

Strategies and measures

Required Strategies and measures	Required Status	Required Status description	Recommended Evaluation of success	Recommended Timeline	Recommended Responsible	Recommended Relevant indicator(s)						
						1	2	3	4	5	6	7
<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change. 	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity. 	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>						
Promoting and Seeking to Increase Female Participation in professional and STEM roles	Ongoing	<p>We have selected "Ongoing" as our status as these actions are expected to continue over an extended period of time to ensure continuous improvement and development opportunities are available for females on an ongoing basis. There are particularly low levels of female participation in Engineering roles within the Water Industry, and these roles comprise a significant proportion of our workforce.</p> <p>An Emerging Leaders program was developed and implemented in 2021-2022. The program which is still running encourages our female staff to build their leadership skills and through secondment opportunities and higher duties, apply these skills in preparation for leadership and management positions.</p> <p>We have continued to support participation in an external Women in Leadership program.</p> <p>We also continue to participate in providing apprenticeships and traineeships with a focus on increasing female participation at all levels in STEM related roles.</p> <p>In aiming to build the talent pipeline, Coliban participated in Career days. A priority for these days was to ensure a mix of male and female staff representation to promote availability of roles in the Water Industry for all genders. Additionally, to increased promotion of STEM based roles we participated in various local careers and employment expos, and school promotion programs such as the "Passions & Pathways" program and the Smith Family Work Inspiration program.</p> <p>We have also worked to update the Coliban website, including the Careers page, to ensure greater diversity is represented in the images of staff shown working for the organisation and that the career information is provided to a wide range of stakeholders.</p>	<p>We have increased female participation across the 3 measures specified in our GEAP between the 20/21 reporting period and the 22/23 reporting period:</p> <ul style="list-style-type: none"> - Specialist managers increased from 29% to 38% - Professionals increased from 34% to 37%; and - STEM increased from 23% to 29%. <p>These figures represent an increase from an average of 28.6% in 20/21 to an average of 34% in 2023.</p> <p>Our progress report target for 2023 was 30% and our 2025 target is 32.5%. We are currently exceeding both of these targets.</p>	The timeline for our GEAP is 2021-2025	DEI Delivery Team	Y	N	Y	N	Y	N	N
Promoting and Seeking to increase the uptake of flexible workplace entitlements for all staff	Ongoing	<p>This status is ongoing as it is expected that we will continue to work to improve our measures of success for this strategic outcome.</p> <p>Our GEAP includes an objective of increasing employment of women aged 24-35. To support this we have strongly promoted flexible work options throughout the organisation through strong messages from the Executive Leadership Team, we have added strong flexibility statements to our recruitment advertisements as well as our Position Descriptions. Flexibility conversations have also been embedded as part of our interview discussions and interview panel members have received coaching and training on how to manage these conversations.</p> <p>Additionally, we have provided training to leaders on "How to Make Flexibility Work Effectively".</p> <p>We also regularly review positions and FTE with a lens of flexible work and take actions to ensure</p>	<p>We have seen an increase in men's participation of Flexible Work Arrangements from 27.6% to 33.9%</p> <p>This percentage increase shows that we have exceeded both our 2023 progress goal of 30.1%, as well as our 2025 goal of 32.6%.</p> <p>We have also increased our employment of women aged 25-34 from 32.5% in 2021 to 46% in 2023.</p> <p>This percentage increase shows that we have exceeded both our 2023 progress goal of 35%, as well as our 2025 goal of 37.5%.</p>	The timeline for our GEAP is 2021-2025	People & Capability team	Y	N	Y	N	Y	Y	N

Indicators key	
1.	Gender composition of all levels of the workforce.
2.	Gender composition of governing bodies.
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
4.	Recruitment and promotion practices in the workplace.
5.	Availability and utilisation of terms, conditions and practices relating to:
6.	- family violence leave
	- flexible working arrangements
	- working arrangements supporting employees with family or caring responsibilities
	Gendered segregation within the workplace
7.	

IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
Example: Address gaps identified in collecting intersectional data as part of employee and payroll systems	Complete	This strategy was implemented in March 2023. A payroll systems firm was engaged to upgrade our systems to support the collection of intersectional data in relation to sexual orientation, race, Aboriginality, religion, ethnicity, disability and gender identity. We have now begun collecting intersectional data and addressing the gaps identified in our 2021 audit.	Although originally anticipated for implementation in 2022, delays meant this strategy was implemented in March 2023. Intersectional data is being collected as part of new recruitments and promotions, and voluntary updates by existing staff. New intersectional data as part of our 2023 progress audit and future GEAPs will enable us to better understand intersectional gender equality in our organisation and areas for improvement.	2022	People and Culture Corporate Support	X	X	X		X	X	X

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP
Recommended
<p>You might consider some or all of the following, in addition to any other aspects you consider relevant:</p> <ul style="list-style-type: none">• Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity?• How many staff members/FTE are allocated to implementing the strategies and measures?• Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?
Your Comments
<p>We have established a Diversity, Equity and Inclusiveness Delivery Team who are responsible for driving actions that will help to achieve progress towards our GEAP, and broader DEI goals across the organisation. This delivery team has 8 members from a range of positions, levels and teams across the organisation. There is Executive representation, and well as a broad spectrum of people from senior through to administrative roles. It is anticipated that each team member will commit 1 hour per week (8 hours per week in total) to implementing the strategies and measures in our GEAP. We have achieved positive results in all indicator levels, and believe that the existing resourcing is sufficient to continue to make further progress.</p>

