

Please note:

GRLC's GEAP was submitted to the Commission for Gender Equality on 30 April 2026. It is currently being assessed by the Commission and may be subject to change.

Gender Equality Action Plan (GEAP) 2026–2030: Executive Summary

Why we have this plan

The Gender Equality Action Plan (GEAP) sets out how we will continue to strengthen a safe, fair and inclusive workplace at Geelong Regional Libraries.

This plan is required under the Gender Equality Act 2020 (Vic).

It has been developed using a standard template provided by the Commission for Gender Equality in the Public Sector. While the overall structure is guided by this template, we have adapted the headings and language to reflect our organisation and make the plan more meaningful for our staff.

While the format is set, the content reflects our data, our workforce, and what you told us through consultation.

What our data and staff feedback tell us

Overall, we have strong foundations:

- No gender pay gap
- Balanced representation at senior leadership level
- Strong participation of women in development and progression
- Equitable access to flexible work

However, both our data and staff feedback highlight two key areas for improvement:

1. Sexual harassment and reporting confidence
 - Some staff are experiencing inappropriate behaviour, particularly from customers
 - Many incidents are not formally reported
 - Some staff feel behaviour is 'not serious enough' to report
2. Confidence in recruitment and promotion processes
 - Outcomes are strong, with good representation of women
 - However, not all staff feel processes are transparent or fair

These findings show that while our systems are working in many ways, confidence, clarity and consistency need to be strengthened.

What we will focus on (2026-2030)

1. Safer workplaces
 - Clearer and more visible reporting pathways
 - Strengthened prevention and response capability
 - Conflict management training for staff
 - Regular communication about actions and outcomes
2. More transparent recruitment and promotion
 - Clear, consistent recruitment processes
 - Standardised tools and documentation
 - Improved communication and feedback
 - Greater visibility of opportunities and decisions
3. Stronger systems and data
 - Implementation of a new Human Capital Management (HCM) system
 - Improved tracking of recruitment, development and incidents
 - Better reporting to identify trends and support decision-making

How this work will be supported

This plan is not standalone. It is integrated with:

- Access and Inclusion Plan 2024–2028
- Health, Safety and Wellbeing Strategy
- HCM system transformation program

Progress will be monitored through:

- Regular reporting to the Executive (CEO and Executive Leadership Team) and Board
- Workforce data and People Matter Survey results
- Ongoing consultation with staff and the ASU

What this means for staff

Over time, you should see:

- Clearer and more consistent processes
- Greater transparency in decisions that affect you
- Improved support and confidence in reporting concerns
- Opportunities to contribute feedback and shape improvements

Our commitment

This work aligns with our values:

- **Belonging** – everyone feels safe and respected
- **Integrity** – decisions are fair and transparent
- **Curiosity** – we continue to learn and improve

Our goal is clear:

A workplace where everyone feels safe, respected and confident that opportunities are fair and transparent.




2026 – 2030 Gender Equality Action Plan (GEAP)

Organisation name	Geelong Regional Library Corporation
Total number of employees (and full time equivalent FTE), as +at 30 June 2025	Total employees: 228 Total FTE: 131.49
Location (metropolitan, regional or rural)	Regional

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 gender equality action plan (GEAP) on behalf of my organisation (as named above), and I attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

Any comments?	This GEAP is grounded in the experiences and feedback of our staff and reinforces our commitment to a safe, fair and inclusive workplace. It will be implemented through clear leadership accountability, strengthened systems and ongoing engagement with our people.
Name	David Semmens
Role title	Acting Chief Executive Officer
Signed	
Date	28 April 2026

Section 1: Insights from your previous gender equality work

Geelong Regional Library Corporation (GRLC) was recognised as a defined entity under the Gender Equality Act 2020 (Vic) and completed its workforce data submission in December 2025. We also participated in the People Matter Survey in 2025 and engaged in consultation with internal leadership groups and employee representatives.

Our workforce data demonstrates strong performance across:

- Gender composition across all levels
- Equal remuneration outcomes
- Flexible work access across genders
- Participation of women in development and higher duties

We identified two priority areas for focused attention:

1. Sexual harassment in the workplace, particularly under-reporting and customer-related exposure
2. Recruitment and promotion fairness perception gaps, particularly among women and some LGBTQIA+ and culturally diverse cohorts

This GEAP focuses on targeted system strengthening in these areas while maintaining strong outcomes across other indicators.

