COVER PAGE

2026 Progress report for:

The General Metropolitan Cemeteries Trust (GMCT)

Organisation name (required)	The Greater Metropolitan Cemeteries Trust
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 294 Total FTE: 278
Response rate to employee experience survey	126 (63 Women, 57 Men, 6 prefer not to say) 43%
Contextual information	
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

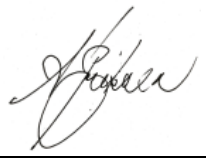
Attestation by head of organisation

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.

Any comments?	I'm pleased to share our progress on GEAP 1.0 over the past year. We have taken meaningful steps to strengthen gender equality across GMCT: improving our data, building our capability, and creating safer, more supportive systems for our people. While there is still work ahead, this report shows the positive impact of our collective effort. Thank you to everyone who continues to champion a fair, respectful, and inclusive workplace. Together, we are building a stronger future for GMCT.
Name	Andrew Eriksen
Role title	Chief Executive Officer
Signed	
Date	April 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 (required and recommended) and Section 1.3 Describing actions taken as a result of a GIA (required and recommended)

GIA REF #1 – Regulations Review

A) Title

GMCT Review and Recommendations of the Cemeteries and Crematoria Regulations

B) Subject

Policy

C) Description of the policy, program or service

- GMCT undertook a review of the Cemeteries and Crematoria Regulations 2015 as part of the Department of Health's regulatory remake.
- The review assessed operational, cultural, privacy and safety issues that impacted cemetery and crematoria services.
- GMCT examined how the existing regulations affected different community groups and identified gendered and intersectional issues requiring reform.
- Findings from the analysis were used to develop recommendations to the Department to strengthen equity, safety, accessibility and culturally responsive practice in the updated regulations.

D) Status

Review

E) Description of gendered impacts

- Public release of personal information (in accordance with statutory requirements under the old Regulations) created disproportionate safety risks for women, trans and gender-diverse people, and those experiencing family violence.
- Binary gender categories in forms created risks of misgendering and exclusion for LGBTQIA+ community members, particularly during sensitive end-of-life processes.
- Women and gender-diverse people carry most post-death administrative responsibilities, and outdated forms increased time, emotional strain and administrative burden.
- Specific cultural practices involving gender roles, such as Islamic shroud burials and Aboriginal smoking ceremonies, were constrained by aspects of the regulations, creating cultural and gendered disadvantage.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

(These reflect GMCT's recommendations and the corresponding actions adopted by the Department in the updated regulations.)

- Introduced gender-inclusive data collection, replacing binary gender fields with a free-text field and updating other terms to be inclusive of all genders.
- Strengthened privacy protections to prevent unsafe disclosure of personal information and modernise record-keeping practices.
- Incorporated stronger cultural and gender-responsive provisions to support communities whose burial practices involve gender-specific roles.
- Updated operational definitions to improve sector consistency and reduce confusion or inequitable practice.
- Streamlined and simplified forms to reduce duplication and administrative burden, improving accessibility for communities disproportionately affected by paperwork demands.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- GMCT examined how gender intersects with factors such as culture, religion, disability, age, migration status, socioeconomic status, sexuality and exposure to violence.
- Intersectionality was considered essential as these overlapping identities compound vulnerability, particularly in relation to privacy, cultural practice, safety and administrative complexity.
- Specific groups identified as experiencing compounded risks included trans and non-binary people, migrant women, culturally diverse families with distinct burial traditions, older women and people with disability.

J) Actions taken specifically to address intersectional inequalities

- Based on GMCT's recommendations, the department updated the regulations which addressed intersectional inequalities including:
    - Non-gendered and inclusive terminology for trans, non-binary and culturally diverse communities.
    - Improved privacy protections to reduce risk for individuals facing family violence, migrant communities, women and gender-diverse people.

GIA REF #2 – Harkness Memorial Park (Masterplan and Detailed Design)

A) Title

Harkness Memorial Park (Masterplan and Detailed Design)

B) Subject

Service

C) Description of the policy, program or service

- The Harkness Memorial Park project addresses the urgent need for future burial and memorialisation space in Melbourne's western corridor, particularly in the City of Melton. The project responds to forecast capacity issues across GMCT sites by 2035 and aims to ensure long-term service continuity for diverse communities.

D) Status

New

E) Description of gendered impacts

- Memorialisation practices are shaped by gendered caregiving roles, cultural expectations and safety considerations. Women and gender-diverse people are more likely to undertake emotional labour, grave visitation and remembrance responsibilities.
- LGBTQIA+ community members may experience exclusion or lack of recognition in traditional memorial settings, particularly regarding chosen families.
- Physical accessibility improvements especially benefit older women, people with disability and gender-diverse individuals.
- Safety features such as lighting, visibility and parking distribution are particularly important for women and LGBTQIA+ people.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Gender-neutral public toilets for staff and visitors within the design
- Designed flexible, non-denominational ceremonial spaces to support diverse cultural practices, mourning traditions and chosen families.
- Provided a private body-viewing room for culturally appropriate and gender-sensitive farewells (in the design)
- Planned a future body-preparation and wudu space to reflect gendered requirements in Muslim funeral traditions.
- Designed a reception desk with a lower counter to support wheelchair users and people of shorter stature.
- Applied universal design principles including smooth surface transitions, DDA-compliant pathways and distributed accessible parking.
- Included shaded seating, rest areas and close parking to support memorial caregiving tasks often performed by women and gender-diverse people.

Promoting gender equality

- Maintained codesign and engagement processes with gender-balanced community representation.
- Used multiple engagement formats to reduce gender-specific participation barriers.
- Conducted targeted outreach to underrepresented groups, including gender-diverse people and culturally diverse women.
- Embedded tiered pricing models to support more equitable access to memorial options.

Addressing gender inequality

- Diversified engagement methods to ensure women and gender-diverse participants could share their perspectives directly, particularly in cultures where men traditionally speak on behalf of women.
- Shifted from minimum compliance to a fully inclusive design model that avoids reproducing gender-based disadvantage.
- Integrated gender-linked safety considerations—such as improved lighting, sightlines and passive surveillance—to address concerns raised by women and LGBTQIA+ community members.
- Committed to staff training in inclusive practice to support gender-equitable service delivery.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- The assessment recognised that people’s experiences were shaped by multiple overlapping identities, including disability, age, culture, religion, socioeconomic status and sexual orientation.
- Identified that women and gender-diverse carers needed features such as shaded seating, close parking and accessible paths.
- LGBTQIA+ people may feel excluded in traditional memorial settings, especially when chosen families are not recognised.
- Some cultures have gender-specific norms that limit women's and gender-diverse participation in mourning or engagement.
- Physical access barriers intersect with gendered caregiving roles, particularly for older adults and people with disability.
- Safety risks are experienced differently by women and LGBTQIA+ people and required tailored responses.

J) Actions taken specifically to address intersectional inequalities

- Embedded universal design features such as DDA-compliant paths, distributed accessible parking and short walking distances to support older women, carers and disabled community members.
- Provided culturally responsive spaces including a private viewing room and provision for a future wudu/body-preparation area.
- Created flexible ceremonial spaces accommodating diverse faiths, cultural practices and chosen families.
- Improved safety through upgraded lighting, visibility and dispersed parking, addressing concerns raised by women and LGBTQIA+ people.
- Introduced tiered pricing to support affordability for single-income and lower-income households.
- Used diverse engagement methods to reduce participation barriers for women in some faith communities and for gender-diverse people.

GIA REF #3 – Werribee Mausoleum

A) Title

Werribee Mausoleum – Stage 3

B) Subject

Service

C) Description of the policy, program or service

- The Stage 3 Werribee Mausoleum project was developed in response to strong community demand for local crypts after existing crypts sold out in 2021.
- The project includes 420 new crypts, landscaped areas, shaded gathering spaces and improved accessibility.
- It supports cultural traditions that emphasise family unity, proximity after death and ongoing remembrance.

D) Status

New

E) Description of gendered impacts

- Women, older adults and gender-diverse visitors experience higher safety concerns in cemetery environments, making access, visibility and shaded rest areas particularly important.
- In southern Italian Catholic communities, women are considered primarily responsible for arranging interment, maintaining memorials and undertaking regular visitation.
- Women and gender-diverse people often accompany older relatives, increasing the need for accessible paths, seating and shade.
- Physical accessibility needs are more pronounced for older women, carers and people with disability.
- The GIA also identified that mausoleums are high-cost products, potentially making them less accessible for women, who statistically earn less.
- This cost barrier can force women, gender-diverse people and some families to seek burial options at other sites or waive their cultural preference for a mausoleum, creating gender inequality in access.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Designed sheltered visitation areas, multiple safe access points and intuitive movement routes to improve personal safety.
- Ensured DDA-compliant access through the involvement of accessibility specialists.
- Included comfortable, shaded and accessible spaces recognising the emotional labour disproportionately undertaken by women.

Promoting gender equality

- Integrated cultural design elements (religious iconography, vigil lighting, holy water fonts) to support culturally gendered mourning responsibilities.
- Ensured universal design supported the intersecting needs of gender, age, disability and caring roles.

Addressing gender inequality

- Recognised financial inequity impacting access to mausoleum products and committed to exploring broader product options and pricing structures to ensure fairer access across genders for future projects.
- Enhanced shade, seating and path networks to reduce the physical and emotional burden carried by carers, particularly women.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Recognised that gender intersects with cultural identity, age, disability, socioeconomic status and caring responsibilities.
- Considered southern Italian Catholic cultural norms where women hold specific memorial roles.
- Acknowledged that women, older adults and people with disability experience mobility and safety barriers that compound gendered expectations.
- Identified that previous lack of local crypt availability caused financial and transport burdens for culturally diverse families, especially those with lower incomes.

