefits than others, we aim to reduce these barriers and improve equity for all members across our communities.
3.	Enrolled Nurse Traineeship	Program	The Enrolled Nurse (EN) Traineeship Program is a paid, structured pathway that allows participants to complete the Diploma of Nursing while working in a real healthcare setting. It blends classroom learning with supervised clinical experience so trainees can become fully qualified, registered Enrolled Nurses.	New	The overall gender impact of the traineeship is influenced by the broader nursing workforce, which is a female-dominated profession across Australia. This means the program naturally attracts a higher proportion of women, reflecting long-standing industry trends rather than anything specific to WWHS. While this gender imbalance is sector-wide and outside of the organisation's control, it does shape the applicant pool and contributes to the high number of female applicants. Gender-diverse applicants may experience discomfort or reduced psychological safety in aged-care environments where understanding of gender diversity varies, increasing the risk of exclusion or misgendering. Intersectional factors such as cultural background, age, disability, or religion can compound these gendered impacts, particularly where structural requirements like AHPRA English testing, LLN standards, or the need for a driver's licence create additional barriers. Overall, the program currently attracts predominantly women but may not be equally accessible or supportive for all genders, highlighting the need for strengthened inclusive recruitment, gender-affirming practices, and equitable support structures to ensure fair participation and outcomes.
4.	Maternal and Child Health Services (WWHS)	Service	Offering local Maternal and Child Health (MCH) Services free of charge, supporting families from birth to school age, focusing on child development, parental wellbeing, and early intervention within West Wimmera Health Service catchment areas.	Up for review	The overall gender impact of this policy, program, or service is expected to be minimal across all genders involved in the Maternal and Child Health (MCH) service system. The same level of support and care will be provided to families of all gender identities including mothers, fathers, non-binary parents, transgender parents, and other caregivers as a result of no changes to staffing, service delivery, or access pathways. The program does not introduce any gender-specific barriers or disadvantages and maintains equitable access for all parents and caregivers.

5.	Maternal and Child Health Services (Yarriambiack)	Service	Offering local Maternal and Child Health (MCH) Services free of charge, supporting families from birth to school age, focusing on child development, parental wellbeing, and early intervention within the Yarriambiack Shire.	New	The overall gender impact of this policy, program, or service is expected to be minimal across all genders involved in the Maternal and Child Health (MCH) service system. The same level of support and care will be provided to families of all gender identities including mothers, fathers, non-binary parents, transgender parents, and other caregivers as a result of no changes to staffing, service delivery, or access pathways. The only noticeable change is the shift in staff uniforms and organisational branding, which may cause some initial confusion for families. This is expected to be short-term and easily addressed through clear communication and reassurance that the same trusted MCH nurses are continuing in their roles. Overall, the transition does not introduce any gender-specific barriers or disadvantages and increases equitable access for all parents and caregivers.

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

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: • Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality. If you did not take action, write N/A here and explain why in (H). (required)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	No (go to column H)	N/A	No action taken.	Intersectionality was essential to ensure the program does not assume each postnatal experience is the same and instead addresses overlapping forms of disadvantage that affect women differently including isolation, financial constraints, or limited support networks. This approach strengthens equity by ensuring all women can safely and confidently engage in postnatal recovery. This was applied by recognising each experience is diverse and shaped by many factors such as culture, socioeconomic status, disability, age, and family structure. The program design includes adaptable sessions and movement suited to each participant to accommodate different physical abilities and caregiving requirements and creates and inclusive, supportive and accessible program.	Nil
2.	No (go to column H)	N/A	No material gender impact identified to date and any action taken would not improve the outcome.	Intersectionality was addressed throughout this GIA by considering how different aspects of a person's identity, may overlap to influence their	Nil

