

**2026 Progress report for:
Mallee Catchment Management Authority**

Cover page

Organisation name (required)	Mallee Catchment Management Authority
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 58 Total FTE: 51.54
Response rate to employee experience survey	55%
Contextual information	N/A
Location (metropolitan, regional or rural. If other, please specify)	Regional

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	Jenny Collins
Role title	Chief Executive Officer
Signed	
Date	30/04/2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions (required)

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

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

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

1 July 2023 to 30 June 2025 for all duty holders

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.	Mallee Salinity Survey (October 2023-June 2024)	Program	An aerial survey of more than 21,500 km of the Mallee CMA region to gather information on subsurface salinity, which will be used to inform the management of salinity impacts at a regional scale for the next 20+ years.	New	Gendered impacts considered included reinforcing gender norms through imagery (e.g. women looking after children);
2.	Environmental Watering Program 2023-24	Program	Mallee CMA undertakes annual planning to coordinate delivery of environmental water to wetlands in the region. As part of this planning Mallee CMA requires community input for a range of projects. Two key projects are the annual Seasonal Watering Proposal (SWP) planning and Environmental Water Management Plan (EWMP) updates.	Up for review	Gendered impacts considered included women from Aboriginal and/or CALD backgrounds being less likely to be directly involved in environmental watering programs due to transport limitations (e.g. unable to drive to on-Country engagement events).
3.	Environmental Watering Program 2024-25	Program	Mallee CMA undertakes annual planning to coordinate delivery of environmental water to wetlands in the region. As part of this planning Mallee CMA requires community input for a range of projects. Two key projects are the annual Seasonal Watering Proposal (SWP) planning and Environmental Water Management Plan (EWMP) updates.	Up for review	Gendered impacts considered included women from Aboriginal and/or CALD backgrounds being less likely to be directly involved in environmental watering programs due to transport limitations (e.g. unable to drive to on-Country engagement events).
4.	Biodiversity projects - 2023-2028 Natural Heritage Trust (NHT) (Threatened Mallee Birds/Hattah Lakes Ramsar Site)	Program	Threatened Mallee Birds: Restoring landscape scale connectivity to strengthen resilience This project will deliver targeted actions to improve the condition of the endangered Mallee Bird Ecological Community in four priority landscapes of the Victorian Mallee: Berrook, Central Mallee, Cramenton & Yaapeet. Hattah Lakes Ramsar Site: Securing the environmental benefits of appropriate watering regimes This project will address three key threats (grazing, predation, competition) that represent a major risk to specific components (lakebed herbland vegetation, fringing woody vegetation) & services (biodiversity, waterbird habitat) critical to the Hattah-Kulkyne Lakes Ramsar site's ecological character.	New	Gendered impacts considered included reinforcing gender norms through gender bias in language; and moving beyond traditional communication methods to extend the reach of the program (e.g. not relying on traditional media to reach the audience).
5.	Strategic Levee Review 2025	Program	The Victorian Government has invested \$2.715 million to support 4 CMAs, including Mallee CMA locally, to work with local government and VICSES to assist with flood preparedness, infrastructure resilience and improving existing flood emergency management strategies and plans. Community engagement was undertaken to verify updated information with the lived experience of local residents.	New	Gendered impacts considered included gendered expectations (e.g. only men are landholders and would need to be engaged in the program); and the reinforcement of gendered norms through communication products (e.g. imagery, language etc).
6.	Environmental Watering Program 2025-26	Program	Water that is allocated and managed to improve the health of rivers, wetlands and floodplains is known as water for the environment. This Gender Impact Assessment was undertaken to apply a gender lens to the Mallee CMA's stakeholder engagement and communication supporting its environmental water program delivery (2025/26) and future planning (2026/27).	Up for review	Gendered impacts considered included gendered expectations (e.g. only men are landholders and would need to be engaged in the program); and the reinforcement of gendered norms through communication products (e.g. imagery, language etc).
7.	Communication and Engagement Strategy 2025/26	Policy	Annual revision of organisation's communication and engagement approach	Up for review	Gendered impacts considered included gendered expectations (e.g. only men are landholders and would need to be engaged in the program); and the reinforcement of gendered norms through communication products (e.g. imagery, language etc).

