2025 Progress report for: Barwon Coast Committee of Management.

Cover page

Organisation name	Barwon Coast Committee of Management (Barwon Coast
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 64 (excludes committee board members) Total FTE: 53
Response rate to employee experience survey	55% (38 People)
Contextual information	In 2024-25, we undertook a reorganisation to examine how we operated. We shifted from a geographically-based workforce structure to an organisation built around our required skills and functions; moving away from location-based roles and responsibilities. The new structure is designed to better align resources to our strategic direction, improve services and be more efficient. Objectives of the reorganisation included creating greater career opportunities, enabling succession planning, enhancing leadership capability and providing pathways for progression. It also aimed to align technical skills, clarify accountabilities, and focus on our core functions to support strong, collaborative outcomes. We created five new coordinator roles for the operational and accommodation departments: Natural Reserves Coordinator, Open Spaces Coordinator, Facilities and Infrastructure Coordinator, Project and Assets Coordinator and Customer Service Coordinator
Location (metropolitan, regional or rural. If other, please specify)	Regional - Coastal

Attestation by head of organisation

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.

Name	Gareth Smith
Role title	CEO – Barwon Coast
Signed	
Date	30/4/2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions
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

Ref #	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts
1.	Barwon Heads Caravan Park Beach House cabins	Program	Construction of 2 new beach houses along the eastern ridge of Barwon Heads Caravan Park adjacent to existing beach houses.	New	That one of the two new beach houses is DDA compliant, including with an assisted bathroom to provide benefits for those with a disability or who require assisted care. They then can benefit in the same way as those without a disability.
2.	Barwon Coast Foreshore Master Plan	Policy	Develop a spatial master plan for the Barwon Coast Foreshore from Collendina to Breamlea, which will guide Barwon Coast's works program for the coming decade.	New	The rationale for this recommendation is to ensure that the Barwon Coast Foreshore Master Plan is inclusive, accessible, and reflective of the diverse needs and lived experiences of our community. The Accessibility Audit and community engagement process, including surveys, drop-in sessions, and design workshops, are vital tools in identifying barriers that may disproportionately affect people based on gender, ability, age, and caring responsibilities. This recommendation meets the requirements of the Gender Equality Act by: • **Meeting the needs of people of different genders**: Insights from the consultation will help identify gendered patterns in coastal use (e.g. safety concerns, facility access, inclusive design) and ensure the Master Plan responds with practical design improvements, such as safe lighting, accessible and private change facilities, and inclusive signage. • **Addressing gender inequality**: By considering who is and isn't currently represented in coastal use and planning, the project can better identify and reduce barriers to participation, especially for women, gender-diverse people, and carers. • **Promoting gender equality**: Actively incorporating gender equity principles in the design and planning process will lead to a foreshore environment that is safer, more welcoming, and more inclusive for everyone. **Mitigation strategies** will include: • Reviewing all Master Plan concepts through a gender and inclusion lens • Continuing to invite participation from people with lived experience of exclusion or underrepresentation • Ensuring all future infrastructure and amenity upgrades recommended in the Plan are informed by universal design principles and equitable access Through these steps, the Master Plan process will embed a commitment to gender equality across all aspects of coastal planning and design.

3.	Heritage Centre (Barwon Coast Discovery Centre)	Service	Heritage Centre is an existing building used as a museum to the environment, local aboriginal culture, local history and local flora and fauna.	Up for review	It is recommended that Barwon Coast seek funding to progress designs and undertake a more comprehensive gender impact assessment to inform these designs.
4.	Riverview Caravan Park – Playground Facilities	Service	The refurbishment of an existing playground situated in the Riverview Caravan Park	Up for review	**Positive Impacts** • Playgrounds provide shared spaces that encourage mixed-gender play. • Equipment variety supports different types of play. • Families report playgrounds as a key attraction of the park. **Negative or Unequal Impacts** • High-energy equipment may unintentionally prioritise traditionally "masculine" play styles. • Limited quiet or creative play zones may reduce engagement for children who prefer imaginative or social play. • Seating clustered in one area may restrict visibility for carers supervising multiple children. • Lack of lighting can discourage evening use, particularly for women and gender-diverse people. • Absence of inclusive signage or design cues may reinforce gender stereotypes. • Teenage boys may congregate in certain areas, unintentionally discouraging younger children or girls.