J) Actions taken specifically to address intersectional inequalities

- Implemented universal accessibility features supporting people with intersecting needs across gender, age and disability.
- Incorporated cultural elements reflecting gender-specific mourning practices in the target community.
- Improved wayfinding, shade and entry points to support safety for women, older adults and gender-diverse people.
- Reduced caregiver burden by providing accessible paths, shaded areas and seating.
- Increased crypt supply to allow families to remain memorialised together, supporting cultural and gendered traditions.

GIA REF #4 – Sustainability Strategy

A) Title

Sustainability Strategy FY2026–FY2030

B) Subject

Program

C) Description of the policy, program or service

- The Sustainability Strategy sets a long-term organisational framework to reduce environmental impacts and build climate resilience across GMCT memorial parks.
- It guides decisions about infrastructure, operations, procurement and service design to create environmentally responsible, culturally safe and equitable memorial environments.
- The Strategy aims to strengthen community wellbeing by ensuring parks remain accessible, sustainable and responsive to the needs of diverse users.

D) Status

Review

E) Description of gendered impacts

- Improved lighting, clear path networks and safe access routes increase feelings of safety for women, gender-diverse people and people travelling with children or visiting at dusk.
- Flexible engagement opportunities are needed because women and carers often face scheduling barriers.
- Sustainable infrastructure such as seating, shade, toilets and accessible paths supports pregnant people, older women, carers with prams and gender-diverse visitors.
- Ensuring resting areas, water points and shaded spaces is particularly important for people who spend longer in cemeteries due to cultural or caregiving roles—responsibilities disproportionately carried by women.
- Avoiding sustainability measures that reduce lighting or visibility prevents unintended safety impacts for gender-diverse people.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Applied inclusive engagement principles, offering workshops, drop-ins, online surveys and plain-language materials to ensure people of all genders could participate.
- Integrated safety and amenity upgrades (improved lighting, shade, seating, accessible paths) into sustainability-related works.
- Adopted universal design to support people with mobility limitations, carers, older visitors and people using prams or mobility devices.
- Provided multilingual and accessible communication materials to ensure users of all language backgrounds and genders could understand sustainability initiatives.

Promoting gender equality

- Collected gender-disaggregated participation data (where appropriate and consented) to ensure underrepresented genders were identified and heard.

- Offered flexible engagement times to reduce barriers for people balancing work, caring or family responsibilities.
- Designed communication materials that avoided gendered assumptions and reflected diverse user experiences.
- Ensured sustainability planning considered safety, comfort and equitable access for people of all genders.

Addressing gender inequality

- Incorporated lighting, visibility improvements and safer pathways into sustainability upgrades in response to concerns raised by women and gender-diverse people.
- Reviewed transparency and affordability of sustainable burial and cremation options to ensure financial barriers do not disproportionately affect women or gender-diverse households.
- Improved park design to support caregiving roles—close parking, shaded seating and connected accessible paths.
- Embedded early assessment of gendered impacts to prevent inadvertently reinforcing existing inequalities.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Recognised that First Nations cultural responsibilities to Country must inform sustainability planning and restoration activities.
- Identified that communities with ritual-based requirements (e.g., washing rituals) may need specific forms of sustainable infrastructure.
- Considered cultural practices such as open-pyre cremation, acknowledging their significance but confirming they could not proceed due to legal and environmental constraints.
- Acknowledged that gender intersects with culture, disability, age, sexuality and socioeconomic status, shaping how people participate in consultations and experience cemetery spaces.

J) Actions taken specifically to address intersectional inequalities

- Conducted targeted stakeholder engagement with diverse community representatives during implementation to ensure the Strategy reflects the needs of people experiencing overlapping cultural, gendered and accessibility barriers.

GIA REF #5 – 2024 Customer Survey

A) Title

2024 Customer Survey

B) Subject

Service

C) Description of the policy, program or service

- The Customer Survey is designed to gather meaningful feedback from GMCT's diverse customer base. The purpose is to better understand customer experiences, identify barriers to participation and ensure services reflect the needs of the communities GMCT serves. It is aimed to ensure that groups who often experience exclusion or reduced visibility in engagement processes could safely and meaningfully participate.

D) Status

Review

E) Description of gendered impacts

- Women face barriers to participation due to unpaid caring responsibilities, which reduce their availability during standard consultation times.
- Women and gender-diverse people may experience heightened safety concerns when travelling to unfamiliar or public locations, especially alone.
- Gender-diverse people may face discrimination, misgendering or discomfort in group settings, reducing their willingness to participate.
- Women, trans and gender-diverse people may feel less confident or less heard in group discussions, affecting the influence they can have on service design.
- Women and gender-diverse people are more likely to work in part-time or insecure employment, limiting flexibility to attend consultations.
- Gender-diverse community members may experience privacy concerns when personal information is shared in non-confidential environments.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Introduced flexible scheduling so participants could choose interview times that align with caring responsibilities, employment or health needs.
- Adopted one-to-one, telephone-based interviews to minimise safety concerns, travel barriers and discomfort with group discussions.
- Used gender-neutral and inclusive language across all survey materials and communications.

Promoting gender equality

- Clearly communicated confidentiality and privacy protections to ensure participants facing gender-related safety risks felt secure when sharing personal experiences.

- Enabled safe, respectful participation for all genders by removing pressure to disclose personal identity in group settings.

Addressing gender inequality

- Provided options for anonymous participation to support those who may avoid engagement due to stigma, discrimination or safety concerns.
- Reduced practical and emotional barriers that disproportionately impact women, gender-diverse people and people in insecure employment.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Intersectionality was applied to understand how gender interacts with disability, cultural background, language, age, caring responsibilities and digital access.
- Recognised that standard consultation approaches may inadvertently exclude participants facing multiple overlapping barriers.
- The assessment considered how intersecting identities shape safety, confidence, communication needs and engagement preferences.
- This ensured the survey design supported meaningful participation for people with complex and layered experiences.

J) Actions taken specifically to address intersectional inequalities

- Reduced dependence on digital platforms, supporting participants with limited digital access or literacy.
- Offered alternative formats and adjustments to meet accessibility and communication needs.
- Incorporated cultural safety and language support to ensure consultations were appropriate for multicultural communities.
- Provided flexible scheduling to support carers, older people and those with non-standard work patterns.

GIA REF #6 – LGBTQIA+ Community Engagement

A) Title

LGBTQIA+ Community Engagement

B) Subject

Program

C) Description of the policy, program or service

- This project was established in response to low LGBTQIA+ participation in GMCT's 2024 Customer Survey, which meant their experiences were not adequately represented.
- GMCT created a dedicated focus group to engage directly with LGBTQIA+ community members about end-of-life, memorialisation and service expectations.
- The project aimed to improve cultural responsiveness, strengthen trust and ensure LGBTQIA+ voices shaped future service design.

D) Status

New

E) Description of gendered impacts

- LGBTQIA+ community members frequently experience gender-based discrimination, stigma and exclusion in service environments, which reduces willingness to participate in mainstream consultation.
- Trans and gender-diverse people face heightened safety concerns, privacy risks and fear of misgendering when interacting with unfamiliar organisations.
- Gender-diverse community members often have lower trust in institutions due to past negative experiences, affecting participation rates.
- People with diverse gender identities may have their preferences, needs or family structures overlooked unless specifically included.
- Women, trans and non-binary individuals may experience unequal emotional labour when discussing end-of-life matters, particularly when their identities or relationships are not assumed or understood.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Engaged reputable LGBTQIA+ organisations to ensure safe, community-led outreach and to build trust with participants.
- Appointed a facilitator from within the LGBTQIA+ community to ensure a culturally safe, gender-affirming process.
- GMCT staff attended sessions to demonstrate commitment and transparency while still enabling a community-led discussion.
- Used gender-affirming and inclusive language across all communication and engagement materials.
- Implemented strong privacy and confidentiality safeguards to minimise risks of misgendering, discrimination or unintentional disclosure.
- Invited focus group members to participate in a video to educate staff and the wider sector on LGBTQIA+ community experiences.
- Hosted a community event at Northern Memorial Park to strengthen relationships and gather broader feedback.

Promoting gender equality

- Designed the engagement process to be explicitly gender-affirming and to centre lived experience.
- Ensured community leadership guided the consultation, demonstrating respect for LGBTQIA+ expertise and needs.
- Ensured a range of identities and lived experiences were represented through facilitation, content and community contributions.

Addressing gender inequality

- Reduced barriers to participation by providing a culturally safe, supportive space specifically for transgender and gender-diverse people.
- Responded to community concerns about misgendering, erasure and exclusion by ensuring all event language, signage and interactions were inclusive and affirming.
- Integrated safety considerations such as controlled access, visibility and support staff.
- Ensured LGBTQIA+ lived experience directly influenced GMCT service planning, contributing to broader systemic change.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Recognised that gender identity does not exist in isolation and often intersects with cultural background, faith, disability, age and sexuality.
- Engaged with Queer Islamic Narm to understand how faith, culture and gender identity interact in end-of-life contexts.
- Considered the perspectives of LGBTQIA+ people living with disability, who face additional access needs and safety considerations.
- Included younger and older LGBTQIA+ people to reflect generational differences in trust, visibility and lived experience.
- Applied an intersectional approach to ensure the engagement process supported the full diversity of the LGBTQIA+ community and did not treat it as a single homogeneous group.

