2026 Gender Equality Progress Report

Lower Murray Water

Progress report under the Gender Equality Act 2020 (Vic)

Organisation details

Organisation name	Lower Murray Water
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 236 Total FTE: 230.62
Response rate to employee experience survey	Lower Murray Water's response rate to the People Matter Survey was 91% in 2025.
Location	Mildura (regional Victoria)

Attestation by head of organisation

I confirm that:

☒ I am the head of organisation (CEO or equivalent).

☒ I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.

☒ I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Name	Paul Northey
Role title	Managing Director
Signed	Paul Northey Paul Northey (May 20, 2026 15:01:07 GMT+10)
Date	20 May 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions

If no GIAs are listed, one or more permitted reasons must be selected:

☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the Freedom of Information Act 1982.

☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.

☐ Reporting on the GIA(s) would reveal confidential information.

☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the Gender Equality Act 2020.

☒ None of these apply (go to 1.2).

Section 1.2 Describing policies, programs and services subject to a GIA

Ref	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts
1.	Corporate Strategy	Policy	LMW's Corporate Strategy sets out its vision and purpose and describes the priorities for delivering on four key commitments: • Empowered people and systems • Community connections and partnerships • Ready for the future, delivering today • Building a safe, sustainable future	Up for review	• Supported Vulnerable Customers – continually build our knowledge of who our customers are and their evolving needs. • Language is not gendered and focuses on the unique needs of each customer. • Clear statement 'Care for Country' – Community Connections and Partnerships – declaration of 'Strong partnerships with Traditional Owners', whereby LMW's relationship with Traditional Owners is integral to decision-making, and an assurance that cultural knowledge informs our water and land management planning and actions. • By focusing on users of water more broadly than the paying account holder, we are moving away from the historical inference that the 'customer' is the male head of the household to whom the bill is addressed.
2.	Gifts and Benefits Policy	Policy	This Policy supports the proactive declaration of gifts, benefits and hospitality, particularly where such offers may result in conflicts of interest, including potential and perceived conflicts of interest, to ensure the continued protection of the public interest through adoption of the following principles: • the Board acts in accordance with its obligations and with good governance practice • the process for declaring offers of gifts, benefits and hospitality and managing conflicts of interest is transparent, accountable and	Up for review	Upon review of the Gifts, Benefits and Hospitality Policy, two opportunities for improvement were identified: • gender equity when gift purchasing • religious dietary requirements

Ref	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts
			consistent with regulatory and legislative obligations.		
3.	Managing Bullying, Sexual Harassment & Discrimination Procedure	Policy	Provides guidance on how LMW will deal with allegations of bullying, sexual harassment, sex-based harassment and discrimination. Scope extends to customer complaints regarding staff conduct/behaviour, as well as staff to staff and customer to staff conduct.	Up for review	• Gender norms and stereotypes, gendered segregation in workplace and community, gender pay gap, power imbalance. • Stigma, binary-world expectations, social norms, safety and wellbeing concerns. • Discrimination, stolen generation, generational inequity and disadvantage, poorer health outcomes, historical dismissing/covering up of negative incidents and often not being believed, historical relationship to places and government departments. • Social norms, community norms, local environment, social media, perception, religious and cultural roles and responsibilities, attitudes, expectations and need across socio-economic levels.
4.	Environmental Policy	Policy	The purpose of the policy is to provide intent and direction for Lower Murray Water's commitment to improve its environmental performance, protect the environment for future generations, and achieve compliance with the regulatory requirements.	Up for review	First Nations People: if not engaged in potential cultural heritage sites, this will become a barrier and can/may impact engagement of works.
5.	Sponsorship and Donations Program Policy	Policy	LMW provides sponsorship for community groups, non-commercial educational facilities and not-for-profit organisations in our local service region to deliver beneficial projects, events and programs that support the organisation's vision for "a healthy and sustainable water future underpinned by LMW's culture of performance excellence, built in partnership with our staff, customers and communities". This policy provides a framework for consistency and transparency in the sponsorship process.	Up for review	As the program is targeted at the general community, it will most likely reach all genders and be gender inclusive. LMW is committed to providing local organisations and groups equal opportunities to be notified about the sponsorship and donations program throughout the year. Our Sponsorship and Donations Program information will be promoted through all appropriate channels, including the LMW website, print media and social media.
6.	Diversity, Equity and Inclusion Policy	Policy	This policy provides the framework by which LMW will actively manage and encourage diversity and inclusion and achieve equity across our organisation to ensure all employees feel welcome, respected and valued. This means that we will: • actively and flexibly seek to understand the unique needs of each employee	New	Decisions regarding recruitment, selection, training and development and promotion are based on merit, performance, capabilities and potential as a collective assessment. The organisation embraces fairness, equity and inclusiveness and does not tolerate unlawful discrimination, bullying, harassment or victimisation. Diversity, equity and inclusion initiatives are based on