Section 1.3 Describing actions taken as a result of a GIA

Ref #	F: Were actions taken as a result of the GIA?	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).	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here.	I: Describe: How and why intersectionality was considered (or not)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Yes (go to column G)	One fully DDA-compliant dwelling, this delivers the strongest equity, accessibility, and inclusion outcomes. The design directly addresses the barriers faced by women, carers, older adults, and people with disabilities by providing safe, spacious, and flexible accommodation that reduces physical strain and improves comfort and dignity for diverse traveller groups. Investing in accessible, contemporary coastal accommodation enhanced gender equity, broaden tourism participation, and strengthen the region's capacity to attract a wider range of visitors. This option aligns with best practice universal design principles and responds to clear evidence of unmet demand, making it the most effective and socially responsible approach.	N/A	Yes - intersectionality was a central consideration in this decision because it recognises that individuals often experience multiple, overlapping identities that compound their experience of disadvantage or exclusion. Rather than addressing barriers in isolation, this option was evaluated through the lens of how different aspects of a person's identity — such as gender, age, disability, and caring responsibilities — interact simultaneously to shape their access to tourism and accommodation.	
2.	Yes (go to column G)	Community engagement opportunities have included a range of accessible and inclusive formats designed to support participation from people of different genders. This included: • three in-person workshops with Wadawurrung Traditional Owners, which had a majority female attendance; • an accessible survey via Engage Vic that enabled broad participation with de-personalised data to ensure gender did not elevate particular viewpoints; • a Community Reference Group with equal male and female representation; • 19 face-to-face community workshops scheduled across a variety of times to accommodate childcare, school and work commitments; • and pop-up sessions to reach people who may not have otherwise been aware of the Foreshore Master Plan. Engagement was further supported through a broad communications program, including print, online, paid and organic advertising, on-site signage and outreach activities, to ensure opportunities for input were widely shared. Following the engagement period, a detailed Engagement Report and summary were published to transparently share feedback themes across different user groups, locations and activities.		The draft Foreshore Master Plan acknowledges that people experience the coast in different ways, shaped by factors such as age, ability, cultural background, connection to Country, and how they access and use the foreshore. Engagement processes were designed to reach a broad cross-section of the community, including residents, visitors, Traditional Owners, community groups and partner organisations. Multiple ways to participate were provided – such as surveys, drop-in sessions and targeted conversations – to reduce barriers to involvement and ensure a diversity of perspectives were heard	These insights were then considered alongside technical assessments, including the Accessibility Audit, to help identify where different needs may intersect or create challenges. This informed a balanced approach in the Draft Plan, with a focus on improving accessibility and connections where appropriate, while also protecting sensitive coastal environments. Importantly, the plan acknowledges that **not all needs or preferences align**. By recognising these overlapping and sometimes competing perspectives, the Master Plan seeks to support inclusive access to the coast while prioritising the long-term health of Country and ensuring decisions are equitable, transparent and responsive.

		All proposed actions, issues and opportunities within the Foreshore Master Plan were assessed through a Shared Values Filter, informed by the Gender Impact Assessment. This included applying a gender and inclusion lens during structured workshops, with deliberate facilitation to ensure balanced participation and that all voices, regardless of gender, role or seniority, were heard and considered. As a result, the Draft Plan supports more equitable outcomes through a strong focus on universal design, safety, accessibility and inclusive use of public space. This helps ensure that future infrastructure and amenity upgrades better meet the needs of people of different genders, promote equitable access, and contribute to a more inclusive and welcoming foreshore environment. The process recognises that inclusive planning requires ongoing reflection and adaptation. As the plan is refined, there will continue to be a focus on engaging diverse voices, strengthening partnerships and embedding equity considerations into long-term decision-making.			
3.	No (go to column H)	No action taken to date	Funding has been secured during 2025-26 budget to progress gender impact assessment and designs.		