J) Actions taken specifically to address intersectional inequalities

- Developed a contingency plan recognising that the facilitator lived with chronic health conditions; GMCT stepped in to support facilitation when required, ensuring continuity and cultural safety.
- Ensured the engagement environment remained stable, safe and inclusive regardless of disruptions, supporting participants with intersecting vulnerabilities.

GIA REF #7 – First Nations Community Engagement

A) Title

First Nations Community Engagement

B) Subject

Program

C) Description of the policy, program or service

- This project was established in response to low participation from Aboriginal and Torres Strait Islander people in the 2024 GMCT Customer Survey.
- GMCT undertook dedicated engagement to better understand First Nations perspectives on end-of-life, memorialisation and service expectations.
- The project aimed to ensure First Nations cultural needs, protocols and lived experiences were appropriately reflected in service design and operations.

D) Status

New

E) Description of gendered impacts

- Gender influences who is culturally appropriate to engage in certain discussions, particularly around sensitive or family-related matters.
- In some communities, women speak with women and men speak with men, due to cultural protocols and expectations.
- Elders may hold gender-specific authority, determining who should be consulted first or who may speak to topics.
- Some cultural protocols restrict mixed-gender discussions or require gender-specific spaces.
- Comfort levels in engagement settings vary by gender, influenced by past experiences, cultural roles and community expectations.
- Women often carry significant caregiving responsibilities, affecting availability and preferred engagement formats.
- Awareness of gender diversity is important to avoid imposing binary assumptions in First Nations contexts.
- Being responsive to gender dynamics ensures engagement is culturally safe, respectful and aligned with community expectations.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Engaged a trusted First Nations female facilitator to support culturally appropriate and comfortable participation for women and gender-diverse people.
- Ensured the facilitator had mental-health training to provide trauma-informed support for participants of all genders.
- Held the engagement at the Victorian Aborigines League in Thornbury, providing a familiar and culturally safe environment.
- Conducted a yarning circle around a fire, aligning with cultural practices that help participants feel grounded, respected and included.

Promoting gender equality

- Invited Elders and younger people of all genders to participate, ensuring balanced representation and avoiding dominance by any one group.
- Used the yarning-circle structure to support equal participation and respectful sharing across genders.
- Utilised trauma-informed approaches that reduced participation barriers more commonly experienced by women and gender-diverse people.
- Invited participants to contribute to a video to educate GMCT staff and the sector about barriers experienced by First Nations communities.

Addressing gender inequality

- Created a gender-safe environment by ensuring facilitation, setting and processes did not disadvantage women or gender-diverse people.
- Delivered engagement within a trusted community space to counter historical exclusion and power imbalances.
- Ensured participation from both younger community members and Elders, challenging assumptions about who holds cultural authority.
- Embedded culturally safe processes so women and gender-diverse people felt supported, respected and able to contribute meaningfully.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Recognised that many First Nations people experience overlapping forms of disadvantage, including disability, chronic health conditions and socioeconomic hardship, which affect engagement capacity.
- Acknowledged shorter life expectancy and higher rates of suicide in First Nations communities, and the impact of collective trauma on discussions about grief and loss.
- Respected cultural protocols regarding death, including prohibitions on naming or speaking about someone who has passed and practices for protecting a person's spirit.
- Recognised First Nations people who are also part of multifaith communities, ensuring that cultural, spiritual and gender considerations were addressed together.

J) Actions taken specifically to address intersectional inequalities

- Used a trauma-informed, culturally grounded facilitation approach to ensure safety and support for people experiencing overlapping forms of grief, trauma or disadvantage.
- Chose a trusted female First Nations facilitator with mental-health expertise to create a culturally appropriate and sensitive environment for people of all genders.
- Held the session in an accessible, comfortable community venue to support participants who may experience disability, trauma or financial barriers.
- Conducted the yarning circle around a fire to provide grounding and cultural safety for participants with diverse lived experiences.
- Acknowledged and incorporated diverse spiritual and cultural perspectives in how questions were asked, how information was shared and how contributions were respected.

GIA REF #8 – Disability Access & Inclusion Plan (DAIP) 2026–2031

A) Title

Disability Access & Inclusion Plan (DAIP) 2026–2031

B) Subject

Policy

C) Description of the policy, program or service

- GMCT's DAIP is a strategic framework to remove systemic barriers and support equitable access to all cemeteries, services and spaces for people with disability. The Plan focuses on improving physical accessibility, communication access and inclusive service delivery.

D) Status

Review

E) Description of gendered impacts

- Physical accessibility (paths, toilets, parking, seating) support women and gender-diverse people who often have caregiving roles for children, elders or family members with disability.
- Wayfinding, lighting and transport access particularly for women and gender-diverse people who may feel unsafe in poorly lit or isolated spaces.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Engagement activities will be designed using multiple accessible formats (online, in-person, small groups and one-to-one) to support safe participation for women, men and gender-diverse people with disability and their carers.
- Consultation venues selected will have full accessibility, including appropriate lighting, seating, hearing support and accessible restrooms.
- Gender-inclusive and disability-inclusive language to be used throughout the DAIP.

Promoting gender equality

- A gender-balanced and disability-inclusive approach to stakeholder engagement ensured women with disability, gender-diverse people with disability and carers could influence DAIP priorities.
- Gender-based participation barriers identified and addressed through flexible scheduling and safe environments.
- DAIP actions to consider diverse family structures and caring roles to promote equitable access across genders.
- Accessibility and gender inclusion to be embedded as core service design principles influencing communication, staff interactions and wayfinding.
- Participants invited to appear in an educational video promoting gender equality and accessibility, demonstrating that inclusive practice is both achievable and low-cost.

Addressing gender inequality

- Safety barriers were addressed through improved lighting, accessible pathways and clearer wayfinding, supporting people who may feel unsafe in isolated spaces.
- Inequities in communication access were reduced through plain-language content, easy-read formats and translated materials.
- Intersectional impacts affecting women and gender-diverse people with disability were considered, including mobility, sensory needs, language needs and cultural expectations.
- Ongoing staff training in disability awareness and gender inclusion was implemented to ensure respectful and informed interactions.
- The DAIP encourages equitable access to support services, reducing reliance on family members or carers who may already face gendered caregiving expectations.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- The DAIP acknowledges that women, men and gender-diverse people with disability face different safety concerns, participation barriers and communication needs.
- Consideration was given to First Nations people with disability, who may also experience higher rates of chronic illness, trauma and cultural protocols related to death.
- Recognised that LGBTQIA+ people with disability face additional stigma or concerns around disclosure, requiring inclusive communication and safe reporting pathways.
- Multifaith needs were incorporated, acknowledging that spiritual and cultural practices influence access requirements and preferences.

J) Actions taken specifically to address intersectional inequalities

- GMCT engaged a trans young person with disability as a disability consultant, ensuring lived experience shaped LGBTQIA+ community consultations.
- Using the same facilitator for community engagement, staff education and internal DAIP communication built trust, continuity and familiarity, strengthening accessibility and gender-inclusion outcomes.

GIA REF #9 – Honouring with Pride Event

A) Title

Honouring with Pride Event

B) Subject

Service

C) Description of the policy, program or service

- The Honouring with Pride event was designed to create a safe, inclusive and affirming space for LGBTQIA+ community members—particularly transgender and gender-diverse people, their families and allies.
- The event was developed in response to earlier LGBTQIA+ community engagement sessions, where participants highlighted low trust in mainstream cemetery services and the need for safer, more inclusive memorial environments.
- It provided an opportunity for community connection, visibility, remembrance and meaningful feedback on ways GMCT can improve services for LGBTQIA+ people.

D) Status

New

E) Description of gendered impacts

- LGBTQIA+ people, especially trans and gender-diverse community members, reported significant concerns about safety and inclusion in mainstream memorial settings.
- Misgendering and erasure can occur within memorial and burial processes, creating distress and diminishing dignity after death.
- Chosen families—central to many LGBTQIA+ communities—are often excluded from traditional end-of-life and funeral decision-making.
- Low institutional trust makes transgender and gender-diverse people less likely to engage with cemetery services or provide input through standard consultation channels.
- The event provided an inclusive alternative that acknowledged these gendered vulnerabilities and enabled people to express their needs in a culturally safe environment.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Delivered the event in full partnership with Transgender Victoria, ensuring it was led by people with lived experience.
- Explicitly framed the event as a safe, affirming and welcoming space for transgender and gender-diverse people, chosen families and allies.
- Featured diverse speakers and performers who represented a range of LGBTQIA+ identities and lived experiences.
- Implemented accessibility supports such as quiet zones, sensory-friendly design, shuttle transport and on-site support services.
- Blocked out funerals and services in the surrounding area on the day to avoid exposure to environments or activity that might feel unsafe or exclusionary for attendees.

Promoting gender equality

- Adopted a co-design approach led by lived experience to ensure all planning decisions reflected community needs.
- Partnered directly with Transgender Victoria, reinforcing respect for community-led leadership and gender-affirming practice.
- Elevated trans and gender-diverse voices by embedding lived experience throughout event programming, facilitation and storytelling.
- Provided multiple ways for community members to participate, enabling equitable access for people with different support needs and family structures.

Addressing gender inequality

- Created a dedicated, culturally safe and gender-affirming engagement environment to reduce participation barriers for transgender and gender-diverse community members.
- Ensured all event language, signage and facilitation were inclusive and affirming to counter misgendering, erasure and exclusion.
- Integrated safety measures including controlled access, improved visibility and presence of support staff.
- Used community feedback to inform ongoing improvements to GMCT's memorial and cemetery services, helping to reduce systemic inequities experienced by LGBTQIA+ people.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Planning acknowledged that LGBTQIA+ community members may also be impacted by culture, disability, age, socioeconomic status and family structure.
- Recognised that these overlapping identities shape comfort, safety, participation and the ability to engage meaningfully.
- Taking an intersectional approach ensured the event respected the full diversity of LGBTQIA+ people rather than assuming a single, uniform experience.
- The event design incorporated accessible, culturally safe and trauma-informed practices that acknowledged the complexity of intersecting identities.