				experience of the infusion clinic and how multiple factors can combine to create unique barriers or needs for different groups. This helped identify opportunities to strengthen accessibility, cultural safety, inclusive communication, and person-centred care. Addressing intersectionality helps ensure the service is not only gender-equitable but also responsive to the diverse realities of the community it serves.	
3.	Yes (go to column G)	Although limited with external requirements for applicants, areas identified for improvement include increasing advertising channels to target gender diverse and ATSI individuals.		Intersectionality was considered by reviewing the external, non-modifiable requirements such as age, driving, travel, location may unintentionally disadvantage certain groups. Continuing inclusive recruitment initiatives, support, culturally safe practices and requirement transparency will guide WWHS in reducing any avoidable impacts within its control.	Varying advertising channels to target gender diverse and ATSI people will be included in late 2026 advertising for the 2027 intake. Continuation of key selection criteria will be included along with inclusive language and visual cues.
4.	No (go to column H)	N/A	Completed in retrospect.	Some barriers were considered (branding, logo, company provider) however as the program was a transition from one service to another, with the same staff, program and location, this was not considered to any further extent.	Nil
5.	No (go to column H)	N/A	Completed in retrospect.	Some barriers were considered (branding, logo, company provider) however as the program was a transition from one service to another, with the same staff, program and location, this was not considered to any further extent.	Nil

Step 2: Reporting on progress against the indicators

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

K: Indicator *	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	**Critical performance measures** Gender composition of the duty holder organisation: • 2023: **Women:** 83.7% **Men:** 16.3% **Self-Described:** 0% • 2025: **Women:** 83.2% **Men:** 16.8% **Self-Described:** 0% Gender composition of part time workers in the duty holder organisation: • 2023: **Women:** 67.9% **Men:** 36.1% **Self-Described:** 0% • 2025: **Women:** 62.0% **Men:** 35.7% **Self-Described:** 0% Gender composition of senior leaders in the duty holder organisation: • 2023: **Women:** 57.1% **Men:** 42.9% **Self-Described:** 0% • 2025: **Women:** 61.5% **Men:** 38.5% **Self-Described:** 0%		Yes	Between 2023 and 2025, workforce gender composition at West Wimmera Health Service has remained relatively stable, with women continuing to comprise many employees (83.7% in 2023; 83.2% in 2025). Consistent with Commission for Gender Equality guidance, this stability does not in itself demonstrate progress but highlights the need to address underlying structural drivers such as occupational segregation and workforce pathways. The gender composition of part-time workers shows a reduction in the proportion of women (67.9% in 2023 to 62.0% in 2025). This may indicate early movement away from traditionally gendered participation patterns, however further analysis is required to determine whether this reflects increased access to full-time work, changes in job design, or broader operational factors. Due to the absence of 2025 data for senior leadership composition, progress against this indicator cannot yet be assessed. In line with Commission guidance, consistent data collection over time is required to assess changes in leadership power and decision-making. Overall, the data indicates relative stability rather than significant change and reinforces that representation metrics alone are insufficient to demonstrate progress. These findings directly inform GEAP actions focused on: • addressing gendered workforce segregation through targeted recruitment and pipeline initiatives (GEAP Indicator 1 and 7) • embedding flexible role design and normalising flexibility across all roles and levels (Indicator 6) • strengthening leadership accountability and data capture to enable assessment of progression and decision-making power (Indicators 1 and 2) Improved data quality, continued monitoring, and alignment of workforce outcomes with GEAP actions will be critical to demonstrating measurable progress in future reporting cycles.
2	**Critical performance measures** Gender composition of the duty holder organisation's governing body: • 2023: **Women:** 66.7% **Men:** 33.3% **Self-Described:** 0% • 2025: **Women:** 70%		Yes	Between 2023 and 2025, the gender composition of the governing body remained relatively stable. Consistent with Commission for Gender Equality guidance, this change demonstrates measurable progress in the distribution of leadership power and decision-making authority, rather than representation alone. The increased proportion of women on the governing body aligns with GEAP actions focused on strengthening inclusive governance, targeted board recruitment, and accountability for gender equality leadership (GEAP Indicator 2: Gender composition of governing bodies). While this data indicates progress, continued monitoring is required to ensure balance is sustained over time and that diversity of perspectives is supported across all governance roles.