4.	Yes (go to column G)	• Introduce diverse play zones:
		  o High-energy (climbing, running)
		  o Creative (sand, water, imaginative structures)
		  o Social/quiet (seating pods, nature play)
		• Avoid gendered colour schemes (e.g., pink/blue dominance).
		• Add accessible pathways and multiple seating clusters
		• Increase sightlines by trimming vegetation or repositioning benches.
		• Provide shaded seating for carers.
			• Improve lighting around pathways and seating. – we are still seeking funding for this improvement.	When the playground was developed - age, disability, gender, cultural background were all considered. Rather than designing for a single "typical" user, an intersectional approach was taken. ensure the playground is inclusive and welcoming for children and caregivers	• Encourage mixed-age and mixed-gender play through equipment layout.
					• Add accessible pathways and multiple seating clusters.
					• Improved pathways and seating.

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

K: Indicator*	L: Progress data	M: Additional progress data	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
Indicator 1 – Gender composition at all levels of the workforce	**Critical performance measures** Gender composition of the duty holder organisation: • **2023:** 63 active employees — **Women: 33 (52.4%) | Men: 30 (47.6%)** • **2025:** 64 active employees — **Women: 35 (54.7%) | Men: 29 (45.3%)** Gender composition of part time workers in the duty holder organisation: • **2023:** 17 part-time employees — **Women: 14 (82.4%) | Men: 3 (17.6%)** • **2025:** 15 part-time employees — **Women: 12 (80.0%) | Men: 3 (20.0%)** Gender composition of senior leaders in the duty holder organisation: • **2023:** 5 senior leaders — **Men: 4 (80.0%) | Women: 1 (20.0%)** • **2025:** 6 senior leaders — **Men: 4 (66.7%) | Women: 2 (33.3%)**		Yes	**Overall gender composition** The organisation has maintained a strong and consistent gender balance across the workforce over the four-year period, with women comprising 52.4% in 2023 and 54.7% in 2025. This stability reflects an ongoing commitment to gender equality, with near-equal representation of men and women sustained as the organisation grew **Part-time composition** Levels of women in part-time roles remained almost unchanged — 82.4% in 2023 and 80.0% in 2025. Feedback from across the organisation indicates that many women are actively choosing these roles because they value the part-time and flexible working arrangements on offer, which allow them to balance their professional responsibilities with their personal and family commitments **Senior leadership** Women's representation in senior leadership grew from 20% (1 of 5) to 33.3% (2 of 6).
Indicator 2 – Gender composition of governing bodies	**Critical performance measures** Gender composition of the duty holder organisation's governing body: • **2023:** 7 governing body members — **Women: 5 (71%) | Men: 2 (29%)** Chair: Woman Deputy Chair: Man • **2025:** 8 governing body members — **Women: 5 (62.5%) | Men: 3 (37.5%)** Chair: Man Deputy Chair: Woman		Yes	Women continue to represent over 50% of the board. In 2025 the board increased by 1 member (male), so whilst the number of women on the board (5) did not change, the increase in members on the board resulted in a decrease in the % of women represented – However, Barwon Coast continue to maintain equality across the board. The board is appointed by Minister for Environment, and we have limited influence over who is appointed. In 2023 the chair of the board was female and the deputy chair a male. In 2025 after serving 12 years on the board and the last term as Chair, the Chair stepped down from the committee. The deputy chair was appointed to the position of Chair and the new deputy chair appointed is a female.
Indicator 3 – Gender pay gap	**Critical performance measures** Mean total remuneration gender pay gap by occupation group: • 2023: Not available • 2025: Not available Mean total remuneration senior leader gender pay gap: • **2023:** Men $152,127 | Women $146,533 — **gap of 3.7% in favour of men** • **2025:** Men $195,659 | Women $145,459 — **gap of 25.7% in favour of men** **Supplementary measures** Mean base salary pay gap: • **2023:** Men $79,861 | Women $69,792 — **gap of 12.6% in favour of men** • **2025:** Men $93,243 | Women $80,914 — **gap of 13.2% in favour of men**		Yes	Because most occupation groups in this organisation are single-gender (i.e. all roles within that group are held by one gender only), a direct pay gap comparison is only possible where both men and women exist within the same occupation group. Because of the reorganisation between 2023 and 2025 and the change in our workplaces, it has not been possible to analysis the data between workplaces over the two progress reports. In 2024 a new CEO was appointed who received greater remuneration package then the previous CEO. This has contributed to the senior leader pay gap widening between 2023 and 2025.