8.	Restoring Flows to the Mallee Floodplain Communication and Engagement Plan 2025-26	Program	Restoring Flows to the Mallee Floodplain (RFMF) is a program of works to restore more natural flows to some of the region's most ecologically valuable and water-dependent wetlands and floodplains. The RFMF targets 16 sites across the Mallee floodplain, from Nyah to the South Australian border. Most of the RFMF sites have received water for the environment in the past, using temporary levees and infrastructure that needs to be removed after each watering. The RFMF involves replacing temporary works and infrastructure with minor works such as culverts, small regulators, and/or concrete pipes. These structures can be open or closed, and do not need to be removed after watering events or during a flood. No permanent pumps will be built.	New	Gendered impacts considered included gendered expectations (e.g. only men are landholders and would need to be engaged in the program); and the reinforcement of gendered norms through communication products (e.g. imagery, language etc).
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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.	Yes (go to column G)	Actions taken included: Best practice website accessibility guideline followed; imagery chosen to reflect people with diverse backgrounds and identities (e.g. gender, age, Traditional Owners, cultural backgrounds, disability; closed captions added to online videos produced by Mallee CMA to increase accessibility; fact sheets made available in five languages.	N/A	Intersectionality was considered as the diverse nature of our community can allow for different forms of discrimination based on intersecting identities. Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA.	Actions taken included crafting communication and engagement activities after considering how other aspects of individuals' identity may affect their interaction with the project. Factors considered included Aboriginality; age; disability; ethnicity; gender identity; race; religion; sexual orientation. For example, specific actions included providing culturally appropriate discussion opportunities for First Nations people to talk "women's business" and "men's business".
2.	Yes (go to column G)	Actions taken included: Eliminating gender bias in language, ensuring gender balance in images/speakers/presenters, considering a wide range of accessibility requirements and translation needs. Another recommendation applied was to shift the focus of engagement from asking community where they would like to see environmental water to what they value and do at the wetlands they visit. This provided a more tangible approach for discussions regarding recreation activities and species at sites, which was not gender specific.	N/A	Intersectionality was considered as the diverse nature of our community can allow for different forms of discrimination based on intersecting identities. Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA.	An intersectional lens was applied to this program by considering how the following factors may affect an individual's ability to engage with the program: Aboriginality; age; disability; ethnicity; gender identity; race; religion. Communication and engagement events were modified, where possible, to remove barriers to participation (e.g. Talk Water On Country events were held for Traditional Owners as these events are more culturally appropriate than asking for Traditional Owner input during a structured meeting in an indoor venue; transport to these events was

					provided to overcome barriers to participation).
3.	Yes (go to column G)	After undertaking a gender impact assessment, the following actions were implemented: Language was edited to remove any gender bias; Effort was made to ensure gender balance among staff undertaking community engagement activities such as presentations, attendance at events etc; Engagement was structured to focus on community members' value and uses of wetlands to allow for non-gender specific discussion; Effort was invested in creating engagement events that were gender neutral (i.e. attended by people of all genders as the event was not planned or delivered in a way that reinforced gender norms).	N/A	Intersectionality was considered as the diverse nature of our community can allow for different forms of discrimination based on intersecting identities. Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA.	As above
4.	Yes (go to column G)	Communication and engagement activities and products were adjusted to consider gender bias in language, gender balance in images used, diverse language and audience requirements to maximise reach and impact.	N/A	Intersectionality was considered as the diverse nature of our community can allow for different forms of discrimination based on intersecting identities. Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA.	An intersectional lens was applied to this program by considering what barriers to participation in the program may be compounded by existing disadvantage.
5.	Yes (go to column G)	Based on the findings of the gender impact assessment undertaken to inform the community engagement component of the Strategic Levee Review program, the following actions were applied: Communication products were refined and edited to remove gender bias in language; Gender balance was a key consideration when selecting staffing for the community drop-in sessions; Accessibility requirements (e.g. disabled access) were considered when selecting venues for the drop-in sessions.	N/A	Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA.	An intersectional lens was applied to this program by considering how the following factors may affect an individual's ability to engage with the program: Aboriginality; age; disability; ethnicity; gender identity; race; religion. Examples of how application on this intersectional lens altered program planning and delivery include: Age - drop in sessions were held during working hours and may have only be accessible to retirees, so online options were explored to allow people to have input out of business hours; Ethnicity - translation of English language documentation was considered, but it was determined stakeholders directly affected by this program were less likely to be permanent residents in the area and less likely to be interested in being engaged in the project.
6.	Yes (go to column G)	Based on the findings of this gender impact assessment, it is recommended communication and engagement activities consider needs of people of different genders; address gender inequality; and promotes gender equality. Specifically, it was recommended that Mallee CMA: • Works to better understand what and how gendered factors may be influence the difference ways community members are impacted by/can access the environmental watering program; • Actively works to ensure communication and engagement activities do not reinforce gender norms (e.g. photography promoting watering sites doesn't feature only women caring for children while at a wetland); • Eliminates gender bias in language, ensures gender balance in images/speakers/presenters, considers a wide range of accessibility requirements and translation needs.	N/A	Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA.	An intersectional lens was applied to this program by considering how the following factors may affect an individual's ability to engage with the program: Aboriginality; age; disability; ethnicity; gender identity; race; religion. Communication and engagement events were modified, where possible, to remove barriers to participation. Examples include undertaking culturally appropriate "Talk Water" events for Traditional Owners, often on Country; working with different special interest groups to deliver engagement events