	Men: 30% **Self-Described:** 0%			These results reinforce the importance of continuing GEAP actions that: • support targeted and inclusive board recruitment practices • strengthen board accountability for gender equality leadership • monitor governing body composition as part of ongoing GEAP reporting and review Ongoing data collection and oversight will support sustained progress and alignment with the objectives of the Gender Equality Act 2020.
3	**Critical performance measures** Mean total remuneration gender pay gap by occupation group: • 2023: -5.6% • 2025: 2.3% Mean total remuneration senior leader gender pay gap: • 2023: 0.7% • 2025: 33.5% **Supplementary measures** Mean base salary pay gap: • 2023: -5% • 2025: 2.3% Median total remuneration pay gap: • 2023: -14.1% • 2025: -0.8% Median base salary pay gap: • 2023: -7.2% • 2025: -0.8%		**Yes**	The gender pay gap data shows mixed progress between 2023 and 2025. At an organisational level, pay equity has improved. The mean total remuneration gender pay gap by occupation group shifted from -5.6% in 2023 to 2.3% in 2025, and the median total remuneration pay gap narrowed significantly from -14.1% to -0.8%. Similar improvements are reflected in base salary measures, indicating progress toward more equitable remuneration outcomes across occupational groups. Consistent with Commission guidance, this demonstrates positive movement toward addressing systemic pay differences, rather than isolated salary outcomes. However, the mean total remuneration gender pay gap for senior leaders increased substantially from 0.7% in 2023 to 33.5% in 2025. This data does not demonstrate progress and indicates an emerging inequality in remuneration at senior leadership level. In line with Commission guidance, this highlights the importance of examining workloads, role composition, contract conditions, and remuneration decision-making frameworks where leadership power and financial authority are concentrated. Overall, while pay equity outcomes have improved across the broader workforce, senior leader remuneration remains a key area requiring targeted action. These results directly inform GEAP actions under Indicator 3: Equal remuneration for work of equal or comparable value, including: • strengthening multi-level review and oversight of remuneration decisions, particularly for senior leadership roles • improving transparency and consistency in remuneration frameworks • monitoring both mean and median pay gaps to identify structural drivers of inequality • embedding accountability for pay equity outcomes within executive and governance decision-making Continued monitoring and targeted intervention will be required to ensure improvements across the workforce are sustained and that pay equity is progressed at all levels of the organisation.
4	**Critical performance measures** Anonymous experience rate of sexual harassment: • 2023: **Women:** 7.6% **Men:** 2.1% **Self-Described:** DU • 2025: **Women:** 4.7% **Men:** DU **Self-Described:** DU Number of formal reports of sexual harassment: • 2023: **Women:** 1 **Men:** DU **Self-Described:** DU **Other (+):** DU • 2025: **Women:** 9		Yes	The data indicates mixed progress in relation to sexual harassment outcomes. The anonymous experience rate of sexual harassment for women decreased from 7.6% in 2023 to 4.7% in 2025, which suggests some progress in reducing prevalence. In line with Commission for Gender Equality guidance, this may reflect early improvements in workplace culture and prevention efforts, however experience rates alone are not sufficient to demonstrate sustained change. In contrast, the number of formal reports of sexual harassment increased from 1 report in 2023 to 9 reports in 2025 (all women). Consistent with Commission guidance, an increase in reporting does not necessarily indicate an increase in incidents. Rather, it may reflect improved awareness of reporting pathways or increased confidence to report. However, supplementary data shows 0% of women who experienced sexual harassment reported making a formal complaint, and a high proportion believed reporting would not make a difference (63.6%) or feared negative career or reputational consequences. This indicates persistent barriers to safe reporting and shows that progress in reporting confidence has not yet been achieved. Data gaps (DU) for men, self-described genders, satisfaction with complaint handling, and reporting behaviour limit the ability to fully assess progress across all cohorts. Overall, while experience rates for women have declined, the data does not yet demonstrate consistent progress in safe reporting or confidence in organisational responses.