K: Indicator*	L: Progress data	M: Additional progress data	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
	Median total remuneration pay gap: • **2023:** Men $75,871 | Women $68,966 — **gap of 9.1% in favour of men** • **2025:** Men $88,701 | Women $82,866 — **gap of 6.6% in favour of men** Median base salary pay gap: • **2023:** Men $67,174 | Women $62,062 — **gap of 7.6% in favour of men** • **2025:** Men $78,629 | Women $73,645 — **gap of 6.3% in favour of men**			The mean base salary gap has remained largely stable, increasing only marginally. Both men and women saw salary growth, but men's salaries increased at a slightly faster rate. Medium total remuneration: A positive result — the median total remuneration gap narrowed by 2.5 percentage points, suggesting that for the majority of employees the pay difference between men and women is reducing. Median base salary: Improvement, with the median base salary gap narrowing by 1.3 percentage points. Both figures suggest the mid-range of the workforce is moving in the right direction, even while mean figures are pulled upward by higher-paid senior leaders.
Indicator 4 – Sexual harassment in the workplace	**Critical performance measures** Anonymous experience rate of sexual harassment: • 2023: 2% • 2025: 5% Number of formal reports of sexual harassment: • 2023: 0 • 2025: 1		No	The organisation acknowledges a formal complaint of sexual harassment was recorded in 2025, representing an increase from zero in 2023. While any incident of sexual harassment is taken seriously and is not acceptable, Barwon Coast recognises that the recording of a formal complaint may itself reflect a positive cultural shift — one where employees feel more confident and supported in coming forward. Complainant satisfaction was unable to be confirmed due to the concluding their contracted tenure prior to the investigation concluding. This is acknowledged as an area where process improvement is needed to ensure timely resolution and that satisfaction can be captured regardless of an individual's employment status at the time of conclusion. Given the relatively small size of the organisation and the low numbers involved, it would not be appropriate to draw broad conclusions from a single incident. However, the organisation does not treat low numbers as grounds for complacency. Sexual harassment in any form is unacceptable, and the organisation remains committed to maintaining a safe, respectful workplace for all employees. The increase in experience rate, is relevantly small but still must not be dismissed. Barwon Coast has worked hard to raise the profile of sexual harassment in the organisation, and how to report it.
Indicator 5 – Recruitment and promotion practices	**Critical performance measures** Gender composition of recruited employees: • 2023: 16 employees recruited — Women: 9 (56.2%) | Men: 7 (43.8%) • 2025: 33 employees recruited — Women: 17 (51.5%) | Men: 16 (48.5%) Gender composition of employees who were promoted: • 2023: 1 promotion — Woman: 1 (100%) • 2025: 1 promotion — Woman: 1 (100%)		Yes	The organisation demonstrates consistent and encouraging trends in both recruitment and promotion practices across the two reporting periods. Recruitment has remained broadly gender-balanced, with women comprising 56.2% of recruits in 2023 and 51.5% in 2025. Notably, the total number of recruitment actions more than doubled between periods — from 16 to 33 — with many of these roles coming out of restructure, but also an increase in summer casual roles, the gender balance of those recruited remained equitable throughout. This suggests that recruitment practices are not inadvertently favouring one gender, which is a positive indicator of fair process.

<table>
<tr><th>K: Indicator*</th><th>L: Progress data</th><th>M: Additional progress data</th><th>N: Has progress been made?</th><th>O: Explain how the data does (or does not) demonstrate progress.</th></tr>
<tr><td></td><td>Perceptions of recruitment, by gender:
• 2023: 60% - Do not have by gender
• 2025: 76% Women 48% Men

Perceptions of promotion, by gender:
• 2023: 52% - Do not have by gender
• 2025: 41 % women 33% Men</td><td></td><td></td><td>Opportunities for internal progression are limited by the size of the organisation, with roles typically becoming available only when vacancies arise, and all positions open to the broader external market.</td></tr>
<tr><td>Indicator 6 – Leave and flexible working arrangements</td><td>Critical performance measures
Average weeks of parental leave, by gender:
• 2023: No paid parental leave taken by either gender. One male employee took 2 weeks of unpaid parental leave.
• 2025: No paid or unpaid parental leave taken by either gender. There were no employees who required parental leave during the reporting period.