Ref	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts
			• commit to ensuring that all employees are treated with respect, dignity and consistency • seek to ensure that our business practices, policies and procedures are fair and equitable		sound business objectives. Diversity, equity and inclusion is everyone's business – it is part of how the organisation works.
7.	Customer Family Violence Policy	Policy	This policy ensures LMW customer-facing employees respectfully and equitably support our customers who may be experiencing family violence and/or who require financial assistance.	Up for review	Research was conducted and relevant staff consulted to ensure the GIA considered intersectionality (particularly disability, rural location, language barriers and First Nations status). In doing so, it was determined that customers experiencing family violence would not be further disadvantaged by intersectionality.
8.	Enterprise Agreement	Service	The Enterprise Agreement (EA) is the key industrial instrument covering the majority of LMW employees, excluding Executive positions.	Up for review	The EA did not have provisions for Gender Affirmation leave to support employees who intend to, or are, transitioning or affirming their gender. The provision supports attraction and retention of employees at LMW. Current and future employees can feel supported and comfortable to share their full identity at work. Future employees may view the inclusion of this provision in the EA as an example of LMW being an employer that actively supports employees and promotes inclusion in the workplace, whether or not this provision is likely to affect them at some stage. Senior manager positions are currently engaged under PEER policy. Incorporating senior roles into an EA salary structure supports pay equity by minimising the opportunity for gender-based pay gaps.
9.	Recruitment and Selection Procedure	Policy	Describes LMW's process for recruitment and selection to ensure employment decisions are based on merit, employees are treated fairly and reasonably, and equal employment opportunities are provided.	Up for review	All prospective and existing employees. Prospective employees are anyone with valid working rights to work in Australia. • Women – bias in recruitment, stereotypes, caring commitments, availability for interview, facilities. • Aboriginal and Torres Strait Islander – bias in recruitment, systemic racism, colonialism. • CALD – ethnic and racial profiling/stereotyping, bias in recruitment, language barriers (written, verbal), cultural practices and norms.

Section 1.3 Describing actions taken as a result of a GIA

Column G describes the actions taken to meet the needs of people of different genders, promote gender equality and/or address gender inequality. Where no action was taken, the reason is explained in column H.

Ref	F: Actions taken?	G: Actions taken as a result of the GIA	H: If no action was taken, why	I: How and why intersectionality was considered	J: Actions to address intersectional inequalities
1.	No	N/A	Nil additional action required as the final draft is consistent with guidance and upholds LMW's commitment to equity.	The strategy recognises, through the organisation's commitment to 'empowered people', that people's experience with LMW, its services and workplace may differ having regard to factors associated with protected attributes. This approach strengthens LMW's ability to respond to varied community and workforce needs and supports more informed, inclusive and sustainable decision-making.	Nil additional action required as the final draft is consistent with guidance and upholds LMW's commitment to equity.
2.	Yes	• Gender equity when gift purchasing • Religious dietary requirements	N/A	The Board Administration Officer conducted research and consulted with the Diversity and Inclusion Officer to ensure the GIA considered intersectionality. It was identified that staff appointed to buy gifts should speak to the General Manager or the staff member being recognised for guidance on the choice of gift, to ensure all genders are equally considered, i.e. not simply defaulting to candles for women and fishing gear for men.	The policy was adjusted to ensure that staff consider not only allergy requirements but also religious dietary requirements when ordering catering.
3.	Yes	• Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality.	Provides guidance on how LMW will deal with allegations of bullying, sexual harassment, sex-based harassment and discrimination. Scope extends to customer complaints regarding staff conduct/behaviour, as well as staff to staff and customer to staff conduct.	The procedure underscores LMW's unwillingness to tolerate any form of bullying, harassment, sexual harassment, sex-based harassment and discrimination. We recognise that doing this highlights inequities that exist in our society, and this can be uncomfortable or challenging for perpetrators and other people who have not necessarily faced discrimination themselves. We have conducted internal training with external consultants for all employees on what constitutes each of these unacceptable behaviours, recent legislative changes, impacts on victims and guidance on what good behaviour looks like.	• Ensure language used is clear, relevant, non-discriminatory and able to be translated using readily available applications. • Make the procedure readily available to internal and external parties – post a link on the website and intranet and communicate it to all employees.
4.	Yes	• Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality.	N/A	Intersectionality was considered in the review of the policy because, if First Nations People are not engaged on potential cultural heritage sites, this will become a barrier and can/may impact	• Communicate our environmental performance to stakeholders, customers and our staff. This is an ongoing action. • Communicate this policy to all