Men: DU
Self-Described: DU
Other (+): DU

Supplementary measures
Participants who said they reported sexual harassment:
- 2023: DU
- 2025:

Women: 0%
Men: DU
Self-described: DU

Reasons for not making a formal sexual harassment complaint:
- 2023: DU
- 2025: (**Men:** DU)

Women:

Response Option	Women 2025
I didn’t know how to make a complaint	0.0%
I didn’t know who to talk to	9.1%
I didn’t think it was serious enough	27.3%
I was advised not to	0.0%
I believed there would be negative consequences for my career (e.g. opportunities for promotion, risk of being fired)	18.2%
I believed there would be negative consequences for my reputation (e.g. I would be blamed or not believed or thought to be overreacting)	18.2%
I believed there would be negative consequences for the person I was going to complain about	9.1%
I didn’t feel safe to report the incident	9.1%
I didn’t think it would make a difference	63.6%
I thought the complaint process would be embarrassing or difficult	0.0%
I didn’t need to because I made the harassment stop	9.1%
I didn’t need to because I no longer had contact with the person(s) who harassed me	0.0%

Satisfaction with handling of workplace sexual harassment complaint:
- 2023: DU
- 2025: DU

These findings directly inform GEAP actions under Indicator 4: Sexual Harassment in the Workplace, including:
- strengthening safe, accessible, and trusted reporting mechanisms
- improving communication and clarity around reporting pathways
- reinforcing zero-tolerance expectations and leadership accountability
- delivering targeted training and prevention initiatives
- improving data capture and monitoring, including satisfaction with complaint handling

Continued focus on prevention, safe reporting, and transparent organisational responses will be critical to achieving measurable progress in future reporting periods.