Workplace Gender Equality Indicators

Table 3- Workplace gender equality indicators progress			Recommended							Recommended							Factors key:
Required	Required	Required	Factors							Factors discussion							
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g								a. The size of the defined entity, including the defined entity's number of employees.
This column contains the seven workplace gender equality indicators. Complete the 'Required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators. Use the drop-down menu in the cell to select 'yes' or 'no'.	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.	Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L. See the Factors key to the right of this table for a description of each factor.							If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.							b. The nature and circumstances of the defined entity, including any barriers to making progress.
Gender composition of all levels of the workforce	Yes	In our 2021 audit, women represented 42% of the workforce. Our 2023 progress audit has shown that this percentage has increased slightly to 44%. In addition, the 2023 data has shown that there has been an increase in females occupying Executive level roles. The 2021 audit highlighted that there was good gender parity and balance between women and men at the more senior levels of the organisation and the 2023 data has shown that this has increased further in favour of women. The 2023 data also suggests that there continues to be a gender bias in favour of women and part time work, particularly at less senior levels of the organisation, and that there continues to be a low uptake of part time work in general at the more senior levels.	No	Yes	No	Yes	Yes	No	No	b. we are largely an engineering focussed organisation. There is a limited representation of women in the pool of talent for engineering roles. d. we have been implementing an organisational growth strategy which has provided the opportunity to recruit new team members, instead of only being able to recruit for the replacement of exiting employees. e. Further to factor d, the growth strategy has provided an opportunity to recruit greater diversity, however as detailed in factor b, the majority of the newly created positions have been in the							c. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
Gender composition of governing bodies	No	Our 2021 audit showed that gender composition was a 50/50 split between men and women for our governing body. Our 2023 progress audit has showed that there has been no change to the gender composition, although the Board chair has changed from female to male between the 2021 and 2023 audits.	No	No	Yes	No	No	No	No	c. The governing body consists of our Board of Directors. With the exception of the Managing Director, all Directors are appointed directly by the State Government, which is outside of Coliban Waters processes and systems							d. The defined entity's resources.
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	In our 2021 audit, the median base salary pay gap for women was 9.4%. Our 2023 progress audit has shown that the median base salary pay gap has decreased to 3%. We have taken a number of steps to improve the salary pay gap across all levels of the organisation. For example, we have completed a number of salary and role classification reviews and made salary adjustments based on these reviews. During the annual performance appraisal process, we have also taken the opportunity to review the salary gaps and where warranted, apply appropriate salary adjustments. At the offer stage of each recruitment process we have carefully considered the common differences women and men can display in negotiation, advocacy and perception of worth when determining salary. This has resulted in some occasions where salaries were offered above a candidates expectations	No	No	No	Yes	No	No	No	d. we have been implementing an organisational growth strategy which has provided the opportunity to recruit new team members, instead of only being able to recruit for the replacement of exiting employees.							e. The defined entity's operational priorities and competing obligations.
Sexual harassment in the workplace	Yes	The workforce data from both the 2021 audit and 2023 progress audit shows that no formal sexual harassment complaints were made. Data from both the 2021 and 2023 employee experience surveys indicated that 2% of staff who completed the survey experienced sexual harassment in the workplace. More detailed data was not available due to the small sample size and need to maintain confidentiality. Similar to 2021, the data from the 2023 progress audit would suggest that the incidents did not warrant a formal response, as results for the "Safe to Speak Up" scorecard in the 2023 employee experience survey indicated that 85% of employees who responded to the survey answered the Safe to Speak Up questions positively. It is worth noting that this percentage has increased when compared to the 2021 Employee Experience Survey data, which indicated that 72% of employees answered the Safe to Speak Up questions positively. This positive outcome directly relates to objective 4 under our 2021-2025 GEAP: "Promote and seek to increase safety to speak up about any occurrence of negative workplace behaviours". We took steps to utilise a variety of communication mediums to increase promotion of Contact Officers and reinforce the formal and informal channels for raising issues through educating staff when implementing training programs such as our "Bring Your Best Self to Work" program. This focussed on exploring workplace scenarios where there may be the need to speak up or raise an issue. The training provided clarity of what is expected and acceptable in the workplace and the available informal and formal channels for raising issues related to negative workplace behaviours, together with the relevant legislation. Future plans in this space include running the	No	No	No	No	No	No	No								f. The practicality and cost to the defined entity of making progress.