This GEAP has been developed in alignment with the Access & Inclusion Plan 2024–2028. That plan commits GRLC to person-centred approaches, universal design, intersectionality and co-design. These principles have directly informed the strategies within this GEAP.

Section 2: Processes, record keeping and governance

Definitions

For clarity in this document:

- **Board (Governing Body):** The GRLC Board, comprising Councillor representatives from member Councils, responsible for governance, strategy and oversight.
- **Executive:** The Chief Executive Officer (CEO) and Executive Leadership Team (ELT), responsible for organisational leadership, decision-making and implementation of strategy.
- **Governing Body:** As defined under the Gender Equality Act 2020 (Vic), refers to the Board.

Implementation of this GEAP is supported by:

- Executive oversight
- Senior Leadership Team engagement
- Health, Safety and Wellbeing Committee consultation
- Staff Consultative Committee consultation
- Formal consultation with the Australian Services Union
- Whole-of-staff consultation
- Board endorsement prior to submission

A formal consultation register has been maintained to record feedback, actions and rationale.

Progress will be monitored through regular reporting to the Executive (CEO and Executive Leadership Team) and the Board and will include:

- Annual Board reporting
- Mid-cycle review in 2028
- People Matter Survey results
- Workforce data submissions
- Recruitment and promotion reporting

The Human Capital Management (HCM) system transformation (2026-2027) strengthens governance by improving:

- Workforce data accuracy
- Recruitment workflow transparency
- Promotion and higher duties tracking
- Incident data management
- Intersectional reporting capability

This ensures that GEAP implementation is supported by structural systems rather than manual processes.

Section 3: Leadership commitment

GRLC leadership recognises that gender equality is fundamental to delivering safe, inclusive and high-quality services.

Gender equality aligns with our organisational values:

Belonging – Everyone feels safe, respected and valued

Integrity – Transparent and fair systems guide decision-making

Curiosity – Continuous learning and improvement

The CEO and Executive Leadership Team are committed to resourcing and implementing this four-year GEAP (2026–2030) and ensuring it is integrated with:

- Access & Inclusion Plan
- Health, Safety and Wellbeing Strategy
- HCM Transformation Program

B) Consulting on our results and strategies

Section 4: Consultation groups

Groups	Confirm consultation	If no, why not?
Governing body (if your organisation has one)	Yes	
Employees	Yes	
Employee representatives, including relevant trade unions	Yes	
You might consult with...	Confirm yes or no	Please describe additional people and/or groups
Other relevant people	Yes Yes Yes Yes	Executive Leadership Team Strategic Leadership Team Health, Safety and Wellbeing Committee Staff Consultative Committee

Section 5: Document your consultation process

<p>Consultation occurred through:</p> <ul style="list-style-type: none"> • Executive and SLT workshops • All Staff updates • HSW Committee and Staff Consultative Committee meetings • Formal ASU consultation • Intranet publication of draft GEAP, supported by organisation-wide communications • Anonymous feedback form • Drop-in sessions • Leader-facilitated team discussions <p>Feedback was logged, analysed and categorised as:</p> <ul style="list-style-type: none"> • Incorporated • Incorporated with modification • Not incorporated (with rationale) <p>Board endorsement occurred prior to submission.</p>

Section 6: Findings from your consultation

Consultation confirmed:

- Strong support for focusing on sexual harassment prevention and reporting confidence
- Desire for clearer reporting pathways
- Support for upskilling of staff with appropriate conflict management training
- Desire for transparent recruitment processes
- Need for practical tools rather than policy expansion

Feedback strengthened emphasis on:

- Visible reporting processes
- Structured recruitment tools
- Transparent higher duties allocation
- Regular communication of outcomes

C) Consideration of the gender equality and the gender pay equity principles, and intersectionality

Section 7: Consider the gender equality principles

GRLC recognises that:

- Gender inequality can persist even where outcome data appears strong
- System design influences equity outcomes
- Prevention is more effective than reactive response
- Transparency strengthens workforce confidence

This GEAP adopts a systems-based approach supported by structural reform through HCM system implementation and integrated governance oversight.