Ref	F: Actions taken?	G: Actions taken as a result of the GIA	H: If no action was taken, why	I: How and why intersectionality was considered	J: Actions to address intersectional inequalities
		• Meet the needs of First Nations people and Traditional Owners of the land we reside on.		engagement of works.	employees, contractors and other stakeholders, and make the policy available to the public.
5.	No	N/A	No actions were required as a result of the review. The policy supports initiatives that directly relate to our industry and help educate our communities about water, sustainability and environmental conservation.	In consultation with the Team Leader Communications and Change and the Diversity and Inclusion Officer, intersectional lenses were applied in assessing the Sponsorship Criteria. An event/project must be held within LMW's service region or be aimed at people who reside in our service region. Events must meet at least one of the criteria in each of the following categories: **1. Water related criteria** • promote and encourage the responsible use of water and its conservation • educate the communities in our service area about water, sustainability and environmental conservation **2. Social and sustainability criteria** • demonstrate sustainable practices • provide a social benefit to our service region and communities • be socially inclusive • be gender inclusive **3. Events/projects must provide a distinct benefit to at least one of our target markets** • residential customers • irrigators and growers • early years and school children • local businesses • Aboriginal and Torres Strait Islander community • culturally and linguistically diverse community	Nil additional action required as the final draft is consistent with guidance and upholds LMW's commitment to equity.

Ref	F: Actions taken?	G: Actions taken as a result of the GIA	H: If no action was taken, why	I: How and why intersectionality was considered	J: Actions to address intersectional inequalities
6.	Yes	• Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality.	The People and Capability Department works in partnership with all leaders across the business to ensure all employees undertake regular compliance training in relation to diversity, equity and inclusion, and legislative and other responsibilities relating to anti-discrimination, workplace bullying and harassment, and equal employment opportunity. The People and Capability Department will also conduct regular reviews of the processes relating to recruitment, remuneration, promotion and advancement, performance management, flexibility, grievance handling and training and development to confirm the implementation of, and compliance with, this policy. Outcomes of these reviews will be reported to the Executive Leadership Team for action and resolution.	Lower Murray Water understands the true value and importance of diversity, equity and inclusion in the workplace and, as such, has a strategic objective to achieve a high performing, engaged and diverse workforce. We are committed to a culture that welcomes individuals from all backgrounds and values their unique perspectives, experiences and talents.	LMW considers individual employee differences as a strength of our team and a resource to learn how to do our core work better. We are committed to providing reasonable adjustments to individual employees to ensure everyone has the opportunity to thrive in our workplace and reach their full potential.
7.	No	• Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality.	The review did not identify any additional required actions. This policy was externally reviewed by the Essential Services Commission (ESC) after a reported breach within the water sector (not LMW).	Research was conducted and relevant staff consulted to ensure the GIA considered intersectionality (particularly disability, rural location, language barriers and First Nations status). In doing so, it was determined that customers experiencing family violence would not be further disadvantaged by intersectionality.	LMW's website has been checked using a web accessibility evaluation tool known as WAVE®. This tool helps authors make their web content more accessible to individuals with disabilities, and can identify many accessibility and Web Content Accessibility Guideline (WCAG) errors. Flagged concern reports of fewer than 5 are considered good; our website has no flagged concerns, indicating a very high level of end-user experience for those with disability and/or using adaptive technologies.
8.	Yes	• Meet the needs of people of different genders; and/or • Promote gender equality; and/or	N/A	The EA did not have provisions for Gender Affirmation leave to support employees who intend to, or are, transitioning or affirming their gender. The provision supports attraction and	Negotiation of the Enterprise Agreement commenced in 2024, and two key items on the management log of claims were presented to promote and address gender