		Engages with groups and organisations directly linked to culturally diverse communities to establish how to consider their needs and how to overcome barriers to engagement.			the considered different ages, abilities and ethnicity.
7.	Yes (go to column G)	Based on the findings of this gender impact assessment, it is recommended communication and engagement activities consider needs of people of different genders; address gender inequality; and promotes gender equality. Specifically, it was recommended that Mallee CMA: Refine language used to remove gender bias in language; Consider staff selection carefully when staffing public engagement events to ensure gender balance; Always consider accessibility requirements (e.g. disabled access) when selecting venues for the drop-in sessions/engagement events; Create/craft engagement events that are gender neutral (i.e. attended by people of all genders as the event was not planned or delivered in a way that reinforced gender norms).	N/A	Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA	
8.	Yes (go to column G)	Based on the findings of this gender impact assessment, it is recommended communication and engagement activities consider needs of people of different genders; address gender inequality; and promote gender equality. Specifically, it was recommended that Mallee CMA: - Works to better understand what and how gendered factors may be influence the difference ways community members are impacted by/can access the RFMF program; - Actively works to ensure communication and engagement activities do not reinforce gender norms (e.g. photography doesn't feature only white men); - Eliminates gender bias in language, ensures gender balance in images/speakers/presenters, considers a wide range of accessibility requirements and translation needs. - Engages with groups and organisations directly linked to culturally diverse communities to establish how to consider their needs and how to overcome barriers to engagement.	N/A	Intersectionality was considered by researching data that demonstrated different forms of compounded gender inequality, and by undertaking further research about compounded gender inequality to inform the GIA	An intersectional lens was applied to this program by considering how the following factors may affect an individual's ability to engage with the program: Aboriginality; age; disability; ethnicity; gender identity; race; religion. Communication and engagement events were modified, where possible, to remove barriers to participation. Examples include undertaking culturally appropriate discussions of "men's business" and "women's business" when working with Traditional Owners regarding cultural values at RFMF project sites; providing payment/travel etc arrangements for Traditional Owners to overcome barriers to participation in the program.

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: W: 62.5% M: 37.5% S: 0% 2025: W: 66.1% M: 33.9% S: 0% Gender composition of part time workers in the duty holder organisation: 2023: W: 25.7% M: 4.8% S: 0% 2025: W: 29.7% M: 5.3% S: 0% Gender composition of senior leaders in the duty holder organisation: 2023: W: 75% M: 25% S: 0% 2025: W: 66.7% M: 33.3% S: 0%		Yes	Women at Mallee CMA continue to be overrepresented in the workforce with an increase of 3.6% since the 2023 audit. A higher proportion of women continue to work part time, however, men working part time has increased 0.5% since the 2023 audit. All part time positions are ongoing, improved from 2023 where majority of part time positions were fixed term. Currently, part-time positions appear from the -4 reporting level, whereas in the 2023 audit they were evident from the -2 reporting level. This suggests a potential decline in part-time roles at more senior levels. However, the change in our reporting structure in 2025, which added two additional levels, is likely to be a contributing factor. Women are represented across all levels of the workforce and remain strongly represented in senior leadership roles; however, the proportion has become more balanced since the 2023 audit. Women occupy more ongoing positions than men (W: 48%, M: 20%) and more fixed term positions (W: 14%, M: 11%) and an even number of casual (7%). Audit data shows our progress towards meeting this indicator. Due to a small data set, intersectionality data is not included.
2	Critical performance measures Gender composition of the duty holder organisation's governing body: 2023: W: 71.4% M: 28.6% S: 0% 2025: W: 62.5% M: 37.5% S: 0%		Yes	Mallee CMA Board members are Ministerially appointed. The Chair representation has continued to remain at 100% women, and member representation is 57% women and 43% men. Audit data shows the gender composition of the governing body has become more balanced since the 2023 audit.
3	Critical performance measures Mean total remuneration gender pay gap by occupation group: 2023: All occupations W: 1.1% S: Data unavailable 2025: All occupations W: -2.8% S: Data unavailable Mean total remuneration senior leader gender pay gap: 2023: W: -18.9% S: Data unavailable 2025: W: -23.5% S: Data unavailable Supplementary measures Mean base salary pay gap: 2023: W: 1.0% S: Data unavailable		Yes	The mean total remuneration gender pay gap for all occupations is -2.8% (2023: 1.1%). Although this reflects overall progress, gaps still exist at occupation levels, including an increase at manager level to 2.7% (2023: -0.6%). Whilst progress has been made at the professionals level 9.6% (2023: 10.7%) and clerical and administrative workers 2.4% (2023: 11.2%), our aim is to further reduce the gap at all occupation levels. The mean base salary pay gap is -3.0% (2023: 1%), indicating little variance or gender disparity between base salary and total remuneration. The mean total remuneration senior leader gender pay gap has decreased further to -23.5% (2023: -18.9%), noting this is a very small data set which may have a substantial impact to the pay gap variance.