Section 8: Consider the gender pay equity principles

Our data shows no structural pay disadvantage for women. In some occupational groupings, women's average earnings exceed those of men.

Despite strong results, GRLC will continue to:

- Monitor remuneration outcomes
- Maintain transparent classification frameworks
- Ensure equitable access to development pathways

The HCM system will enable automated monitoring of remuneration metrics and strengthen oversight.

Section 9: Consider intersectionality

GRLC's Access & Inclusion Plan adopts an intersectional approach recognising that discrimination may compound across identity characteristics.

Survey data identified lower perceptions of recruitment fairness among:

- LGBTQIA+ cohorts
- Some religious and culturally diverse groups

This GEAP applies inclusive design principles to workforce systems by:

- Strengthening structured recruitment processes
- Piloting anonymised (bias-reduced) shortlisting
- Formalising panel diversity protocols
- Embedding inclusive language standards

The implementation of a new HCM platform will enable enhanced intersectional reporting capability while maintaining confidentiality.

D) Making a case for change

Section 10: Making a case for change and creating a vision

This plan is based on both our workforce data and what you told us through surveys and consultation.

GRLC's workforce data demonstrates strong foundations in gender equality. Women comprise 81.8% of the workforce and 50% of senior leadership roles. The Board (governing body) is gender balanced at 50% women and 50% men. Remuneration analysis shows no structural pay disadvantage for women. Women are strongly represented in higher duties (91%), career development opportunities (88%), internal secondments (89%) and permanent promotions (60%).

These outcomes show that our systems are working well overall with equitable classification structures and strong access to development pathways. However, strong outcomes do not automatically equate to strong employee experience.

The People Matter Survey revealed that 18.8% of women reported experiencing sexual harassment, yet zero respondents indicated that they formally reported it. Eight formal complaints were recorded in the reporting period, all relating to inappropriate customer behaviour. Importantly, 66.7 % of those who experienced harassment did not report it because they considered it "not serious enough".

This tells us we need to strengthen prevention, confidence and leader response.

Similarly, recruitment and promotion outcomes show strong representation of women (73.3% of recruits and 60% of promotions in 2025). However, perception data tells a different story. Only 50% of women agreed that recruitment processes are fair, and only 36.3% agreed that promotion processes are fair. In contrast, 78.6% of men viewed recruitment as fair and 71.4% viewed promotion as fair. This shows a confidence and transparency gap rather than an access gap.

These insights demonstrate why action is required. The risk is not structural exclusion, but erosion of confidence in fairness and safety. In a customer-facing environment, where staff are exposed to higher behavioural risk, prevention and trust in systems are critical.

Our 2030 vision for gender equality brings together what we've heard from our people, what our data is telling us, and the values we've committed to as an organisation.

It reflects key themes from our staff survey, workforce data and feedback, particularly in relation to safety, respect and fairness, and aligns with our organisational values:

Belonging – creating a workplace where everyone feels safe and valued

Integrity – ensuring decisions are transparent and fair

Curiosity – using evidence and reflection to continuously improve

This GEAP focuses on strengthening confidence, clarity and system transparency while sustaining strong performance across other indicators. By embedding reforms into our HCM systems transformation, Access and Inclusion Plan and HSW Strategy, we ensure gender equality is integrated into how we work rather than layered on top.

E) Analysing our data to identify forms of gender inequality and developing our strategies

Section 11: Identifying underlying causes of gender inequality

GRLC's workforce data tells us that structural pay inequity is not present. Women are well represented across employment types and leadership roles. However, gender inequality can manifest through experience gaps, perception gaps and system design issues even when representation appears strong.