	Satisfaction with handling of formal workplace sexual harassment complaint: • 2023: DU • 2025: DU			
5	**Critical performance measures** Gender composition of recruited employees: • 2023: **Women:** 82% **Men:** 18% **Self-Described:** 0% • 2025: **Women:** 80% **Men:** 20% **Self-Described:** 0% Gender composition of employees who were promoted: • 2023: DU • 2025: DU Perceptions of recruitment, by gender: • 2023: DU • 2025: DU Perceptions of promotion, by gender: • 2023: DU • 2025: DU	Data provided by PayGlobal: Perceptions of recruitment, by gender: • 2023: **Women:** 83% **Men:** 17% • 2025: **Women:** 81% **Men:** 19%	Yes	Between 2023 and 2025, the gender composition of recruited employees shows a small shift toward greater gender balance, with women decreasing slightly from 82% to 80% and men increasing from 18% to 20%. Consistent with Commission for Gender Equality guidance, this modest change indicates early movement but does not yet demonstrate substantial progress in addressing gender segregation within recruitment outcomes, particularly in a female-dominated workforce. Data relating to the gender composition of promoted employees is unavailable for both reporting periods. In line with Commission guidance, the absence of promotion data limits the ability to assess progress in career advancement, access to leadership pathways, and distribution of organisational power. Perceptions data on recruitment and promotion by gender is largely unavailable. However, PayGlobal data indicates that recruitment outcomes broadly reflect existing workforce composition (2023: 83% women, 17% men; 2025: 81% women, 19% men). This suggests recruitment practices have not yet resulted in a significant diversification of the workforce profile. Overall, the data demonstrates limited progress and highlights the need to address structural drivers influencing recruitment pipelines, role design, and progression opportunities. These findings directly inform GEAP actions under Indicator 5: Recruitment and Promotion, including: • implementing targeted recruitment strategies to address occupational segregation • improving data collection and reporting on promotions and career progression • strengthening transparent, merit-based promotion processes • embedding accountability for equitable recruitment and advancement outcomes Improved data completeness and ongoing monitoring will be critical to demonstrating measurable progress in future reporting cycles.
6	**Critical performance measures** Average weeks of parental leave, by gender: • 2023: **Women:** 14 **Men:** 2 • 2025: **Women:** 14 **Men:** 2 Uptake of flexible work, by gender: • 2023: **Women:** 89% **Men:** 11% • 2025: **Women:** 87% **Men:** 13% Perceptions of flexible work culture, by gender: • 2023: DU • 2025: DU **Supplementary measures** Gender composition of parental leave takers:	Data provided by PayGlobal Gender gap in carer's leave: - 2023: M 23%, F 77% - 2025: M 2%, F 98% **Supplementary measures** Gender composition of parental leave takers: - 2025: M 11%, F 89% Average weeks of parental leave, by gender: • 2023: M 2, F 14 • 2025: M 2, F 14	Yes	The data indicates limited and uneven progress in relation to leave and flexible work outcomes. The average weeks of parental leave taken by employees remained unchanged between 2023 and 2025 (men: 2 weeks; women: 14 weeks). Consistent with Commission for Gender Equality guidance, the absence of change indicates that parental leave continues to be highly gendered and does not demonstrate progress toward redistributing caring responsibilities or normalising parental leave uptake across genders. Uptake of flexible work arrangements shows a modest increase for men (11% in 2023 to 13% in 2025) and a slight decrease for women (89% to 87%). While this may indicate early movement toward more gender-balanced access to flexibility, flexible work remains predominantly utilised by women, reflecting ongoing gendered norms around care and workforce participation. Supplementary data reinforces these patterns. The gender composition of parental leave takers shows an increase in men's uptake in 2025 (11% men; 89% women), which suggests some progress toward shared care roles. However, the gender gap in carer's leave widened significantly, with women accounting for 77% in 2023 and 98% in 2025. In line with Commission guidance, this demonstrates entrenched structural inequality rather than sustained progress. Data relating to perceptions of flexible work culture is unavailable, limiting assessment of cultural change and confidence in flexibility without career penalty. Overall, the data demonstrates partial progress, with some improvement in male uptake of flexibility and parental leave, but continued concentration of caring responsibilities with women. These findings directly inform GEAP actions under Indicator 6: Uptake of Leave and Workplace Flexibility, including: • normalising parental and carer's leave uptake across all genders

	• 2023: M 4%, **Women:** 96% **Men:** 4% • 2025: DU Women: 100% Gender gap in carer's leave: • 2023: DU • 2025: DU			• strengthening manager capability and leadership accountability to support flexibility without disadvantage • reviewing the impact of leave on career progression, particularly for women • improving data collection and monitoring, including workforce perceptions of flexible work culture Targeted action addressing gendered norms around care and flexibility will be critical to achieving measurable progress in future reporting periods.
7	**Critical performance measures** Occupational gender segregation: • 2023: **Managers:** Women – 81% Men – 19% **Professionals:** Women – 90% Men – 10% **Clerical and Administrative Workers:** Women – 81% Men – 19% **Labourers:** Women – 71% Men – 29% **Community and Personal Service:** Women – 88% Men – 12% **Technicians and Trade Workers:** Women – 69% Men – 31% **Machinery Operators and Drivers:** Men – 100% • 2025: **Managers:** Women – 67% Men – 33% **Professionals:** Women – 89% Men – 11% **Clerical and Administrative Workers:** Women – 80% Men – 20% **Labourers:** Women – 87% Men – 13% **Community and Personal Service:** Women – 88% Men – 12%	Data provided by PayGlobal Occupational gender segregation: • 2023: **Women:** 83% **Men:** 17% • 2025: **Women:** 82% **Men:** 18%	Yes	PayGlobal data shows that overall occupational gender segregation has remained largely stable between 2023 and 2025, with men increasing marginally from 17% to 18% and women decreasing from 83% to 82%. Consistent with Commission for Gender Equality guidance, this minimal change does not demonstrate substantive progress in reducing occupational segregation at an organisational level. Occupational-level data shows mixed and uneven outcomes. Representation of men in manager roles increased from 19% in 2023 to 33% in 2025, indicating progress toward a more gender-balanced distribution of leadership roles. Smaller shifts are evident across professional and clerical roles. However, strong patterns of gender segregation persist. Women remain highly over-represented in professional, community and personal service, and clerical roles, while men continue to be over-represented in technicians and trade workers and remain 100% represented in machinery operators and drivers. In some occupational groups, such as labourers, gender segregation has increased, with women rising from 71% to 87%. In line with Commission guidance, these results indicate that while some progress is evident in specific areas, systemic drivers of occupational segregation, such as workforce pipelines, recruitment practices, and role design remain largely unchanged. These findings directly inform GEAP actions under Indicator 7: Gendered Segregation in the Workplace, including: • strengthening targeted recruitment, training, and pipeline initiatives to diversify occupational groups • addressing gendered norms and stereotypes influencing role allocation • redesigning roles to support flexible and inclusive participation across occupational streams • continuing occupational-level monitoring through PayGlobal data to assess progress Sustained, targeted action aligned with these GEAP measures will be required to reduce entrenched occupational segregation and demonstrate measurable progress in future reporting periods.