Ref	F: Actions taken?	G: Actions taken as a result of the GIA	H: If no action was taken, why	I: How and why intersectionality was considered	J: Actions to address intersectional inequalities
		• Address gender inequality.		retention of employees at LMW. Current and future employees can feel supported and comfortable to share their full identity at work. Future employees may view the inclusion of this provision in the EA as an example of LMW being an employer that actively supports employees and promotes inclusion in the workplace, whether or not this provision is likely to affect them at some stage.	equity: • Gender Affirmation leave (2 weeks paid and 50 weeks unpaid) • Expanded salary structure and banding to include senior manager plus technical specialist positions
9.	Yes	• Review gender balance on interview panels to reduce bias and assumptions • Ensure applicants interviewed have a suitable time frame so that those who need to arrange transport, care for dependants and other support are not disadvantaged	N/A	Research was conducted to ensure the GIA considered intersectionality. It was identified that community members may benefit from reasonable adjustments during the recruitment process – for example, someone with disability, someone with limited English or those with caring commitments – and this prompted the further loosening of 'reasonable adjustments' to anyone who feels they would benefit (i.e. no justification required).	• Remove the 'where required' caveat from the procedure heading on reasonable adjustments. Ensure people don't have to ask whether reasonable adjustments are available, and that there is no 'proof' requirement. • When planning interviews, give applicants as much notice as possible so those who need to arrange transport, care for dependants and other supports are not disadvantaged. • Ensure panel members assess applicants against the pre-determined job requirements, reducing bias and assumptions often gleaned from resumes, where reviewers focus on an applicant's name ('otherness'), hobbies, education providers etc.

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

K: Indicator	L: Progress data	M: Additional progress data	N: Progress made?	O: How the data does (or does not) demonstrate progress
1	**Critical performance measures** Gender composition of the duty holder organisation: • 2023: women 30.5%, men 69.5% • 2025: women 32.6%, men 66.1% Gender composition of part-time workers in the duty holder organisation: • 2023: women 26.9%, men 2.6% • 2025: women 17.1%, men 1.3%, self-described 33.3% Gender composition of senior leaders in the duty holder organisation: • 2023: women 50%, men 50% • 2025: women 29.2%, men 70.8%	Gender composition of the duty holder organisation in 2025 (June 2025 workforce gender audit): • Men 67%, women 33% Composition by employment basis: • Full time – men 71%, women 29% • Part time – men 13%, women 87% • Casual – men 0%, women 100%	No	Between 2023 and 2025, the proportion of our employees in each gender group was as follows: • for women, increased from 30.5% to 32.6% • for men, decreased from 69.5% to 66.1% • for people of self-described gender, increased from 0.0% to 1.3% Between 2023 and 2025, the proportion of employees working part time was as follows: • for women, decreased from 26.9% to 17.1% • for men, decreased from 2.6% to 1.3% • for people of self-described gender, increased from 0.0% to 33.3% Between 2023 and 2025, the proportion of senior leaders in each gender group was as follows: • for women, decreased from 50.0% to 29.2% • for men, increased from 50.0% to 70.8% • for people of self-described gender, stayed the same at 0.0% Since 2021, there has been an increase in the percentage of women working for Lower Murray Water as a whole; however, the full-time positions data shows a decline in the number of women working in full-time positions of 1%. In 2021, the workforce gender audit data showed the total workforce comprised 70% men and 30% women. Recruitment (women 47%, men 53%) suggests that work to recruit more women has been successful relative to the gender composition. However, this does not seem to be reflected in full-time positions, but rather in part-time and casual roles. In the 2021 GEAP, the target was to achieve a 5% increase in women or those who identify as another gender within LMW. As the majority of roles at LMW are full time (93%), there has been a decline rather than an increase.
2	**Critical performance measures** Gender composition of the governing body: • 2023: women 50%, men 50% • 2025: women 40%, men 60%	Currently nine Directors on the Board of LMW: • women 44.4% • men 55.6% Chair – woman	No	Between 2023 and 2025, the proportion of our board members in each gender group was as follows: • for women, decreased from 50.0% to 40.0% • for men, increased from 50.0% to 60.0% • for people of self-described gender, stayed the same at 0.0%