Our data and staff feedback suggests three underlying causes relevant to GRLC:

- 1. Customer-facing risk environment:** As a public library service, staff interact with a broad community cohort. All eight recorded sexual harassment complaints related to inappropriate customer behaviour. The People Matter Survey shows a higher anonymous experience rate (18.8% of women) compared to formal reporting. The fact that 66.7% of those who experienced harassment did not report because it was "not serious enough" suggests normalisation of inappropriate behaviour and uncertainty about thresholds for reporting. This is less about policy, and more about confidence, clarity and prevention capability.
- 2. Transparency and procedural confidence in recruitment:** Recruitment and promotion data shows strong female participation in development and progression. However, perception data reveals a significant gender confidence gap (50% of women perceive recruitment as fair compared to 78.6% of men; 36.3% of women perceive promotion as fair compared to 71.4% of men). This suggests that while outcomes are equitable, decision-making processes may not always be visible or consistently communicated. Informal practices, limited feedback or inconsistent documentation may contribute to uneven trust.
- 3. Occupational concentration patterns:** GRLC's workforce composition reflects occupational segregation common in the library and community services sector, with women representing 81.8% of the workforce. While this does not in itself constitute inequity, it highlights the importance of maintaining equitable access to leadership, pay and development opportunities across all roles.
- 4. Data visibility limitations:** Historically, workforce reporting has required manual collation, limiting real-time monitoring of shortlists, applicant pools and higher duties allocation. Without structured system reporting, patterns may be difficult to identify proactively. The human capital management system transformation addresses this underlying cause by strengthening reporting capability and transparency.

These underlying causes inform a GEAP focused on prevention, transparency, structural system strengthening and leadership capability.

Section 12: Analysing our data and documenting our strategies

Indicator 1: Gender composition of all levels of the workforce

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>GRLC's 2025 workforce data shows that women comprise 81.8% of the workforce, men 16.3%, and self-described gender 2%. Women represent 47% of part-time employees, compared to 39.4% men and 50% self-described gender. Senior leadership (ELT) is gender balanced at 50% women and 50% men.</p> <p>These results show strong representation of women across employment types and leadership levels, with no evidence of systemic exclusion from leadership. However, the workforce is highly feminised, reflecting occupational concentration patterns common in the library and community services sector.</p> <p>While this is not inherently inequitable, sustained monitoring is required to ensure:</p> <ul style="list-style-type: none">• Leadership representation remains balanced• Workforce composition supports diverse progression pathways• Male and self-described employees have equitable access to flexible and part-time roles <p>The primary risk is not under-representation of women but maintaining equity over time and avoiding complacency.</p>
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Setting metrics

Current position	<p>Gender composition of workforce:</p> <ul style="list-style-type: none"> • Women: 81.8% • Men: 16.3% • Self-described: 2% <p>Gender composition of part-time employees:</p> <ul style="list-style-type: none"> • Women: 47% • Men: 39.4% • Self-described: 50% <p>Gender composition of senior leaders:</p> <ul style="list-style-type: none"> • Women: 50% • Men: 50% • Self-described: 0%
Measures	<ul style="list-style-type: none"> • Gender composition of the workforce • Gender composition of part-time employees • Gender composition of senior leaders • Gender composition of leadership pipeline (for example, higher duties and acting roles)
Targets	<ul style="list-style-type: none"> • Maintain senior leadership gender representation within 40:40 threshold • Maintain proportional access to part-time work across genders • No decline in women’s representation at senior levels

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Annual workforce gender composition review	P&C	Annual 2026-2030	Indicator 5
Monitor leadership pipeline data via HCM system	P&C, ELT	From 2027	Indicator 5
Report annually to Board	P&C, CEO	Annual	Indicator 2

Indicator 2: The governing body (GRLC Board) is evenly composed

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>The 2025 governing body is evenly composed, with 50% women and 50% men.</p> <p>This reflects strong alignment with balanced representation principles.</p> <p>No structural imbalance is identified. Ongoing monitoring will be important to maintain this balance during future appointment cycles.</p>
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Setting metrics

Current position	<p>Governing body gender composition:</p> <ul style="list-style-type: none"> • Women: 50% • Men: 50% • Self-described: 0%
Measures	<ul style="list-style-type: none"> • Gender composition of the governing body • Length of tenure by gender
Targets	<ul style="list-style-type: none"> • Maintain a minimum 40:40 gender representation across the governing body (Board)

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Annual Board composition review	CEO	Annual	Indicator 1
Provide diversity insights to appointing bodies	CEO, P&C	As required	Indicator 1

Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>Our data shows no structural gender pay gap. On average, women earn slightly more than men across the organisation, and senior leadership is gender balanced.</p> <p>No structural inequality is identified. Ongoing monitoring will be important to maintain these outcomes and prevent future disparities, particularly as leadership transitions occur.</p>
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Setting metrics

Current position	<p>Gender pay equity (2025):</p> <ul style="list-style-type: none"> • Mean total remuneration gender pay gap by occupation group: no disadvantage identified • Mean total remuneration gender pay gap (senior leaders): no disadvantage identified • Mean and median base salary and total remuneration gaps: no structural gap identified
Measures	<ul style="list-style-type: none"> • Mean total remuneration gender pay gap • Gender pay gap at senior leader level • Mean and median pay gap measures (base salary and total remuneration)
Targets	<ul style="list-style-type: none"> • Maintain zero structural gender pay gap • Undertake an annual pay equity review

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Annual remuneration review	P&C, Finance	Annual	Indicator 1

Indicator 4: Sexual harassment in the workplace

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>In 2025, 18.8% of women reported experiencing sexual harassment. However, no survey respondents indicated they formally reported the experience. Eight formal complaints were recorded, all customer-related.</p> <p>66.7% of those who experienced harassment did not report it because it was “not serious enough”. This suggests some staff may not feel confident reporting, and that inappropriate behaviour may be becoming normalised. This highlights the need to strengthen both prevention and reporting confidence.</p> <p>There were no staff-to-staff harassment reports, suggesting respectful workplace initiatives are having a positive impact internally.</p> <p>Creating a workplace where people feel safe, respected and confident to report concerns is critical to achieving our 2030 ambition.</p> <p>These findings highlight the importance of strengthening both prevention and reporting confidence. The measures and targets below focus on building a safe, respectful workplace where staff feel confident to speak up.</p>
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Setting metrics

<p>Measures</p>	<ul style="list-style-type: none"> • Anonymous reporting rate • Number of formal reports (including distinction between customer and staff-related) • Staff confidence in reporting inappropriate behaviour • Satisfaction with complaint handling
<p>Targets</p>	<ul style="list-style-type: none"> • Increase staff confidence in reporting by 20% • Reduce responses indicating behaviour is “not serious enough” to report • Maintain a safe and respectful workplace, with no substantiated staff-to-staff harassment • Strengthen trust in reporting processes, reflected in improved satisfaction with complaint handling

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Refresh zero tolerance framework	P&C	2026	Indicator 6
Embed conflict management training	P&C	2026-2027	Indicator 6
Provide quarterly anonymised updates on reporting and outcomes	P&C	From 2026	Indicator 5

Indicator 5: Recruitment and promotion practices in the workplace

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>2025 outcomes show:</p> <p>Recruited employees:</p> <ul style="list-style-type: none"> • Women: 73.3% • Men: 23.3% • Self-described: 3.3% <p>Promoted employees:</p> <ul style="list-style-type: none"> • Women: 60% • Men: 30% • Self-described: 10% <p>However, perception data shows:</p> <ul style="list-style-type: none"> • 50% of women perceive recruitment as fair • 36.3% of women perceive promotion as fair • 78.6% of men perceive recruitment as fair • 71.4% of men perceive promotion as fair <p>While outcomes indicate strong representation, these results suggest that recruitment and promotion processes are not consistently experienced as fair or transparent, particularly by women.</p> <p>Improving transparency and confidence in decision-making is critical to ensuring opportunities are experienced as fair, consistent and accessible.</p> <p>These insights highlight the importance of strengthening transparency, consistency and confidence in recruitment and promotion processes.</p>
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Setting metrics

<p>Measures</p>	<ul style="list-style-type: none"> • Gender composition of recruits • Gender composition of promotions • Staff perception of recruitment fairness • Staff perception of promotion fairness • Gender composition of shortlists • Allocation of higher duties and acting opportunities by gender
<p>Targets</p>	<ul style="list-style-type: none"> • Increase women's perception of recruitment fairness to 65% • Increase women's perception of promotion fairness to 55% • Reduce the gap between men's and women's perceptions of fairness in recruitment and promotion • Maintain equitable gender representation in recruitment and promotion • Implement ongoing recruitment and promotion reporting through dashboards by 2027