J) Actions taken specifically to address intersectional inequalities

- A co-design process with community members who hold lived experience enabled early identification of diverse and overlapping needs.
- Partnership with Transgender Victoria strengthened cultural safety and trauma-informed decision-making, ensuring the event reflected the complex identities and realities of LGBTQIA+ participants.

GIA REF #10 – Islamic Cultural Awareness Videos

A) Title

Islamic Cultural Awareness Videos

B) Subject

New

C) Description of the policy, program or service

- GMCT developed the Islamic Cultural Awareness video series to strengthen staff understanding of Islamic funeral and burial practices and provide practical information for Islamic families, helping them navigate GMCT services, facilities and available options with confidence.
- The videos support culturally safe, gender-appropriate and inclusive cemetery operations, planning and service delivery.

D) Status

New

E) Description of gendered impacts

- Modesty expectations differ between religious and non-religious settings; while Muslim women are required to cover when entering a mosque, female cemetery staff are not required to wear religious coverings when supporting a service on our grounds.
- Islamic funeral and burial practices include gender-specific ceremonial roles, such as women preparing female deceased and men leading burial rites.
- Male family members commonly enter the grave, creating gender-linked expectations that shape participation and staff coordination.
- Gender norms determine who communicates instructions to cemetery staff, with men often acting as family representatives.
- Privacy and modesty expectations are closely tied to gender, influencing who may be present during preparation and burial processes.
- Gendered roles intersect with age and disability when older or mobility-impaired family members still wish to participate in gender-specific tasks.
- Gender expectations may also intersect with cultural identity and sexual orientation, meaning LGBTQIA+ Muslims may face additional sensitivities.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Provided clear information on gender-specific preparation and burial processes so staff could support families safely and respectfully.
- Included practical guidance on how different genders participate at the graveside, including when male relatives enter the grave.
- Highlighted privacy and modesty requirements to ensure gender-appropriate facilitation of Islamic rites.

Promoting gender equality

- Embedded insights from Islamic community representatives to ensure staff training reflected culturally accurate and respectful gendered practices.
- Used the videos as a consistent staff training tool to reduce variation in practice across sites.

Addressing gender inequality

- Improved staff understanding of how gendered expectations intersect with age, disability and LGBTQIA+ identity, contributing to safer and more respectful service delivery.
- Standardised culturally appropriate processes so that women, gender-diverse people and families with complex needs received consistent, informed and equitable support.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- The assessment recognised that gendered expectations within Islamic funeral practices intersect with age, disability, cultural identity and sexual orientation.
- Intersectionality helped identify what staff needed to know to support individuals whose experiences are shaped by overlapping identity factors (for example, gender + disability, or gender + culture).
- This ensured the training content equipped staff to provide culturally appropriate, respectful and responsive services for Islamic community members with diverse lived realities.

J) Actions taken specifically to address intersectional inequalities

- Produced captioned versions of the videos using culturally accurate terminology to support D/deaf and hard-of-hearing community members.
- These videos will be shared publicly to educate the community about why GMCT can or cannot support cultural requests. For example exclusion zones that are required for safety reasons

GIA REF #11 – Hindu and Sikh Community Engagement

A) Title

Hindu and Sikh Community Engagement

B) Subject

Service

C) Description of the policy, program or service

- GMCT undertook targeted community engagement with Hindu and Sikh communities in Melbourne's west to better understand their funeral practices, cremation preferences and memorialisation needs.
- This work aimed to ensure future planning, infrastructure and service design aligned with cultural expectations and provided respectful, meaningful experiences.
- The engagement was designed to build stronger relationships, improve cultural responsiveness and ensure GMCT's services reflect the diverse needs of these communities.

D) Status

New

E) Description of gendered impacts

- Traditional gender roles and cultural norms shaped participation in engagement sessions, influencing who felt comfortable attending and speaking.
- Women may be less visible in public consultations due to cultural expectations or household and caregiving roles, limiting their opportunity to contribute.
- Men are more likely to represent households or speak on behalf of families, which can unintentionally exclude women's perspectives.
- Caring responsibilities, commonly undertaken by women and some gender-diverse people, restrict availability unless flexible engagement formats are offered.
- Older women and Elders may face mobility, language or confidence barriers without targeted support.
- Gender-diverse participants may feel unsafe or underrepresented in mainstream engagement settings, requiring deliberate inclusion strategies.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Engaged a multicultural engagement agency with strong relationships in Hindu and Sikh communities to support inclusive participation.
- Offered multiple engagement formats including home visits, small-group sessions and online options to accommodate caring responsibilities, mobility challenges and cultural preferences.
- Provided interpreter support and translated materials to improve accessibility for participants with limited English proficiency.
- Scheduled engagement sessions around work patterns, prayer times and cultural obligations to minimise participation barriers.
- Provided training to GMCT staff in cultural and gender inclusion to support respectful and appropriate engagement practices.

Promoting gender equality

- Used inclusive facilitation methods to ensure women, Elders and gender-diverse community members were encouraged and supported to share their perspectives.
- Reduced structural barriers that previously advantaged men as primary speakers or decision-makers within households.
- Ensured the consultation process acknowledged diverse family structures and cultural gender norms.

Addressing gender inequality

- Tailored engagement to support women who face caregiving duties, mobility barriers and limited availability.
- Ensured gender-diverse people were intentionally included to counter invisibility in traditional cultural settings.
- Designed the engagement approach to avoid privileging those with more English proficiency, confidence or cultural authority.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Intersectionality was used to recognise that experiences of funeral, cremation and memorial practices are shaped by gender as well as age, disability, language proficiency, cultural expectations, migration background and caring responsibilities.
- GMCT acknowledged that women, Elders, people with disability and gender-diverse participants often face compounded barriers not visible when examining gender alone.
- Understanding these overlapping forms of disadvantage ensured the engagement approach was culturally respectful, accessible and responsive to the diversity within Hindu and Sikh communities.

J) Actions taken specifically to address intersectional inequalities

- Applied intersectional thinking when designing engagement formats, session times, language support and facilitation styles to avoid privileging participants with higher English fluency, more free time or greater cultural authority.
- Ensured community insights reflected a broad range of lived experiences, not just the perspectives of those traditionally most visible or vocal (such as men speaking on behalf of households).

GIA REF #12 – Website Review

A) Title

Website Review

B) Subject

Service

C) Description of the policy, program or service

- GMCT's Website Improvement Project is a major redevelopment designed to replace an outdated platform that no longer met customer needs.
- The upgrade aimed to strengthen customer connection, improve access to clear information and establish a foundation for future digital enhancements such as CRM integration and self-service tools.
- The project focused on creating a site that is intuitive, inclusive, accessible and supportive of the diverse needs of GMCT's communities.

D) Status

Review

E) Description of gendered impacts

- Clear navigation and plain-language content reduce reliance on others for support, which benefits women and gender-diverse people who may have been excluded from digital decision-making or who balance multiple responsibilities.
- Strong accessibility features (aligned with WCAG 2.2) support women and gender-diverse people with disability, chronic illness, sensory needs or mobility challenges, whose access barriers may be compounded by gender.
- Recognising diverse family and kinship structures ensures the site validates chosen families and non-traditional households, which is particularly important for gender-diverse users and women in blended or single-parent families.
- Gender-inclusive language and inclusive imagery ensure women, transgender, non-binary and gender-diverse people feel welcomed and respected.
- Flexible, low-barrier online service pathways benefit people with safety concerns, time constraints, caring responsibilities or social anxiety—issues disproportionately experienced by women and gender-diverse individuals.
- Multilingual and well-structured content helps reduce digital exclusion among women from culturally diverse backgrounds and gender-diverse people who may have lower digital confidence.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Redesigned the site with clear navigation, plain language and intuitive structure to support independent use by people of all genders.

- Implemented WCAG-aligned accessibility features to support users with intersecting gender and disability needs.
- Structured content to accommodate people balancing caregiving, limited time or safety considerations.

Promoting gender equality

- Embedded gender-inclusive language and imagery to ensure respectful, accurate representation of all genders.
- Acknowledged diverse family structures (including chosen families and blended households), reducing assumptions about who performs memorial-related duties.
- Provided self-service functionality that reduces reliance on others and supports equal access.

Addressing gender inequality

- Reduced digital exclusion for women from culturally diverse backgrounds and gender-diverse users through multilingual and easy-to-navigate content.
- Improved accessibility to reduce inequities experienced by people who hold both gendered and disability-related disadvantages.
- Streamlined content and pathways to reduce administrative and emotional burden, which is disproportionately carried by women and gender-diverse caregivers.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- Intersectionality was used to understand how gender interacts with age, disability, language background, cultural expectations, socioeconomic status and caring responsibilities.
- Recognised that women, gender-diverse people and older adults often face compounded digital exclusion due to lower confidence, language barriers, limited device access or greater administrative responsibilities.
- Identified that users with disability, chronic illness or sensory needs may experience amplified barriers when combined with gender or age.
- Ensured design decisions responded to the full diversity of user identities and experiences rather than assuming a single, uniform user.

J) Actions taken specifically to address intersectional inequalities

- Included accessibility features, plain-language content, multilingual support and inclusive imagery to meet the needs of users with intersecting gender, disability, age and cultural identities.
- Improved page structure and navigation to reduce barriers for people experiencing overlapping exclusion factors, supporting equitable and culturally responsive access for all users.