Recruitment and promotion practices in the workplace	Yes	<u>Recruitment</u> : The workforce data remains consistent, i.e. 50% of women were recruited in 2021 compared to 48% women in the 2023 progress audit. <u>Promotions</u> : this data also remains consistent across both the 2021 and 2023 audits. Of those who were promoted, there was a 1% increase in the number of women who were promoted in 2023 (45%) compared to 2021 (44%). <u>Career development training opportunities</u> : a higher number of women (51%) accessed training and development opportunities in the 2023 audit compared to 2021 (42%). <u>Higher duties</u> : Increase of women overall receiving higher duties (42%) in 2023 audit compared to 38 % in the 2021 audit. <u>Internal secondments</u> : Increase of women awarded internal secondments overall (29% in 2023 compared to 25% in 2021). We note that overall the number of internal secondments is very small at Coliban Water (4 staff in 2021, and 7 staff in the 2023 audit). Objective 3 of our 2021-2025 GEAP is to focus on promoting, and seeking to increase employment of people with a disability. It is worth noting that the 2021 employee experience survey data indicated that 4% of people self-identified as having a disability and this has increased to 6% in the 2023 employee experience survey data. In an effort to improve our diversity in this space we have reviewed and updated our recruitment and employment processes to ensure we communicate to candidates and employees our willingness to make reasonable adjustments to enable interview attendance and cater to a variety of workplace needs. As part of a current office refurbishment project being implemented, we engaged employees on their needs and preferences for a new neurodiverse space and have updated our Social Procurement strategy to have a focus on providing inclusive opportunities to organisations such as Australian Disability Enterprises. We have been engaging and educating managers and employees about people with a disability through partnering with WaterAble on initiatives such as:	No	No	No	No	No	No	No								g. Genuine attempts made by the defined entity to make
Availability and utilisation of terms, conditions and practices relating to: family violence leave; and flexible working arrangements; and working arrangements supporting employees with family or caring responsibilities	Yes	<u>Senior leader flexible work</u> : In our 2021 audit, 1 senior female leader worked part time and 1 male senior leader purchased leave during this period. In the 2023 progress audit, 3 senior female leaders were part time so there was a slight increase in the uptake of flexible working arrangements at this level. Overall though, the uptake of a formal flexible arrangements at the senior level remains low. <u>Family violence leave</u> : Our 2021 audit indicated that 1 male accessed family violence leave, and in the 2023 progress audit, there were no instances of family violence leave accessed by any employees. <u>Parental leave & exits</u> : There has been no change in data between the 2021 and 2023 audits, i.e. there were no parental leave exits. Three women and seven men took parental leave in 2021 and in 2023, two women and eight men took parental leave. <u>Careers leave</u> : The 2021 audit highlighted that 30 women and 43 men took careers leave and the 2023 progress audit showed that there was an increased uptake for both women and men who took careers leave: 47 women and 62 men. The increase in uptake of careers leave for men in particular relates to the 2nd objective in our 2021-2025 GEAP: Promoting and seeking to increase the uptake of flexible workplace entitlements for staff. The specific GEAP measure "men's use of flexible work arrangements" has seen an increase from 27.6% in the 2021 audit data to 33.9% in the 2023 audit data. Our second GEAP measure related to this objective "Employment of women aged 25-34" has also seen a significant increase from 32.5% in 2021 to 46% of women in this age category in the 2023 progress audit. We have already been able to implement GEAP actions such as promoting flexibility through strong messaging and support from our Executive team, as well as an updated	Yes	No	No	No	No	No	No	a. being a medium sized organisation means comparison can be difficult for some of the measures in this area due to the low number of instances.							
Gendered segregation within the workplace	Yes	Our 2021 audit highlighted that men (67%) outnumbered women (33%) as managers and in roles categorised as professional roles (Men - 66%, Women - 34%). The 2023 progress audit has shown that the percentage of women in manager and professional roles has increased (40% Managers and 37% Professional roles), and the percentage of women employed in STEM roles has also increased from 23% in the 2021 audit to 29% in the 2023 progress audit. While a strong gender disparity still exists across most role categories, including STEM roles, this highlights that progress has been made in relation to our 1st objective under our 2021-2025 GEAP "Promoting and seeking to increase female participation including in professional and STEM roles". This data is consistent with a general Water Industry theme and continues to present a significant challenge when attracting female candidates into STEM based roles. The gender disparity seen across other roles continues to highlight that as an organisation we are to an extent, still following traditional gender roles. The increases we have seen in women in manager, professional and STEM roles have been impacted by our recruitment efforts detailed above and also through providing women greater career development training opportunities together with higher duties and secondments. Increased promotion of STEM based roles has been achieved through participation in various local careers and employment expos, and school promotion programs such as the "Passions & Pathways" program and the Smith Family Work Inspiration program. We have also worked to update current careers website information to help attract more female applicants.	No	Yes	No	No	No	No	No	b. we are largely an engineering focussed organisation. There is a limited representation of women in both the internal and external talent pool of talent for engineering roles.							