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Develop a recruitment transparency guide	P&C	2026	Indicator 1
Introduce standardised interview tools	P&C	2026-2027	Indicator 3
Pilot anonymised (bias-reduced) shortlisting	P&C	2027	Indicator 7
Implement recruitment workflows through HCM system	P&C	2027	Indicator 3

Indicator 6: Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>10% of staff are on formal flexible working arrangements, with uptake proportionate across genders. This indicates no current structural inequity.</p> <p>However, uptake remains relatively low, and perception of flexibility and support for caring responsibilities will continue to be an important factor in ensuring equitable access.</p> <p>Maintaining and strengthening a flexible, supportive workplace is critical to ensuring all employees can access opportunities regardless of caring responsibilities or personal circumstances.</p> <p>A flexible and supportive workplace is essential to ensuring opportunities are fair and accessible for all employees.</p>
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Setting metrics

Measures	<ul style="list-style-type: none"> • Uptake of flexible working arrangements by gender • Uptake of parental leave by gender • Staff perception of a flexible and supportive workplace culture
Targets	<ul style="list-style-type: none"> • Maintain equitable uptake of flexible working arrangements across genders • Ensure no gender disparity in access to flexible work • Improve staff perception of a flexible and supportive workplace culture • Support increased awareness and appropriate use of flexible work and leave provisions

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Monitor flexible work and leave uptake through HCM reporting	P&C	Annual	Indicator 1
Promote a culture of flexibility and support for caring responsibilities	ELT	Ongoing	Indicator 6
Improve visibility and understanding of flexible work and leave entitlements	P&C	2026	Indicator 3

Indicator 7: Gendered segregation within the workplace

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>The workforce is 81.8% women, reflecting broader trends in the library and community services sector.</p> <p>While no immediate inequity has been identified, a highly gendered workforce can present risks over time, including limited diversity across occupational groups and leadership pathways.</p> <p>Ongoing monitoring and a focus on equitable access to development and progression opportunities will be important to ensure all employees can access a broad range of roles and career pathways.</p> <p>Supporting diverse career pathways helps ensure opportunities are fair, accessible and not limited by gendered patterns over time.</p>
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Setting metrics

Measures	<ul style="list-style-type: none"> • Gender composition across occupational groups • Gender distribution across classification levels • Gender composition of leadership and emerging leadership pipelines
Targets	<ul style="list-style-type: none"> • Monitor and report annually on gender distribution across occupational groups and levels • Maintain equitable access to roles and progression opportunities across genders • Increase diversity within leadership and emerging leadership pipelines over time

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Undertake annual analysis of occupational gender distribution	P&C	Annual	Indicator 5
Monitor diversity within leadership and emerging leadership pipelines	P&C	Ongoing	Indicator 1
Promote diverse career pathways and development opportunities across the organisation	P&C	2026-2027	Indicator 5

Additional areas of focus:

Describing the problem

<p>What our data tells us</p> <p><i>Key insights and areas to improve</i></p>	<p>While GRLC demonstrates strong performance across most mandatory indicators, workforce and employee experience data highlight an additional area of focus: confidence in system transparency and leadership accountability.</p> <p>Our data shows equitable outcomes in remuneration, leadership representation and access to development opportunities. However, survey results indicate perception gaps in fairness (particularly in recruitment and promotion) and a risk of under-reporting of inappropriate behaviour.</p> <p>This suggests the key issue is not structural exclusion, but confidence in how decisions are made, documented and communicated.</p> <p>A further area of focus is data capability. Historically, recruitment, higher duties and incident tracking have relied on manual processes. This limits consistent reporting, trend analysis and early identification of risks.</p> <p>In addition, our highly feminised workforce (81.8% women) reinforces the importance of monitoring occupational patterns and ensuring diverse leadership pathways over time.</p> <p>GRLC has identified an additional focus area:</p> <ul style="list-style-type: none"> • Strengthening system transparency, leadership accountability and data capability through HCM system transformation and governance reform.
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Setting metrics