GIA REF #13 – Mother's Day Workshops

A) Title

Mother's Day Workshops

B) Subject

Service

C) Description of the policy, program or service

- GMCT will deliver a series of free one-hour community floral workshops across its north, west and east sites in the lead-up to Mother's Day.
- Workshops will be facilitated by a First Nations small business, supporting cultural representation and economic participation.
- Participants create a dried or sustainable floral arrangements to place at gravesites or keep as a memento.
- The program is aimed to support community connection, grief processing and meaningful engagement with loved ones interred at GMCT sites.
- Complimentary refreshments will be provided, and additional bouquets created for broader community distribution on Mother's Day.

D) Status

New

E) Description of gendered impacts

- Mother's Day is a gendered event that disproportionately affects women, particularly mothers, daughters and carers.
- Women are more likely to undertake emotional labour and remembrance activities, including maintaining gravesites.
- Grief may be experienced differently across genders, with men often less likely to engage in structured support settings.
- Gender-diverse and non-binary individuals may feel excluded by traditional Mother's Day framing unless addressed inclusively.
- The workshop format offers a low-pressure, creative environment that supports participation across gender identities.
- Free participation reduces financial barriers, disproportionately benefiting women, who experience higher rates of economic inequality.
- Inclusive language and facilitation ensures a safe and welcoming environment for LGBTQIA+ community members.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Schedule workshops during daytime hours to accommodate carers and people with restricted availability.
- Deliver workshops across multiple regions to reduce travel barriers.
- Ensure participation is free of charge to reduce gendered financial inequity.
- Used inclusive, gender-neutral language across all communications.
- Designed the program to be LGBTQIA+ inclusive, supported by staff training and visible pronoun use.
- Offer a small-group format to support emotional safety and comfort.
- Selected a First Nations female facilitator to support cultural responsiveness and representation.

Promoting gender equality

- Acknowledged the diversity of experiences associated with Mother's Day in all promotional materials.
- Adopted a grief-sensitive approach in wording, recognising different forms of motherhood, loss and family structures.
-

Addressing gender inequality

- Reduce financial barriers that disproportionately affect women and single-income households.
- Support people who carry emotional labour related to remembrance through a supportive, structured environment.
- Ensure inclusive facilitation so transgender, non-binary and gender-diverse participants felt seen, respected and safe.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- GMCT recognised that gender intersects with age, culture, disability, language and socioeconomic status, each influencing participation in Mother's Day activities.
- Acknowledged that Mother's Day is a gendered event that can disproportionately affect women, particularly mothers, daughters and carers.
- Recognised that gender-diverse and non-binary individuals may feel excluded by traditional Mother's Day narratives unless the program is intentionally inclusive.
- Designed the workshop as a low-pressure, creative environment that supports differing cultural practices, grief experiences and comfort levels.
- Free participation ensured financial disadvantage did not prevent involvement, acknowledging that economic inequality intersects strongly with gender.
- Inclusive language and facilitation supported a welcoming space for people of all genders, cultures and family structures.

J) Actions taken specifically to address intersectional inequalities

- Used inclusive phrases such as "For anyone remembering a mother, a mother-figure or carer" to support participants with diverse cultural, gender and family experiences.
- Ensured grief-sensitive, culturally aware facilitation to support people experiencing layered or complex forms of loss.
- Provided multiple locations, free access and daytime scheduling to reduce financial, cultural and caregiving-related barriers.

GIA REF #14 – Innovate Reconciliation Action Plan (RAP) 2026–2028

A) Title

Innovate Reconciliation Action Plan (1 July 2026 – 30 June 2028)

B) Subject

Policy / Strategic Framework

C) Description of the policy, program or service

- GMCT's Innovate RAP sets the organisation's two-year strategic commitment to reconciliation, cultural safety and shared governance with Aboriginal and Torres Strait Islander communities.
- The RAP provides the framework to embed cultural protocols, community-led decision-making and respectful practices across all GMCT sites and operations.
- It is grounded in listening to Elders, cultural advisors, Traditional Owners and First Nations families, and ensuring their knowledge guides organisational conduct at all levels.
- The RAP includes actions across Relationships, Respect, Opportunities and Governance, supported by the CEO, Board and a cross-functional RAP Working Group.
- It integrates reconciliation principles into service delivery, infrastructure planning, community engagement, HR, procurement, sustainability and cultural protocol alignment.

D) Status

New

E) Description of gendered impacts

- Gender roles influence responsibilities during Sorry Business, cultural protocols and community expectations, requiring gender-sensitive consultation and service delivery.
- In many First Nations communities, men's and women's business is clearly defined; engagement must respect these cultural distinctions.
- Women experience higher caregiving responsibilities, affecting their availability for consultation and participation in community-led RAP activities.
- Elders, particularly senior women, may have specific access needs requiring comfortable seating, shaded ceremonial areas and accessible paths.
- Gender-diverse Aboriginal and Torres Strait Islander people may face layered discrimination, making inclusion, safety and culturally informed engagement critical.

F) Were actions taken?

Yes

G) Actions taken to meet the needs of different genders, promote gender equality and address gender inequality

Meeting the needs of different genders

- Embedded gender-appropriate engagement practices that recognise men's and women's cultural roles, alongside inclusive approaches for gender-diverse people.
- Ensured Elders, including female Elders, were supported through accessible seating, shaded areas and culturally appropriate ceremonial design.
- Provided culturally safe, trauma-informed engagement opportunities for community members across genders.

Promoting gender equality

- Ensured equitable participation opportunities across community events such as National Reconciliation Week, NAIDOC Week and cultural education initiatives.

Addressing gender inequality

- Improved funeral and cultural protocol to ensure First Nations families receive respectful, gender-sensitive services regardless of location.
- Reviewed workplace policies and HR processes to remove barriers faced by Aboriginal and Torres Strait Islander people, including women and gender-diverse employees.
- Strengthened procurement, employment and leadership pathways to reduce structural inequities that disproportionately affect First Nations women.

H) If no action, why?

Not applicable.

I) How and why intersectionality was considered

- The RAP acknowledges that First Nations people experience overlapping forms of disadvantage influenced by gender, age, disability, culture, caring roles and socioeconomic status.
- Actions were designed to support Elders, young people, gender-diverse people and those with mobility or cultural access needs.
- Recognised the importance of trauma-informed approaches to support people experiencing grief, cultural load or systemic barriers.
- Consulted Traditional Owners, cultural advisors and community representatives to ensure intersectional needs informed project design, engagement and service delivery.

J) Actions taken specifically to address intersectional inequalities

- RAP includes commitments to:
    - Ensure booking processes, funeral protocols and service options reflect cultural, disability and gender-specific needs.
    - Increase opportunities for First Nations employment, professional development and procurement, addressing socioeconomic inequities that intersect with gender.
    - Designe and upgraded spaces (ceremonial areas, landscaping, meeting spaces) to support intersecting needs relating to age, disability, culture and gender.
    - Expand cultural education for staff to ensure gender and cultural safety are upheld consistently across all GMCT sites.

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** **1.1 Gender composition of the duty holder organisation:** **2023**: 38.2%W 61.8M 0%S **2025**: 42.5%W 57.5%M 0%S	Women increased from 38.2% to 42.5% Men decreased from 61.8% to 57.5% Self-described gender stayed at 0.0% The gender composition of women increased by 4.3% between 2023 and 2025. This builds on the 4.2% increase recorded between 2021 and 2023, showing consistent progress in improving gender representation over time.	Yes	The gender composition of the organisation has improved since 2023, with women now representing 42.5% of staff, up from 38.2%. While this demonstrates positive progress toward gender balance, men remain the majority, and there is currently no representation of non-binary or other gender identities. Continued efforts are needed to increase diversity and inclusion across all gender groups.
	1.2 Gender composition of part time workers in the duty holder organisation: **2023**: 15.2%W 2.4%M 0%S **2025**: 11.1% 2.5%M 0%S	Women decreased from 15.2% to 11.1% Men increased from 2.4% to 2.5% Self-described gender at 0.0% ABS data indicates that in the post-COVID recovery, female labour force participation has increased, with more women particularly mothers working full-time hours or returning to work earlier and increasing hours, in part due to financial pressures.	Yes	Women in part-time roles decreased from 15.2% in 2023 to 11.1% in 2025, while men increased slightly from 2.4% to 2.5%, with self-described gender at 0%. This shift reflects a small number of men reducing hours due to caring responsibilities and transitioning to retirement.
	1.3 Gender composition of senior leaders in the duty holder organisation: **2023**: 31.8%W 68.2%M 0%S **2025**: 46.2%W 53.8%M 0%S	Women increased from 31.8% to 46.2% Men decreased from 68.2% to 53.8% Self-described gender stayed at 0.0% The proportion of women in senior leadership increased from 31.8% in 2023 to 46.2% in 2025, an increase of 14.4%, representing significant progress in improving female representation at senior levels.	Yes	Women in senior leadership increased from 31.8% in 2023 to 46.2% in 2025, with men decreasing from 68.2% to 53.8% and self-described gender remaining at 0%. Significant progress has been made in senior leadership representation. Women increased from 31.8% to 46.2% (14.4% t increase), while men decreased from 68.2% to 53.8%. This improvement reflects organisational changes including expansion of leadership roles, revised classification criteria, and the appointment of women into previously vacant positions.