	Technicians and Trade Workers: Women – 64% Men – 36% **Machinery Operators and Drivers:** Men – 100%			

*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)

1	☐None ☒ a ☐ b ☐c ☒d ☒e ☒f ☐g	Indicator 1: Gender composition of all levels of the workforce. As a small organisation, limited staffing numbers reduce opportunities for natural shifts in gender composition and resource constraints limit the ability to invest in large-scale initiatives or targeted recruitment programs. Core operational demands often take precedence, reducing capacity to implement additional gender-equity initiatives. Some strategies require financial investment or structural changes that are not currently feasible.	To counteract the limitations identified: • Flexible working arrangements are considered at all levels. • Inclusive leadership and unbiased decision‑making training is provided. • A focus on building an inclusive culture and promoting diversity is maintained. • Strong emphasis on education and training for internal staff, including secondment and acting opportunities to support talent pipelines. • Recruitment campaigns use neutral imagery, non‑gendered language and promote an inclusive workforce.
2	☐None ☒ a ☐ b ☐c ☐d ☐e ☐f ☐g	Indicator 2: Gender composition of the governing body The organisation has a small governing body where each position is highly retained and has significant impact. As a result, changes in gender composition will only occur slowly over time. For these positions, required qualifications, experience, and expertise may significantly limit the diversity of the applicant pool. Challenges in attracting applicants for varying reasoning such as remuneration, location, travel, housing, and role requirements also reduce the pool of potential candidates. Workload demands, organisational restructure, and competing operational obligations can restrict opportunities to adjust governing body composition. The organisation continues to make genuine efforts to improve gender representation.	As few positions exist within the executive team and retention rates are high, strategies focus on broadening access and reducing barriers: • Use of non-gendered and inclusive language in all recruitment materials. • Targeted outreach and clear articulation of required qualifications and experience. • Structured, transparent, and unbiased selection processes. • Mentoring within the governing body to support internal growth, succession, and leave coverage. • Education, professional development, mentoring, and sponsorship programs to strengthen internal talent pipelines. • Genuine attempts to promote diversity, including non-gendered advertising, inclusive language, workforce diversity initiatives, and ongoing work toward Rainbow Tick certification.
3	☐None ☐ a ☐ b ☒c ☐d ☒e ☐f ☐g	Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender Requirements that apply to the organisation under any other Act, including an Act of the Commonwealth shaped by current enterprise agreements, budgets and awards. These frameworks determine pay structures and limit the organisation's ability to independently adjust remuneration. The organisation's nature and circumstances, including limited budgets, restrict the capacity to undertake broad remuneration reviews or implement additional initiatives.	Equal remuneration at WWHS is shaped by compliance with relevant industrial bodies, legislative requirements, awards and enterprise agreements. These frameworks are legally compliant and consistently applied, positively maintain gender-neutral remuneration practices. Maintenance of service delivery and operational demands may restrict capacity to undertake remuneration reviews and implement workforce initiatives; however, compliance is a priority work in this space is ongoing. Although progress can be gradual, the organisation continues to prioritise compliance with equal remuneration and ensures these decisions are made transparently and consistently across the workforce.
4	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Indicator 4: Sexual harassment in the workplace While genuine attempts have been made, organisational resources remain limited, which can restrict the frequency and depth of initiatives.	Sexual harassment surveys have been conducted to understand experiences, identify trends, and determine next steps. Processes surrounding internal follow-up are implemented to ensure concerns are addressed promptly and appropriately and all complaints investigated thoroughly, with a focus on ensuring the safety and wellbeing of those affected. Education and training have been delivered to all levels of management and staff on zero‑tolerance expectations and appropriate workplace behaviour. Continuous communication from the CEO reinforcing zero tolerance for sexual harassment and regular communications from the People and Culture department reinforce expectations and available supports including EAP, counselling, internal support, and reporting pathways.
5	☐None ☐ a ☐ b ☐c ☒d ☐e ☒f	Indicator 5: Recruitment and promotion practices in the workplace Constrained organisational resources, including limited staffing capacity and time, reduced the ability to implement more comprehensive recruitment and promotion initiatives early on. This included limited capacity to conduct in-depth analysis of recruitment data or expand proactive recruitment strategies. Budget limitations and competing operational demands restricted the organisation's ability to invest in broader recruitment campaigns or targeted diversity initiatives.	Genuine attempts have been made: • Dedicated recruitment officer and recruitment platform to support consistent and efficient processes. • Use of inclusive imagery and non-gendered language in all job advertisements. • Encouragement of diverse shortlisting and promotion of fair, transparent selection processes.