Example(s)

Indicator	Confirm if progress made	Progress description	Factors						Factors discussion	
			a	b	c	d	e	f		
Example 1: Recruitment and promotion practices in the workplace	Yes	<p>Recruitment</p> <p>In our 2021 audit, women represented only 35% of new recruits in the year to 30 June 2021. In our 2023 progress audit, this rose 6% to 41%. In 2021, of the women we recruited, 17% were employed on a full-time permanent basis, 14% on a part-time permanent basis and 69% on fixed-term contracts. In 2023, 22% of women recruited were employed on a full-time permanent basis, 20% on a part-time permanent basis and 58% on fixed-term contracts. We were not able to collect non-binary or gender diverse data in 2021. Our employee and payroll systems have since been updated to collect improved gender-diverse data. This has been achieved through the implementation of strategy 5.2 under our 2021 Gender Equality Action Plan (GEAP). Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options. As such, in 2023, our data showed that 2% of new recruits identified as non-binary or gender diverse. Our organisation argues that these figures, in conjunction with successful implementation of relevant GEAP strategies, contribute to progress against Indicator 5. Not only have we been able to notably increase our recruitment of women and gender diverse employees, but we have also been able to offer these new recruits more attractive contract conditions. Stable contracts will also support us to retain employees of all genders and move towards a more gender-balanced workforce in the future.</p> <p>Promotions</p> <p>Our 2021 audit showed that 25% of promotions in the 12 months to 30 June 2021 were awarded to women. These promotions occurred in the lower and middle levels of the organisation only, and not within the executive leadership team. Our 2023 progress audit showed that 30% of all promotions were awarded to women, an increase of 5%. Of these, 10% occurred in the higher levels of the organisation and were ongoing permanent roles.</p> <p>Our organisation historically has a very stable executive leadership team where roles tend to be longer-term contracts or ongoing positions, with few exits. We are pleased to see promotion at the higher level of our organisation into ongoing positions for women.</p> <p>In 2021, we were not able to collect promotion data for non-binary or gender-diverse employees. In 2023, our updated systems allowed us to collect this data. However, there were no promotions awarded to this staff cohort.</p> <p>We believe that a significant aspect of our success in increasing the proportion of promotions awarded to women has been our focus on improving secondment and higher duties opportunities for women and gender-diverse employees. The proportion of secondments awarded to women increased by 5% and the proportion of higher duties by 6% between our 2021 workplace gender audit and our 2023 progress audit. Data on higher duties opportunities for gender diverse and non-binary employees was not collected in 2021, therefore there is no measured change in the data.</p> <p>We consider these improvements, while small, to demonstrate measurable progress against the workplace gender equality indicator 'recruitment and promotion practices in the workplace'. We also believe the uplift in career development opportunities for women and resulting increase in women's share of promotions demonstrates that our strategic approach is effective. We hope to see similar improvements for gender diverse employees reflected in our 2025 data.</p>	No	Yes	No	No	No	No	Yes	<p>As a largely male-dominated industry we recognise we have started from a lower baseline for this indicator and there is further to go. Despite this, we have made genuine efforts to attract and recruit a more gender diverse workforce by implementing the strategies identified in our GEAP, in particular: strategy 5.2 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'.</p> <p>We note that we are two years into the four-year GEAP implementation period, and as such have not fully implemented all GEAP strategies. The majority of our strategies against this indicator remain in early implementation stage.</p> <p>We believe our genuine efforts to implement strategies against this indicator and measurable progress arising from the data, demonstrate progress against indicator 5.</p>
Example 2: Sexual harassment in the workplace	No	<p>Our 2021 Employee Experience Survey data showed that 7% of women and 4% of men who responded to the survey had experienced sexual harassment in the workplace, and of those 5% of women and 6% of men made a formal complaint. In 2023, our Employee Experience Survey data showed that 9% of women and 6% of men who responded to the survey reported having experienced sexual harassment in the workplace, an increase of 2% from 2021 for both cohorts. Of those, 9% of women and 10% of men indicated that they had made a formal complaint.</p> <p>Our 2023 Employee Experience Survey also indicated that women with disability were overrepresented among those who reported experiencing sexual harassment. We have initiated a review process to consider how we might address this between now and the 2025 reporting cycle.</p> <p>No respondents in our 2021 Employee Experience Survey identified as gender diverse. We also didn't record any formal sexual harassment complaints in our 2021 workforce reporting data from employees of self-described gender. In our 2023 employee experience survey, 2% of respondents identified as non-binary or gender diverse. Of this cohort, 10% indicated experience of sexual harassment, with 50% of this group indicating that they had made a formal complaint.</p> <p>We note that these figures represent an increase in anonymous self-reporting of sexual harassment. This is concerning, as anonymous reporting tends to be more accurate than formal incident reporting processes.</p> <p>In analysing our 2021 and 2023 audit data, we found that our workforce reporting shows minimal change in terms of outcomes for formal complaints of sexual harassment. In 2021, our audit data showed that no outcome was reached for 70% of matters where the complainant was a woman, and 50% of matters where the complainant was a man. In 2023, our progress audit showed that of the incidents of sexual harassment reported by women, no outcome was reached for 65% of matters. This figure was 49% for men. We did not collect data on gender diverse and non-binary employees in 2021, nor their experience of sexual harassment. Our 2023 progress audit showed that of the incidents of sexual harassment reported by gender diverse and non-binary employees, no outcome was reached for 67% of matters.</p> <p>The enduring high levels of formal complaints with no outcome across our 2021 and 2023 audit data suggests that we have work to do in effectively and efficiently resolving sexual harassment complaints. The lack of outcomes for incidents of this type may contribute to our lack of progress in reducing sexual harassment. As a result of this analysis, we are reviewing our GEAP strategies and measures to consider how we might better respond to, and therefore hopefully reduce, sexual harassment in our organisation.</p> <p>We consider that the anonymous nature of the Employee Experience Survey data provides an accurate representation of sexual harassment. The increased sexual harassment reported via the Employee Experience Survey data indicates 'no progress' was made by our organisation against this indicator.</p>	No	No	No	Yes	Yes	No	No	<p>(e) Competing priorities and operational obligations</p> <p>Our organisation is a metro health service. During the recent covid-19 pandemic, Victoria's public health system experienced unprecedented demand. In particular, rates of access to ICU and ventilation increased dramatically. As such, our organisation prioritised its public-facing service delivery. We directed the majority of our stretched resources externally to enable high-quality public health care. Demand outstripped supply, and already-stretched resources were directed to keeping ICU and general wards staffed. As a result, we were not able to deliver comprehensive in-person bespoke staff training in relation to sexual harassment, so instead delivered a low-cost e-learning module. We also lacked the resources to comprehensively review our internal sexual harassment processes.</p> <p>(d) Resources</p> <p>As described cell D9, our resources were significantly stretched due to an increase in demand for ICU services during the covid-19 pandemic. Competing priorities reduced the resources available for internal-facing programs, such as comprehensive sexual harassment training delivery and process review.</p> <p>For this reason, we focussed on low-cost strategies and measures in our GEAP, including delivering a sexual harassment e-learning module, circulating internal communications campaigns and encouraging staff to undertake the Employee Experience Survey. Our communications campaign focused on drawing attention to existing sexual harassment policies including how the organisation will respond.</p>