2	**Critical performance measures** **Gender composition of the duty holder organisation's governing body:** **2023**: 50.0%W 50.0% M 0%S **2025**: 33.3%W 66.7% M 0%S	Women decreased from 50.0% to 33.3% Men increased from 50.0% to 66.7% Self-described gender stayed at 0.0%	No	The gender composition of the Board has declined from 50% women in 2023 to 33.3% in 2025, with men now holding a two-thirds majority. Non-binary and other gender identities remain unrepresented. It is important to note that Board members are appointed by the Victorian State Government, and while our Trust Chair and CEO are closely involved, appointments are ultimately at the discretion of the Department, limiting the organisation's direct control over Board composition. While the Board shows a decrease in women's representation, the Community Advisory Committee (CAC) has seen significant growth in both women's participation and overall diversity. In 2023–24, the CAC comprised 9 women and 4 men, increasing in 2024–25 to 13 women and 3 men. The CAC also includes representatives from First Nations communities, trans and gender-diverse people, and other culturally and linguistically diverse communities. This demonstrates the organisation's ongoing commitment to inclusive decision-making and engagement with the communities we serve, complementing positive trends in staff and senior leadership gender equity.

	Critical performance measures **3.1 Mean total remuneration gender pay gap by occupation group:** **2023**: 1 - Managers: 2.4%W 2 – Professionals -4.1%W 3 - Technicians and Trades Workers: 2.9%W 4 - Community and Personal Service Workers: 3.8%W 5 - Clerical and Administrative Workers 14.1%W 6 - Sales Workers *** 7 - Machinery Operators and Drivers *** 8 – Labourers 1.1%W **All occupations** **-0.2%W** *** -means data is unavailable **2025**: 1 - Managers: -0.1%W 2 – Professionals -3.4%W 3 - Technicians and Trades Workers: 2.4%W 4 - Community and Personal Service Workers: 5.0%W 5 - Clerical and Administrative Workers 19.9%W 6 - Sales Workers *** 7 - Machinery Operators and Drivers *** 8 – Labourers 0.0%W **All occupations** **-2.3%W** *** - means data is unavailable	ABS data indicates that Australia's national gender pay gap is approximately 11.5%, with women earning around 88 cents for every dollar earned by men. The gap varies significantly by occupation and measure, ranging from approximately 8.4% (hourly earnings) to over 20% in some industries. Compared to national benchmarks, GMCT's overall mean and median pay gaps are within or below these ranges, indicating relatively strong performance in overall pay equity. However, gaps observed in Clerical and Administrative and Community and Personal Service roles are consistent with broader national trends, where these occupations continue to experience gender-based pay disparities.	No	Overall, GMCT has made progress toward gender pay equity. The mean total remuneration gap across all occupations improved from -0.2% to -2.3%, indicating women are now paid slightly more on average. Median total remuneration and median base salary gaps have both closed to 0%, demonstrating pay parity at the median level. There has also been improvement across several occupation groups, including Managers, Professionals, and Labourers (where the gap has closed completely). However, challenges remain. The gender pay gap has increased in Clerical and Administrative roles (from 14.1% to 19.9%) and Community and Personal Service roles (from 3.8% to 5.0%), indicating persistent structural inequities in these areas. Some of the changes observed in the data reflect the reclassification of roles and occupations into codes that have historically been difficult to align, given the unique nature of our sector and its limited compatibility with standard industry classifications.
	3.2 Mean total remuneration senior leader gender pay gap: **2023**: 3.2%W **2025**: 14.7%W % Change 11.6%W	Women increased from 3.2% to 14.7% Self-described gender data was unavailable in 2023 and 2025 GMCT introduced a new Chief Digital Officer role during this period which means we now have an additional executive male staff member which contributed to this increase.		At the senior leadership level, the mean total remuneration gap increased significantly from 3.2% to 14.7%. This reflects structural changes, including the introduction of a new senior executive role held by a male employee and an expanded leadership team. While this has impacted pay gap outcomes, it has occurred alongside increased female representation in leadership. Targeted action is required to address pay disparities in specific occupational groups and at senior levels.

	3.3 Supplementary measures **Mean base salary pay gap:** **2023**: -0.2%W **2025**: -2.3%W % Change –2.2%W **Median total remuneration pay gap:** **2023**: -1.4%W **2025**: 0.0%W % Change 1.4%W **Median base salary pay gap:** **2023**: -0.9%W **2025**: 0.0%W % Change 0.9%W	Women decreased from -0.2% to -2.3% Self-described gender data was unavailable in 2023 and 2025 Women are being paid 2.3% more than men in all occupations categories which shows an improvement since 2023. Women increased from -1.4% to 0.0% Self-described gender, data was unavailable in 2023 and 2025 Women increased from -0.9% to 0.0% Self-described gender data was unavailable in 2023 and 2025		The mean base salary pay gap improved from -0.2% to -2.3%, showing that women now earn slightly more than men on average, reflecting progress toward gender pay equity, even though the overall change is modest and data for self-described genders remain unavailable. The median total remuneration pay gap demonstrates clear progress toward gender pay equity, improving from -1.4% in 2023 to 0.0% in 2025, a positive change of 1.4 percentage points, indicating that pay is now equal on median between women and men. The data demonstrates progress toward gender pay equity, as the median total remuneration for women increased from -0.9% in 2023 to 0.0% in 2025, showing that women's pay reached parity with men on a median basis.
4	**Critical performance measures** **4.1 Anonymous experience rate of sexual harassment:** **2023**: *** **2025**: 8.0%W 4%M 0%S (*** - means data is unavailable)	Women 8.0% in 2025 and data was unavailable in 2023 Men 4.0% in 2025 and data was unavailable in 2023 Self-described gender 0.0% in 2025 and data was unavailable in 2023 Women data was unavailable in 2023 and 2025 Men data was unavailable in 2023 and 2025 Self-described gender, data was unavailable in 2023 and 2025	No	In 2023, no respondents reported experiencing sexual harassment in the Employee Experience Survey. In 2025, the anonymous People Matter Survey, which allows staff to report their experiences anonymously, revealed that sexual harassment continues to affect the workplace. Women reported incidents at twice the rate of men, underscoring the ongoing need for targeted measures to prevent harassment and promote a safe and equitable work environment for all employees.

	4.2 Number of formal reports of sexual harassment: **2023**: *** **2025**: *** (*** - means data is unavailable)	Women data was unavailable in 2023 and 2025 Men data was unavailable in 2023 and 2025 Self-described gender, data was unavailable in 2023 and 2025 GMCT acknowledges that the absence of formal reports does not necessarily indicate that sexual harassment has not occurred. We continue to educate staff on reporting processes, support options, and fostering a safe and respectful workplace. A revised Respect at Work training program was piloted in November 2024. 55 staff completed the respect at work training in the audit period. The program is compulsory and all staff must complete their training within 6 months of commencement of employment and undertake a refresher every 12 months. The training and development department are continuously improving the program to align with current policy.	No	The lack of formal reports does not mean harassment is absent. It likely reflects barriers to reporting, such as concerns about confidentiality, fear of negative consequences, or lack of clarity on the process.
	Supplementary measures **4.3 Participants who said they reported sexual harassment:** **2023**: *** **2025**: *** (*** - means data is unavailable)	Women 0.0% in 2025 and data was unavailable in 2023 Men 0.0% in 2025 and data was unavailable in 2023 Self-described gender data was unavailable in 2023 and 2025	No	All reflect barriers to the reporting process, a lack of trust and confidence. Concerns about confidentiality and fear of negative consequences show a need to improve guidance, communication and safety measures/education around reporting. GMCT remains committed to preventing harassment and maintaining a safe and respectful workplace through initiatives such as mandatory training, anonymous reporting mechanisms, and support for staff impacted by harassment. In Victoria, the vast majority of sexual harassment incidents remain unreported through formal channels, with between 93- 97% going unreported. A 2019 survey found that only 3 % of individuals who experienced sexual harassment lodged a formal complaint, and a more recent 2023 audit indicated this had risen only slightly to 7 %.

	4.4 Reasons for not making a formal sexual harassment complaint: *Reasons indication inadequate information and appropriate guidance* *2023: *** (*** - means data is unavailable)* *2025:* *I didn't know how to make a complaint* ***20%W 0.0%M 0.0%S*** *I didn't know who to talk to* ***0.0%W 0.0%M 0.0%S*** *I didn't think it was serious enough* ***20%W 50.0%M 0.0%S*** *I was advised not to* ***0.0%W 0.0%M 0.0%S***	While no staff who identified as "S" (self-described gender) reported experiencing sexual harassment, the data shows responses in the "S" column for reasons why a formal complaint was not made. This is because this section of the dataset refers to *harassment overall*, not specifically sexual harassment. As a result, responses from people who experienced other forms of harassment (but not sexual harassment) are included here.	No	Findings indicate barriers fall into two main areas: **Inadequate information and guidance:** Some women did not know how to make a complaint (20%), and both women and men felt incidents were not serious enough to report (women 20%, men 50%). **Lack of trust or confidence in reporting processes:** Many women reported concerns about the impact on their reputation (60%), career (40%), or feeling the complaint would not make a difference (60%). Prefer not to say respondents indicated high levels of concern about career and reputation (100%) and safety (50%). Men also cited concerns about perceived seriousness (50%) or potential consequences for the person they would report (50%). These results indicate the need for clearer guidance, accessible reporting mechanisms, and confidence in the effectiveness and safety of the complaint process. Data on satisfaction with handling formal complaints is not available for 2025.
	Reasons indication a lack of trust and confidence in reporting process and/or outcomes *Satisfaction with handling of workplace sexual harassment complaint:* *2023:*** (*** - means data is unavailable)* *2025:* – *I believed there would be negative consequences for my career (e.g. opportunities for promotion, risk of being fired)* ***40%W 0%M 100%S*** – *I believed there would be negative consequences for my reputation (e.g. that I would be blamed or not believed or thought to be overacting)* ***60%W 50%M 100%S*** - *I believed there would be negative consequences for the person I was going to complain about* ***0%W 50%M 0%S*** – *I didn't feel safe to report the incident* ***0%W 0%M 50%S*** – *I didn't think it would make a difference* ***60%W 0%M 50%S*** – *I thought the complaint process would be embarrassing or difficult* ***40%W 0%M 0%S***			
	Other circumstances *2023: *** (*** - means data is unavailable)* *2025:* • *I didn't need to because I made the harassment stop* ***0%W 0%M 0%S*** • *I didn't need to because I no longer had contact with the person(s) who harassed me* ***0%W 0%M 0%S***			