	☒g	Despite these limitations, the organisation made meaningful efforts to strengthen recruitment and promotion practices.	• Genuine attempts to improve equitable outcomes despite limited resources, including embedding inclusive language and diverse imagery in recruitment materials. • Continued commitment to strengthening recruitment and promotion practices, with intent to progress toward more inclusive workforce practices over time.
6	☐None ☒ a ☐ b ☐c ☒d ☒e ☐f ☒g	Indicator 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. As a small organisation, the number of roles and the nature of service delivery can limit the extent to which flexible arrangements can be offered across all position, although genuine attempts have and continue to be made. Limitations identified include staffing and financial resources which restrict the organisation's ability to fully expand flexible work options or implement additional support initiatives. Roles requiring on-site presence are limited in this aspect due to service delivery requirements, rostering needs, and operational demands.	The organisation accommodates family violence leave requests in line with legislative requirements and ensure employees are always aware of their entitlements and the confidential processes available. These circumstances are always followed by support, confidentiality, privacy and assistance. In roles that can accommodate working-from-home arrangements, requests are genuinely considered and accepted in line with governing body requirements, and operational needs. Employees with family or caring responsibilities have been accommodated where applicable through flexible start and finish times, job-sharing, part time arrangements, adjusted rostering and short-term flexibility, access to purchased leave where available, supportive return-to-work planning and compressed working weeks here feasible. Whilst various factors can restrict the extent in which these arrangements can be offered and expanded, the efforts made demonstrate clear commitment in supporting employees and progressing this indicator.
7	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☒g	Indicator 7: Gendered segregation within the workplace Gendered segregation continues to be influenced by long-standing structural and operational factors. In smaller, rural organisations, gender imbalances in particular roles and departments are difficult to shift. Reduced applicant diversity, qualification pathways, and broader industry norms contribute to ongoing segregation. The organisation's location also presents challenges in attracting and retaining diverse candidates, particularly for specialised roles.	Genuine efforts have been made to broaden attraction strategies, staffing capacity, inclusive imagery and language in recruitment materials, and budget limitations restrict the scale and frequency of more inclusive and proactive approaches aimed at reducing gender segregation and encouraging diverse applicants. The organisation continues counteract barriers through reviewing recruitment practices and promoting equitable opportunities and places a strong focus on issues related to location, industry norms, and applicant diversity, with the aim of improving representation over time.