	2025: W: -3.0% S: Data unavailable Median total remuneration pay gap: 2023: 2025: Median base salary pay gap: 2023: 2025:			
4	Critical performance measures Anonymous experience rate of sexual harassment: 2023: W: 3.3% M: 8.3% S: Data unavailable 2025: Data unavailable Number of formal reports of sexual harassment: 2023: Data unavailable 2025: Data unavailable Supplementary measures Participants who said they reported sexual harassment: 2023: 2025: Reasons for not making a formal sexual harassment complaint: 2023: 2025: Satisfaction with handling of workplace sexual harassment complaint: 2023: 2025: Satisfaction with handling of formal workplace sexual harassment complaint: 2023: 2025:		Yes	Our audit data shows unavailable data for 2025 for anonymous experience rate of sexual harassment and formal reports of sexual harassment. In comparison, the 2023 audit showed the anonymous experience rate of sexual harassment was W: 3.3% and M: 8.3%, which indicates progress. However, our employee experience response rate was lower in 2025 at 55% (2023: 77%), which makes it challenging to assess whether any improvement has occurred, or a lower response rate has resulted in less reports. We will continue to promote and encourage employee participation in our employee experience survey, monitor sexual harassment through survey results, and review our GEAP strategies and policies and procedures to encourage formal reporting.
5	Critical performance measures Gender composition of recruited employees: 2023: W: 57.1% M: 42.9% S: 0% 2025: W: 69.2% M: 30.8% S: 0% Gender composition of employees who were promoted: 2023: W: 100% M: 0% S: 0% 2025: W: 66.7% M: 33.3% S: 0% Perceptions of recruitment, by gender: 2023: W: 70% M: Data unavailable S: Data unavailable		Yes	Audit data shows 69.2% of women represented new recruits in 2025 (2023: 57.1%). Men recruited has decreased to 30.8% (2023: 42.9%). Full and part time ongoing positions W:75% and M: 25% (2023: W:100%, M:0%). Fixed term and casual positions W: 67% M: 33%. (2023: W:55%, M:45%). Ongoing positions have risen to 31% in 2025 (2023: 5 %). Promotions have provided opportunities for both women and men, a change from 2023 where all promotions were awarded to women. 2025 audit data shows promotions exist at various reporting levels, demonstrating opportunities have been provided across the organisation. Promotions include employees on a full and part time employment basis, whereas promotions in 2023 were predominately at higher reporting levels and full-time positions only. The perceptions of recruitment by gender show 61.1% women believed recruitment processes at our organisation are fair, which is a decrease of 8.9% from the 2023 audit, a contributing factor for this may be the lower response rate for the employee experience survey. Perceptions of promotion show 50% women agreed that promotion practices at our organisation are fair, with this data unavailable for 2023. We believe the data shows positive improvements and progress has been made against this indicator.