	Satisfaction with handling of formal workplace sexual harassment complaint: *2023: *** (*** - means data is unavailable)* *2025: *** (*** - means data is unavailable)*			
	5.1 Critical performance measures **Gender composition of recruited employees:** **2023**: 50%W 50%M **2025**:45.7%W 54.3%M	Women, decreased from 50.0% to 45.7% Men, increased from 50.0% to 54.3% Self-described gender, remained the same at 0.0%	No	In 2025, women comprised 45.7% of new recruits, slightly below 50% in 2023. Recruitment outcomes remain broadly balanced across genders, reflecting GMCT's ongoing commitment to equitable hiring practices. In the reporting period a significant number of outdoor roles were recruited during this period, these typically attract a higher proportion of male applicants within the construction industry.
	5.2 Gender composition of employees who were promoted: **2023**:26.5%W 73.5%M ***S **2025**:26.7%W 73.3% ***S	Women, increased from 26.5% to 26.7% Men, decreased from 73.5% to 73.3% Self-described gender, remained the same at 0.0%		Women's representation among promoted employees has remained steady, increasing slightly from 26.5% in 2023 to 26.7% in 2025, while men's representation has correspondingly decreased from 73.5% to 73.3%. Representation for self-described gender remained unchanged at 0%. This consistent trend reflects GMCT's ongoing commitment to supporting career progression for women and maintaining equitable promotion practices across the organisation.
	5.3 Perceptions of recruitment, by gender: **2023**:69%W 63%M ***S **2025**:73%W 63%M 20%S	Women, increased from 69.0% to 73.0% Men, remained the same at 63.0% Self-described gender, 20.0% in 2025 and data was unavailable in 2023		Women's perception of recruitment fairness improved (69.0% to 73.0%), suggesting increased confidence in recruitment processes. With men's perceptions stable at 63% and prefer not to say respondents reporting lower confidence (20%).
	5.4 Perceptions of promotion, by gender: **2023**:53%W 48%M ***S **2025**:47%W 58% 20%S	Women, decreased from 53.0% to 47.0% Men, increased from 48.0% to 58.0% Self-described gender, 20.0% in 2025 and data was unavailable in 2023		However, despite an increase in women's promotion, perception of promotion fairness declined (53.0% to 47.0%), while men's perception increased (48.0% to 58.0%). This divergence indicates a gendered perception gap in relation to promotion practices. Prefer not to say respondents reported low levels of confidence in recruitment and promotion processes in 2025 (20.0%), highlighting an area requiring further attention.

6.	**6.1 Critical performance measures** Average weeks of parental leave, by gender: **2023**: 52.0%W 6.4%M S*** **2025**: 20.3%W 7.0%M S***	Women, decreased from 52.0 to 20.3 Men, increased from 6.4 to 7.0 For people of self-described gender, data was unavailable in 2023 and 2025		Between 2023 and 2025, the average weeks of leave taken by women decreased from 52.0% to 20.3%, while the average for men increased slightly from 6.4% to 7.0%. This could be due to more shared caregiving. Additionally, the change may indicate that women are returning to work sooner, either due to workplace flexibility, career considerations, or personal choice,
	6.2 Uptake of flexible work, by gender: **2023**: 47.7%W 25.4%M S*** **2025**: 50.4%W 30.1%M S***	Women, increased from 47.7% to 50.4% Men increased from 25.4% to 30.1% Self-described gender, data was unavailable in 2023 and 2025		The data demonstrates progress, with participation increasing for both women (from 47.7% to 50.4%) and men (from 25.4% to 30.1%) between 2023 and 2025, suggesting a positive trend toward broader engagement in the uptake of flexible work.
	6.3 Perceptions of flexible work culture, by gender: **2023** N/A **2025**: 68%W 79.0%M 20%S	Women, 68.0% in 2025 and data was unavailable in 2023 Men 79.0% in 2025 and data was unavailable in 2023 Self-described gender, 20.0% in 2025 and data was unavailable in 2023		2025 data demonstrates that employees perceive a flexible work culture, with 68% of women and 79% of men reporting positive perceptions. No data is available for 2023.
	6.4 Supplementary measures **Gender composition of parental leave takers:** **2023**: 14.3%W 85.7%M S*** **2025**: 43.8W 56.3%M S***	Women, increased from 14.3% to 43.8% Men, decreased from 85.7% to 56.3% Self-described gender, data was unavailable in 2023 and 2025 In this period, ten men and five women took parental leave, with women representing 43.8% and men 56.3% of leave takers.		Between 2023 and 2025, the gender gap in carer's leave narrowed. In 2023, women accounted for 13.3% and men for 18.1% of carer's leave taken, whereas by 2025, women represented 25.6% and men 26.2%. This shift indicates a more balanced uptake of carer's leave between women and men over the period.
7	**Critical performance measures** **Occupational gender segregation**: **2023**: 38.2%W 61.8%M S0% **2025**: 42.5%W 57.5%M S0%		Yes	In 2025, women comprised 42.5% of the workforce, up from 38.2% in 2023, while men made up 57.5% slightly down from 61.8% This indicates a gradual increase in women's representation across occupational roles, demonstrating progress toward a more gender-balanced workforce.

				GMCT continues to monitor occupational gender distribution to identify areas where targeted recruitment and development initiatives can further support gender equity.

*Indicators (column K)

- Gender composition of all levels of the workforce
- Gender composition of the governing body
- Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
- Sexual harassment in the workplace
- Recruitment and promotion practices in the workplace
- 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
- Gendered segregation within the workplace

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

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.

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 Gender Composition at all levels of the Workforce	☐None ☒ a ☒ b ☐c ☐d ☐e ☐f ☒g	Some teams are small that changes in gender balance can take longer to achieve. Certain roles have traditionally attracted more men or women as well as the nature of working in a cemetery can also be a barrier in general for recruitment. Genuine attempts to make progress: We have taken active steps, including targeted recruitment, promoting flexible work, and supporting diverse candidates, to improve representation at all workforce levels.	Targeted recruitment: We have actively promoted roles to underrepresented groups, including women, non-binary people, First Nations people, and people with lived experience of disability. Flexible work arrangements: We offer and promote flexible work options to attract and retain a more diverse workforce. Supporting diverse candidates: We provide guidance and support throughout the recruitment process to ensure equitable access and encourage applications from all genders.
2. Gender Composition of governing bodies	☐None ☐ a ☒ b ☒c ☐d ☐e ☐f ☒g	Requirements under other Acts: Board appointments are governed by Victorian legislation, which we must comply with, further limiting our ability to directly influence gender composition.	GMCT's CEO and Trust Chair have advocated for gender-balanced and diverse Board appointments through regular engagement with the Department responsible for appointments. We have also strengthened the gender and diversity representation on our Community Advisory Committee, ensuring women, First Nations people, and trans and gender-diverse members are included. We have actively promoted Board and Community Advisory Committee recruitment to diverse communities, including women, non-binary people, First Nations people, and people with lived experience of disability. These strategies align with our commitment to improving gender and diversity representation where we have direct influence.
3. Gender Pay Gaps	☐None ☒ a ☒ b ☐c	Operational priorities and competing obligations: Pay reviews and adjustments may be influenced by budget cycles, enterprise agreements, and operational needs.	Conducting regular pay audits: We review total remuneration and base salary across all occupational groups and senior leadership roles to identify gaps.