*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)

Two strategies outlined in the GEAP were not started. This was primarily due to current workforce capacity, resourcing availability, and competing workplace priorities and obligations. These constraints limited the organisation's ability to commence additional initiatives beyond core operational requirements.

A number of other strategies remain in progress or ongoing for the same reasons. While the organisation is committed to advancing all planned actions, limited staffing, budget pressures, and operational demands have slowed the pace of implementation. Despite these challenges, genuine attempts have been made to progress strategies wherever feasible, and the organisation remains committed to completing these actions as capacity allows.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Throughout the implementation of the GEAP strategies, the organisation achieved meaningful progress despite operating within a context of limited resources and competing operational demands. Key achievements included strengthening inclusive recruitment practices, increasing awareness of flexible work options, embedding gender-neutral language across processes, and reinforcing zero-tolerance expectations regarding sexual harassment. These actions demonstrate a sustained commitment to improving gender equality outcomes across the workforce.

A significant challenge encountered was resourcing, with many actions being added on top of existing workloads and day-to-day operational obligations.

It also highlighted the value of clear communication, leadership reinforcement, and consistent application of inclusive practices. Importantly, the experience underscored that even small, incremental steps when applied consistently can contribute to long-term cultural and structural change.

The organisation remains committed to building on these learnings and continuing to progress gender equality initiatives as capacity allows.

Section 3.3 Providing other updates on implementation (recommended)

Implementation of the Gender Equality Action Plan (GEAP) has continued to be embedded across organisational systems, governance, and workforce practices. Oversight has been maintained through executive leadership and the People and Culture function, with gender equality considerations increasingly integrated into workforce planning, recruitment, policy review, and service delivery.

Ongoing improvements have been made to workforce data capture and analysis, particularly through PayGlobal reporting, supporting more consistent monitoring of workforce composition, remuneration, leave, and occupational segregation. While some data gaps remain, actions have focused on strengthening data quality to better support evidence-based decision-making and future reporting.

Education, communication, and leadership reinforcement have supported implementation throughout the reporting period. This includes continued promotion of respectful workplace behaviours, zero-tolerance expectations for sexual harassment, awareness of reporting pathways, and access to flexible work arrangements. These activities support prevention-focused approaches and align with GEAP priorities to address workplace culture and safety. Consultation and engagement have remained central to implementation. Staff, leaders, and key stakeholders have been engaged through formal and informal mechanisms, ensuring feedback informs continuous improvement and supports responsiveness to emerging risks and workforce needs.

Intersectional considerations continue to inform implementation, particularly where gender intersects with location, workforce composition, and caring responsibilities.

Overall, GEAP implementation has been ongoing and integrated within core organisational functions. Despite resourcing and capacity constraints, genuine efforts have been made to progress actions, strengthen accountability, and align practice with the objectives of the Gender Equality Act 2020 (Vic).

Section 3.4 Describing resourcing allocation (required)

The implementation of GEAP strategies was supported through shared responsibilities across several roles within the organisation, including People and Culture, Executive leadership, line managers, and senior leadership teams. Due to budget constraints, the organisation did not have a dedicated position solely responsible for GEAP implementation. Instead, actions were incorporated into existing roles and undertaken alongside regular workloads and day-to-day operational obligations.

This integrated approach ensured that gender equality considerations were embedded across multiple functions; however, it also meant that progress was influenced by workforce capacity, competing priorities, and limited resourcing. Despite these constraints, staff involved in GEAP implementation made genuine efforts to progress actions wherever feasible, demonstrating a strong organisational commitment to advancing gender equality within available means.

Any other additions or comments (optional)