Flexible Working — Active Employees Only
2023 2025

Women 8 of 33 (24.2%) 10 of 35 (28.6%)

Men 9 of 30 (30.0%) 7 of 29 (24.1%)

Perceptions of flexible work culture, by gender:
• 2023: 96% - Do not have by gender
• 2025: 76% Women 76% Men</td><td></td><td>Yes</td><td>There were no employees who required parental leave during the reporting period.

Currently at Barwon Coast we are unable to split casual leave from personal leave as they are combined together in our payroll system.

Flexible work has held steady at Barwon Coast with a small increase in Women over the 2 year period when looking at active employees.

The organisation continues to demonstrate a strong flexible work culture, with staff confident that flexible working requests will be genuinely considered. Notably, in 2025 this positive perception is shared equally between women and men, both recording 76% — reflecting that flexibility is experienced consistently across genders.</td></tr>
<tr><td>Indicator 7 – Gendered segregation within the workplace</td><td>Critical performance measures
Occupational gender segregation:
The organisational restructure resulted in significant changes to how roles are defined, meaning the data is not directly comparable across the reporting periods.

Occupational gender segregation
2023 — Active workforce of 63 employees across 4 workforce groups:
Workforce Group Total Women Men

Administration 4 4 (100%) 0 (0%)

Caravan Park 40 25 (62.5%) 15 (37.5%)</td><td></td><td>No</td><td>The data reveals that occupational gender segregation remains a persistent and structural feature of this organisation.
The most significant gap is the Operations workforce group, which in 2025 is 95.8% male — dominated than its equivalent Coastal Operations group was in 2023 (92.9%). Conversely, Accommodation Services is entirely female at 100%, a more pronounced concentration than the former Caravan Park group which was 62.5% female. These patterns suggest that as the organisation has restructured its workforce groupings, the gendered lines between operational and service-based work have become more defined.

Overall, the data available does not demonstrate meaningful progress in reducing occupational gender segregation. The organisation acknowledges this is one of the most difficult indicators to shift in a small organisation where workforce roles are largely defined by the nature of the services delivered — coastal and outdoor operations work tends to attract male applicants, while customer-facing and administrative roles continue to attract predominantly female applicants.</td></tr>
</table>

K: Indicator*	L: Progress data	M: Additional progress data	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
	Coastal Operations 14 1 (7.1%) 13 (92.9%) Management 5 3 (60.0%) 2 (40.0%) The most heavily segregated occupation groups in 2023 were Receptionists (12 women, 0 men), General Labourers/Outdoor Workers (0 women, 13 men), Office Managers (0 women, 5 men), and Park Rangers/Environmental Officers (1 woman, 8 men — 88.9% male). **2025** — Active workforce of 64 employees across 4 workforce groups: **Workforce Group** **Total** **Women** **Men** Accommodation Services 25 25 (100%) 0 (0%) Administration 9 7 (77.8%) 2 (22.2%) Operations 24 1 (4.2%) 23 (95.8%) Senior Leadership 6 2 (33.3%) 4 (66.7%) The most heavily segregated occupation groups in 2025 were Receptionists (10 women, 0 men), General Labourers/Outdoor Workers (0 women, 7 men), and Park Rangers/Environmental Officers (1 woman, 9 men — 90% male).			Addressing this over time will require intentional effort in attraction, recruitment framing and outreach to encourage applicants from underrepresented genders into roles where segregation is most pronounced.