	2025: W: 61.1% M: Data unavailable S: Data unavailable Perceptions of promotion, by gender: 2023: W: Data unavailable M: Data unavailable S: Data unavailable 2025: W: 50% M: Data unavailable S: Data unavailable			Small data sets and a low employee experience completion make analysis difficult.
6	Critical performance measures Average weeks of parental leave, by gender: 2023: W: 45.5 M: 5 S: Data unavailable 2025: W: 16 M: Data unavailable S: Data unavailable Uptake of flexible work, by gender: 2023: W: 100% M: 100% S: Data unavailable 2025: W: 45.2% M: 21.7% S: Data unavailable Perceptions of flexible work culture, by gender: 2023: W: 56.7% M: Data unavailable S: Data unavailable 2025: W: 61.1% M: Data unavailable S: Data unavailable Supplementary measures Gender composition of parental leave takers: 2023: 2025: Gender gap in carer's leave: 2023: 2025:		Yes	There was a higher rate of parental leave takers in 2023, with the average weeks of parental leave being 45.5 for women and 5 for men. There were fewer parental leave takers in the 2025 reporting period, with the average being 16 weeks for women. The employees who took parental leave in the 2025 reporting period were yet to complete their unpaid period of parental leave, and therefore this was not included. We believe not including the unpaid component, as well as the reduced number of parental leave takers has resulted in the decrease. The uptake of flexible work was reported differently in 2025, and the availability of organisation-wide flexible work arrangements was not included. Therefore, rather than a decrease, we believe the 2025 audit data is a more accurate measure of formal flexible work arrangements in our organisation. It is positive to note that flexible working arrangements occurred across all levels of the organisation in 2025. The perceptions of flexible work culture have increased with 61.1% women (2023: 56.7%) believing that requests for flexible work arrangements would be given due consideration at our organisation. Given our entitlements to parental leave have not changed across reporting periods and the correction of reporting on flexible working arrangements, we believe progress has been made against this indicator and monitoring will continue in future reporting periods.
7	Critical performance measures Occupational gender segregation: 2023: Managers W: 76.9% M: 23.1% S: Data unavailable Professionals W: 48.5% M: 51.5% S: Data unavailable Clerical and Administrative Workers W: 90% M: 10% S: Data unavailable All occupations W: 62.5% M: 37.5% S: Data unavailable 2025: Managers W: 78.6% M: 21.4% S: Data unavailable Professionals W: 59.4% M: 40.6% S: Data unavailable Clerical and Administrative Workers W: 87.5% M: 12.5% S: Data unavailable All occupations W: 66.1% M: 33.9% S: Data unavailable		Yes	The 2025 audit data for occupational gendered segregation seems to have remained relatively steady, with all occupations reporting 66.1% women (2023: 62.5%) and 33.9% men (2023: 37.5%). Manager level has remained steady with a 1.7% increase in women representation and 1.7% decrease in men representation. Women representation has increased the highest at the professional occupation group by 10.9%. Clerical and administrative workers remain predominately women occupied, although since 2023 there has been a 2.5% decrease in women and a 2.5% increase in men for this category. Labourers are represented by 100% men. Given the increase of women representation across manager and the professional occupation groups, we believe progress has been made against this indicator.

*Indicators (column K)

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

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

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*(required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	N/A	Empower and engage emerging leaders through leadership programs, experiences and opportunities.
2	☐ None ☐ a ☐ b ☒ c ☐ d ☐ e ☐ f ☐ g	The Catchment and Land Protection (CaLP) Act 1994 states the Catchment Management Authority's board is appointed by the Minister.	Monitor gender membership composition of board committees. Develop pathways to achieve gender composition by promoting and encouraging committee membership.
3	☐ None ☒ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	Small organisation size may affect overall averages and impact the gender pay gap.	Undertake 2-yearly workplace gender audits to monitor the gender pay gap. Monitor and report to the Board on progress by incorporating the Gender Equality Action Plan into our Strategic Outcome Reporting Framework. Continue to improve ease of data collection to streamline processes for the workplace gender audit.
4	☐ None ☒ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	Small organisation size and low response rate for employee experience survey, results in data unavailable and challenging to assess.	Continue to provide training and awareness for sexual harassment. Monitor and review in line with People Matter Survey results.
5	☐ None ☒ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	Small organisation size and low response rate for employee experience survey, results in data unavailable and challenging to assess.	Continue to provide training and awareness for unconscious bias in recruitment practices. Ensure appropriate gender balance in recruitment selection panels. Review recruitment processes to attract greater diversity in candidates.
6	☐ None	Small organisation size and low response rate for employee experience survey, results in data unavailable and challenging to assess.	Implement family violence leave policy.

	☒ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g		Further develop framework for the management of flexible working arrangements for employees, including caring responsibilities. Monitor and review in line with People Matter Survey results.
7	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	N/A	Identify opportunities in workforce planning for youth positions, career development and succession planning.

*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)

All strategies were completed.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Section 3.3 Providing other updates on implementation (recommended)

Section 3.4 Describing resourcing allocation (required)

Mallee Catchment Management Authority's Gender Equality Action Plan (GEAP) was integrated into the Strategic Outcome Reporting Framework, with progress updates provided to the Board, Executive Management, and Business Units. Executive Management was responsible for overseeing GEAP implementation, while our Quality Management System (QMS) supported the review, monitoring, and evaluation processes. Resources were shared across the organisation through participation in QMS committees, subcommittees, working groups, and Corporate Services teams. Overall, resourcing for the GEAP period was adequate, considering the organisation's small size.

Any other additions or comments (optional)