<p>Measures</p>	<ul style="list-style-type: none"> • Implementation of HCM recruitment and reporting functionality • Availability of quarterly gender equality dashboards • Recruitment process documentation compliance rates • Completion rates for conflict management training • Leader participation in training and development • Staff awareness of reporting pathways • Staff perception of leadership accountability (People Matter Survey)
<p>Targets</p>	<ul style="list-style-type: none"> • Fully operational HCM recruitment and reporting functionality by end of 2027 • Quarterly gender equality dashboards in place from 2027 • 100% recruitment process documentation compliance by 2027 • 95% completion of conflict management training by 2027 • 15% improvement in staff confidence in leadership accountability (People Matter Survey 2028)

Strategies

Strategy	Responsible	Timeline	Related to other indicators?
Implement HCM recruitment and reporting functionality	P&C	2026-2027	Indicator 3,5

Develop and maintain quarterly gender equality dashboards	P&C	From 2027	All indicators
Establish recruitment documentation review and compliance processes	P&C	2026	Indicator 5
Embed conflict management training across customer-facing roles	P&C	2026-2027	Indicator 4

F) Resourcing our GEAP

Section 13: Current and required resources identification

GRLC has assessed the resourcing required to deliver this GEAP across its four-year lifecycle (2026-2030). Many of the capabilities required are already embedded within existing organisational structures.

Current resources include:

- Dedicated People & Culture leadership and coordination
- Executive oversight and Board governance
- Health, Safety and Wellbeing integration
- Access & Inclusion governance framework
- HCM system transformation - budget allocation
- Digital Solutions capability

A critical resource for this GEAP is the allocation of Data Analyst capacity to strengthen reporting maturity. As part of the HCM system transformation and ongoing workforce governance, the Data Analyst will support:

- Design and development of gender reporting dashboards
- Automation of recruitment and promotion metrics
- Incident trend analysis reporting
- Intersectional workforce analysis capability
- Annual Gender Equality Commission submission data validation

This ensures monitoring is systematic, accurate and sustainable, reducing reliance on manual processes and strengthening confidence in reporting.

Conflict management capability will also be strengthened through engagement of a qualified external training provider. This external expertise ensures:

- Evidence-based training delivery
- Consistency of content
- Trauma-informed and legally aligned approaches
- Quality assurance and evaluation

Resource allocation also includes:

- Staff time for consultation and implementation
- Leadership capability development
- Recruitment documentation redesign
- Ongoing monitoring and reporting

No additional FTE is required at this stage. Delivery will be achieved through prioritisation within existing People & Culture work plans, supported by collaboration with Digital Solutions and external providers.

If resourcing pressures emerge, priority will be given to Indicators 4 and 5, as these represent the most significant impact areas.

Section 14: Developing a resourcing plan

The development of this GEAP was supported through:

- Dedicated People & Culture coordination
- Structured consultation processes
- Executive and Board engagement
- Integration with existing HSW and Access & Inclusion governance forums

Implementation is resourced through alignment with three major organisational initiatives:

1. **HCM system transformation:** Provides structural investment in recruitment transparency, workflow standardisation, promotion tracking and automated reporting.
2. **Health, Safety and Wellbeing Strategy:** Provides governance oversight for behavioural risk management and prevention.
3. **Access & Inclusion Plan 2024-2028:** Ensures alignment of intersectional inclusion initiatives and coordinated oversight.

Dedicated Data Analyst capacity forms a key part of implementation resourcing. This includes:

- Initial dashboard design and build (2026-2027)
- Quarterly automated gender reporting from 2027
- Annual validation prior to Commission submission
- Ongoing trend analysis to inform strategy refinement

GRLC will engage a qualified external provider to deliver conflict management training across customer-facing roles. Budget allocation for this training has been incorporated into the HSW and People & Culture operational budgets. Training effectiveness will be evaluated through:

- Completion rates
- Participant feedback
- Incident trend analysis

Resourcing effectiveness will be monitored through:

- Quarterly dashboard reviews
- Board reporting
- Mid-cycle evaluation in 2028
- Review of People Matter Survey outcomes
- Progress against GEAP targets

If data shows insufficient progress, resource allocation will be reviewed and adjusted. This may include additional analytical time, expanded training delivery or reprioritisation of People & Culture initiatives.

This approach ensures the GEAP is operationally supported, financially considered and embedded within GRLC's core systems.