*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

P: Indicator	**Q: Did any of the factors listed below limit or contribute to your progress?***	**R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)**	**S: List the strategies implemented that contributed to or aligned with the indicator.**
Indicator 1 – Gender composition at all levels of the workforce	☐None ☒ a ☐ b ☐c ☐d ☐e ☒f ☐g	Barwon Coast is already meeting close to 50% men and women across all levels of the workforce. This has been maintained over the 2 reporting periods. However, the data and critical measures highlight areas of improvement in our next GEAP: • The concentration of women in part-time roles remains high and is an area that continues to require review. In a small organisation where part-time roles are valued and often preferred by the individuals in them, shifting the gender composition of the part-time workforce is naturally a gradual process. Feedback reflects that women in these roles actively choose and appreciate the part-time arrangements, with many identifying as the primary carer at home — a reflection of broader societal norms that extend well beyond the organisation's influence. Barwon Coast recognises this context and will continue to review and respond to working arrangements as opportunities arise, remaining committed to supporting all employees in a way that works for them. Progress in increasing male representation in part-time work is likely to be incremental rather than immediate given these structural constraints. • Under-representation of women in senior leadership: Given the size of the senior management team, progression at this level is naturally dependent on positions becoming available as vacancies arise, however we are seeing an increase of women in leadership at the tier below the senior leadership team with a 5/9 representation of women.	• Use 'blind' recruitment processes to eliminate unconscious bias, in that the gender is not noted during shortlisting of applications. • Make work-life balance a priority by ensuring flexible workplace arrangements are inclusive and effective for all positions which have management or team leader responsibility. • Promote flexible workplace arrangements by eliminating advertisements for 'full time, part time, casual' team members, attracting people to apply for the role rather than the 'hours of work'. • Ensure salary ranges are defined by the job role, skills and level of responsibility,
Indicator 2 – Gender composition of governing bodies	☐None ☐ a ☐ b ☒c ☐d ☐e ☐f ☐g	Barwon Coast operate under a Committee of Management which is appointed by the Minister for Environment. Barwon Coast have no influence over the appointment of the board. *Voluntary Crown land reserve committees of management (Voluntary CoMs) are all appointed as Crown land reserve managers through the Crown Land (Reserves) Act 1978 (CLRA)* - Committees of management	*No strategy linked to this indicator.*
Indicator 3 – Gender pay gap	☐None ☒ a ☐ b ☐c ☐d ☐e ☐f ☐g	The organisation's Senior Leadership workforce group, exert a disproportionate upward influence on male pay averages in an organisation of this size. When the entire Senior Leadership workforce group is excluded, the gap **reduces to just 3.1%** — approaching parity across the remaining workforce.	• Encourage salary negotiation by defining salary ranges. • Ensure salary ranges are defined by the job role, skills and level of responsibility.
4 Indicator 4 – Sexual harassment in the workplace	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f	Despite no set strategy in the GEAP Barwon Coast has worked hard to raise the profile of Inappropriate Behaviours including Sexual Harassment. We carry out yearly training and have introduced 2 new ways to report sexual harassment to make it easier for people to come forward.	No Strategy in current GEAP linked to Indicator 4.

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
	☒g		
Indicator 5 – Recruitment and promotion practices	☐None ☒ a ☐ b ☐c ☒d ☐e ☒f ☐g	As a small, self-funded organisation required to direct profits back into the land it manages, Barwon Coast has limited capacity to create new roles or restructure existing positions. This makes systematic change to occupational gender segregation, training pathways, and career progression more challenging. Recruitment remains an area where structural patterns persist. In general, women tend to apply for part-time and casual roles in areas such as housekeeping and customer service, while men tend to apply for full-time outdoor and labour-based roles. This reflects broader workforce trends and the nature of the roles available, rather than deliberate organisational intent — however, the real impact on women's long-term financial security and career opportunities is acknowledged. Importantly, feedback consistently indicates that many women actively seek and value the part-time and flexible arrangements these roles offer, particularly those balancing caring responsibilities at home. This is a personal preference that the organisation respects and supports. Barwon Coast remains committed to exploring opportunities to expand part-time and flexible working arrangements across a broader range of role types within the organisation which will support gender segregation across the work force. We work hard to provide fair and transparent recruitment to all staff. We have moved away from gender stereotype roles in recruitment. Our GEAP 2026-2030 will action different options for future recruitment in our coastal operations with the aim to provide part time options and more flexible working.	• Use 'blind' recruitment processes to eliminate unconscious bias, in that the gender is not noted during shortlisting of applications. • Ensure salary ranges are defined by the job role, skills and level of responsibility.
Indicator 6 – Leave and flexible working arrangements	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☐g	The outdoor nature of the work limits real flexible working – we need to ensure staff can work in teams, follow OHS and are supervised, this has led to difficulties in formal flexible working for our outdoor staff and an area we will work on in the GEAP 2026	• Make work-life balance a priority by ensuring flexible workplace arrangements are inclusive and effective for all positions which have management or team leader responsibility. • Ensure flexibility policies are inclusive and accessible to all employees – without bias or value judgements; ensure family friendly policies do not disadvantage some staff. • Build and promote 'whole-team' approaches to flexibility and family-friendliness.
Indicator 7 – Gendered segregation within the workplace	☐None ☒ a ☐ b ☐c ☐d ☐e ☒f ☐g	The 2025 audit reveals occupational gender segregation across this organisation. While women make up 54.7% of the active workforce, they are not distributed evenly across roles, levels, or employment types — they are concentrated in specific occupations, at lower classification levels, and in more insecure employment arrangements. This segregation is not incidental — it is the structural foundation from which most other gender inequalities in this audit flow, including the pay gap, the underrepresentation of women in senior roles, and the concentration of women in casual employment. Accommodations Services is entirely female in the active workforce. Operations is almost entirely male. These are not marginal imbalances — they represent near-complete occupational segregation between the organisation's two largest workforce groups. Women work in Housekeeping and reception. Men work	• Use 'blind' recruitment processes to eliminate unconscious bias, in that gender is not noted during shortlisting of applications. • Use images that promotes diversity and challenges gender stereotypes and ensure inclusive language in advertising. • Make work-life balance a priority by ensuring flexible workplace arrangements are inclusive and effective for all positions.