	☐d ☒e ☒f ☒g	Practicability and cost to the organisation of making progress: Addressing pay gaps across all roles may require significant resources, benchmarking, and potentially adjusting remuneration frameworks.	Targeted action for occupation groups: Where pay gaps are identified (e.g., clerical and administrative roles, senior leaders), we implement strategies to address them, such as role benchmarking and pay adjustments. Applying transparent remuneration frameworks: We ensure all roles have clear classification, pay scales, and progression pathways to support equitable pay. Embedding pay equity in recruitment and promotion: All new hires and promotions are assessed to ensure pay is equitable, regardless of gender. Monitoring and reporting: We track pay gap indicators over time to evaluate the effectiveness of our strategies and adjust as needed.
4. Workplace sexual harassment	☐None ☐ a ☐ b ☐c ☐d ☒e ☐f ☒g	A key barrier to improving sexual harassment outcomes is that staff may not consistently recall how to report concerns, and the organisation does not currently offer an anonymous reporting option,which can reduce confidence in coming forward and limit early intervention.	This reporting period included the implementation of a new system that allows for anonymous reporting, along with the use of a more privacy-focused employee experience survey, both of which were introduced to strengthen confidentiality and increase staff confidence in raising concerns. Mandatory training and education: We provide mandatory sexual harassment and respectful workplace training for all staff to build awareness and understanding. Clearer policies and reporting pathways: Maintaining up-to-date sexual harassment policies and make reporting procedures accessible and transparent. Support for employees: Employees have access to confidential advice, support, and guidance when considering or making a report through our Employee Assistance Program. Awareness campaigns: We run internal communications to reinforce our proactive structured approach to preventing and addressing sexual harassment and encourage reporting as well as events with guest speakers to promote awareness. Monitoring and follow-up: We track anonymous survey results, reports, and feedback to evaluate the effectiveness of prevention strategies and improve practices where needed.
5 Recruitment and promotion practices	☐None ☒ a ☒ b ☐c ☐d ☒e ☒f ☒g	The size of the organisation and the composition of its workforce can influence how quickly changes in recruitment and promotion outcomes are achieved, particularly in smaller teams or specialised roles where opportunities are limited. Practicability and cost to the organisation of making progress: Implementing targeted recruitment or promotion strategies requires time, resources, and careful planning. Genuine attempts to make progress: We have actively promoted equitable recruitment and promotion practices, encouraged applications from underrepresented groups, and provided support for diverse candidates to progress.	Promoted recruitment: We actively promote roles to underrepresented groups, including women, non-binary people, First Nations people, and people with lived experience of disability. Equitable promotion processes: We review promotion opportunities to ensure transparency, clear criteria, and fairness for all candidates. The My Career, My Development program is for all permanent on-going GMCT employees. It focuses on your individual development to foster continuous learning, skill development and career progression and is completed three times a year. Support for applicants: We provide guidance and mentoring to encourage diverse candidates to apply for roles and promotions. Inclusive role adjustment: Where possible, we make inclusive role adjustments or modifications to roles and selection processes to minimise gender bias and attract

			a broader, more diverse pool of candidates. Adjust selection processes to reduce gender bias and attract a broader pool of candidates. Monitoring and evaluation: We track recruitment and promotion data by gender to assess the effectiveness of our strategies and inform future actions.
6 Leave and flexible working arrangements	☐None ☒ a ☒ b ☐c ☒d ☒e ☒f ☒g	The size of the organisation and its workforce can influence how flexible work arrangements are implemented, particularly in smaller teams where adjusting rosters or workloads may be more challenging. Practicability and cost to the organisation of making progress: Offering additional flexible arrangements or adjusting rosters may require extra resources and planning. Genuine attempts to make progress: We have promoted flexible work options, encouraged parental leave uptake for men and women, and supported carers, to improve work-life balance and gender equity.	Promoting flexible work: We actively offer and encourage flexible working arrangements across all roles to support diverse needs. Encouraging parental leave uptake: We promote parental leave for both men and women, highlighting shared parental responsibilities and supporting a culture where taking leave is normalised. Supporting carers: We provide access to carer's leave and flexible options for employees with caring responsibilities. Monitoring and reporting: We track uptake of parental leave, flexible work, and carer's leave by gender to measure progress and identify areas for improvement. Role and roster adjustments: Where operationally feasible, we adjust roles, schedules, and rosters to make leave and flexible work accessible to all staff.
7 Gendered segregation within the workplace	☐None ☒ a ☒ b ☐c ☐d ☒e ☒f ☒g	Practicability and cost to the organisation of making progress: Changing entrenched occupational patterns may require targeted recruitment, training, or role redesign, which has cost and resource implications. Genuine attempts to make progress: We have implemented targeted recruitment, flexible work practices, and inclusive role design to address gender segregation across the workplace.	Inclusive role design: Where possible, we redesign roles or adjust work practices to make positions accessible to all genders. Flexible work arrangements: We offer flexible schedules and arrangements to attract a more diverse workforce across different occupational groups. Awareness and promotion: We communicate the organisation's commitment to gender equity in all areas of work to encourage diverse applications. Monitoring and reporting: We track occupational gender composition to measure progress and inform future strategies.

*Factors (column Q):

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any)

All Strategies were completed, with some strategies that are.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Key Achievements

GMCT achieved 100% completion of all actions in its Gender Equality Action Plan (GEAP), delivering measurable improvements across leadership representation, inclusive culture, intersectional engagement, and organisational capability. Key achievements include:

Strengthened Leadership Development for Women

Structured programs, including the Executive Readiness Program and LMA Certificates III and IV, provided clear pathways for women to develop leadership capability and progress into senior roles. This contributed to a significant increase in women's participation in leadership programs and representation in senior leadership.

Inclusive Recruitment and Promotion Practices

All recruitment and promotion processes were reviewed through a D&I lens. Position descriptions and job advertisements were updated with inclusive language, reasonable adjustments were offered throughout the recruitment process, and diverse candidates were actively encouraged to apply.

Embedding Gender Impact Assessments (GIAs) into Core Business

A major achievement was the integration of GIAs into GMCT's internal approval processes, including project briefs and budget submissions. Gender considerations are now systematically embedded at the earliest stages of planning, improving service design, resource allocation and risk identification. This has strengthened accountability and normalised gender analysis across teams.

Growth in Staff Capability and Cultural Shift

Initial perceptions of GIAs as "additional work" shifted significantly. Staff developed confidence and began viewing GIAs as a practical tool that improves project outcomes, reduces risk, and better supports families. Teams are now enthusiastic and energised to apply a gender lens in their work, demonstrating strong cultural change.

Improved Gender and Intersectional Data Collection

Enhanced data collection, including self-described gender and intersectional attributes, strengthened monitoring of pay equity, progression, recruitment, and retention trends. Bias reviews were completed across succession planning, performance and talent processes, supporting fairer decision-making.

Cross-Sector Collaboration

GMCT established and actively participated in the Cemetery Industry Diversity & Inclusion Network with Class B cemetery trusts and SMCT, strengthening sector-wide alignment and sharing best practice.

Expanding an Inclusive Supplier Base

GMCT broadened its supplier and contractor base to organisations that demonstrate strong understanding of intersectionality and cultural safety. This ensures consistent inclusive practice across service delivery, community engagement and capital works environments.

Awareness, Education and Culture Building

Organisation-wide initiatives including diversity calendar events, visible inclusion symbols, awareness campaigns and unconscious bias education and helped build a strong culture of respect and belonging.

Respect at Work Capability Building

Mandatory Respect at Work training was delivered, reinforcing safe workplace behaviours, raising awareness of reporting pathways and strengthening GMCT's prevention-focused approach.

Lived-Experience Engagement Models

GMCT engaged lived-experience consultants who facilitated LGBTQIA+ focus groups, co-presented the DAIP, and featured in educational materials. Their involvement provided powerful continuity, built trust with community participants and strengthened staff understanding of intersectional lived experience.

Strengthened First Nations, LGBTQIA+, and Culturally Diverse Community Engagement

GIAs directly informed new approaches to community engagement—such as trauma-informed First Nations yarning circles, LGBTQIA+ community-led consultations, and culturally tailored Hindu, Sikh and Islamic engagement—which ensured intersectional needs were appropriately reflected in service design.

Success Factors

- **Executive sponsorship** elevated gender equality as a strategic priority.
- **Defined ownership and accountability** ensured consistent delivery across teams.
- **Integration into core systems** (policy, recruitment, induction, strategic planning) strengthened sustainability.
- **Embedding GIAs early** streamlined decision-making and improved outcomes.
- **Staff engagement and lived-experience partnerships** ensured practicality, relevance and trust.
- **Strong sector partnerships** reinforced shared goals and practice alignment.

Challenges

Despite strong progress, some challenges affected implementation:

- **Sector alignment limitations:** Structural differences between cemetery trusts made role classification alignment (e.g., ANZSCO codes) difficult.
- **Competing operational priorities:** High operational demands at times constrained capacity and timing.
- **Maintaining organisation-wide momentum:** Systemic reforms required ongoing reinforcement to remain visible and valued.
- **Embedding new systems:** Integrating GIAs into all business areas required change management, training, and consistent follow-through.

Key Learnings

- **GIAs must be embedded early** in planning, design and budgeting to have the greatest impact.
- **Cultural change occurs through practice:** Once staff saw practical benefits, enthusiasm replaced initial resistance.

Section 3.3 Providing other updates on implementation (recommended)

- Lived-experience leadership is powerful. Community consultants strengthen trust, insight and connection across internal and external programs

Section 3.4 Describing resourcing allocation

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- Dedicated Diversity and Inclusion Advisor appointed to lead, and project manage GEAP 1.0 strategies.
- Human Resources General Manager closely involved in implementation.
- Executive sponsors: Chief Governance Officer, Chief Built Environment Officer, and overall oversight by the CEO.
- 3 Senior leaders: Chief of Operations and People Officer, Workplace Health and Safety Manager, and Chief Customer Officer.
- 21 active members in the Diversity and Inclusion Network engaged in supporting GEAP.
- 2025 restructure resulted in GEAP management moving to the Chief Governance Officer, increasing strategic focus.
- Additional dedicated resources allocated for Gender Impact Assessments (GIAs) to enhance decision-making capacity.
- 6 Community Advisory Committee (CAC) members regularly review GEAP progress.
- 9 Board members oversee ongoing progress and governance.
- Audit and Risk Committee actively monitor GEAP implementation to ensure accountability. Quarterly Reporting
- Resourcing to date has been adequate and will be strengthened in future GEAP cycles to meet evolving needs.
- Seeking the union's views on priority actions for the next GEAP, any gaps not fully reflected in the data, and how well the findings align with members' experiences.

Any other additions or comments (optional)

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Internal authorship of the next GEAP is critical. Ensuring the plan is written by people who deeply understand GMCT's operations improves authenticity, accountability and relevance. Lived-experience leadership is powerful. Community consultants strengthen trust, insight and connection across internal and external programs. Supplier diversity matters. Engaging suppliers with strong cultural safety and intersectional capability amplifies inclusion across all project environment