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
		as Coastal Rangers and Maintenance roles. The gendered nature of these occupational choices is deeply entrenched within society and difficult to break through recruitment with limited females applying for these roles. The most common female occupations — Housekeeper and Receptionist — are among the lowest paid and most casually employed in the organisation. The most common male occupations — Park Ranger and Garden Labourer — are predominantly full-time ongoing. This occupational sorting directly drives the employment basis gap, the pay gap, and the seniority gap identified elsewhere in this action plan. Women are overwhelmingly concentrated at the lowest classification level — 92.9% of the lowest pay band employees are women. In comparison men make up 80% of the 2 highest paid brackets. This vertical segregation means that even when women and men balance across the overall organisation, women are currently positioned at lower levels with less authority, lower pay, and fewer development opportunities.	• Promote flexible workplace arrangements by eliminating advertisements for 'full time, part time, casual' team members, attracting people to apply for the role rather than the 'hours of work'.

*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

Promote flexible workplace arrangements by eliminating advertisements for 'full time, part time, casual' team members, attracting people to apply for the role rather than the 'hours of work' - We have been unable to fully implement this strategy of promoting flexible workplace arrangements through our job advertisements. Despite our intention to move away from specifying 'full time, part time, or casual' classifications, our primary recruitment platform, SEEK, requires us to input these job parameters as a mandatory part of the listing process. As a result, we have not been able to attract applicants based purely on the role itself, as the hours of work continue to be displayed to candidates prior to applying. This platform limitation has been a key barrier to achieving this goal. However, we do ensure that all role advertisements are free from age and gender bias, and that the language used throughout our job postings remains inclusive, welcoming and accessible to all potential applicants. Looking ahead, we will explore opportunities to better promote our flexible working arrangements to prospective candidates as part of our ongoing commitment to attracting a diverse workforce.

Section 3.2 Describing achievements, challenges and learnings

We are proud to have achieved a significant increase in female leadership across Barwon Coast, with 5 of our 9 coordinator roles now held by women. This reflects a meaningful step toward gender balance at the tier between officers and senior management

Section 3.4 Describing resourcing allocation

The organisation has ensured that the GEAP is resourced across all levels of leadership to drive the implementation.
The Barwon Coast CEO holds ultimate accountability for gender equality outcomes and champions the GEAP at a strategic level. Gender equality is a standing agenda item at Senior Leadership Team meetings, ensuring it remains embedded in organisational decision-making and priorities. It is also regularly raised at our All Staff meetings to maintain organisation-wide awareness and engagement. In 2025, Barwon Coast hosted the Gender Equality Commissioner at an All Staff meeting, providing all employees with the opportunity to hear directly from the Commissioner and stay informed on current gender equality issues and obligations.
The **People and Culture Manager** holds the primary operational responsibility for coordinating and implementing GEAP strategies. This includes dedicated time to policy development and review, data collection and analysis, training delivery, and monitoring progress against targets. The People and Culture Manager serves as the primary point of contact for gender equality matters and leads reporting under the Workplace Gender Equality Act.
The **Senior Leadership Team** supports implementation within their respective business areas.
People Leaders (managers, coordinators and supervisors) play a frontline role in embedding gender equality in day-to-day practices. They are supported through targeted training and resources to apply equitable approaches in hiring, flexible work, performance management, and team culture.