<table>
<tr><th>K: Indicator</th><th>L: Progress data</th><th>M: Additional progress data</th><th>N: Progress made?</th><th>O: How the data does (or does not) demonstrate progress</th></tr>
<tr>
<td>3</td>
<td>
Critical performance measures
Mean total remuneration gender pay gap by occupation group:
• 2023: 52.4%
• 2025: -14.9%
Supplementary measures
Mean base salary pay gap:
• 2023: 3.5% – for every $100 paid to a man, $96 was paid to a woman
• 2025: 0.4% – for every $100 paid to a man, $100 was paid to a woman
• In 2025, the gender pay gap was 0.4% between women and men, and 7.3% between people of self-described gender and men.
Median total remuneration pay gap:
• 2023: 3.6% – for every $100 paid to a man, $96 was paid to a woman
• 2025: 5.2% – for every $100 paid to a man, $95 was paid to a woman
• In 2025, the gender pay gap was 5.2% between women and men, and 4.0% between people of self-described gender and men.
Median base salary pay gap:
• 2023: -4.4% – for every $100 paid to a man, $104 was paid to a woman
• 2025: 4.0% – for every $100 paid to a man, $96 was paid to a woman
• In 2025, the gender pay gap was 4.0% between women and men, and 0.0% between people of self-described gender and men.
</td>
<td>
Gender pay gap – 2021
The pay gap across all levels was 4.2%. At this time, it was reported that the majority of the highest paid roles within the organisation were occupied by men.
Gender pay gap – June 2025
• Mean total remuneration pay gap – 5.2%
• Median total remuneration pay gap – 7.2%
The total remuneration pay gap appears to have increased by 1% since 2021.
</td>
<td>No</td>
<td>
Mean total remuneration gender pay gap by occupation group (compared with men)
<table>
<tr><th>Occupation group</th><th>Women 2023</th><th>Women 2025</th><th>Self-described 2023</th><th>Self-described 2025</th></tr>
<tr><td>1 – Managers</td><td>1.0%</td><td>1.1%</td><td>***</td><td>***</td></tr>
<tr><td>2 – Professionals</td><td>24.1%</td><td>4.7%</td><td>***</td><td>21.9%</td></tr>
<tr><td>3 – Technical & Trade Workers</td><td>15.6%</td><td>16.9%</td><td>***</td><td>-16.4%</td></tr>
<tr><td>4 – Community & Personal Service Workers</td><td>3.0%</td><td>***</td><td>***</td><td>***</td></tr>
<tr><td>5 – Clerical & Administration Workers</td><td>-1.6%</td><td>6.0%</td><td>***</td><td>16.5%</td></tr>
<tr><td>6 – Sales Workers</td><td>10.3%</td><td>9.5%</td><td>***</td><td>***</td></tr>
<tr><td>7 – Machinery Operators & Drivers</td><td>22.0%</td><td>30.2%</td><td>***</td><td>***</td></tr>
<tr><td>8 – Labourers</td><td>***</td><td>***</td><td>***</td><td>***</td></tr>
<tr><td>All occupations</td><td>6.2%</td><td>4.1%</td><td>***</td><td>7.5%</td></tr>
</table>
*** Data unavailable or suppressed for privacy.
Between 2023 and 2025, the mean base salary gender pay gap between a given gender and men was as follows:
• for women, decreased from 3.5% to 0.4%
• for people of self-described gender, 7.3% in 2025 and data was unavailable in 2023
Between 2023 and 2025, the median total remuneration gender pay gap between a given gender and men was as follows:
• for women, increased from 3.6% to 5.2%
• for people of self-described gender, 4.0% in 2025 and data was unavailable in 2023
Between 2023 and 2025, the median base salary gender pay gap between a given gender and men was as follows:
• for women, increased from -4.4% to 4.0%
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</table>

K: Indicator	L: Progress data	M: Additional progress data	N: Progress made?	O: How the data does (or does not) demonstrate progress
				• for people of self-described gender, 0.0% in 2025 and data was unavailable in 2023 Between 2023 and 2025, the gender pay gap (average total earnings) between a given gender and men was as follows: • for women, decreased from 52.4% to -14.9% • for people of self-described gender, data was unavailable in 2023 and 2025
4	**Critical performance measures** Anonymous experience rate of sexual harassment: • 2023: 3% • 2025: 2% Number of formal reports of sexual harassment: • 2023: 0 • 2025: 3 **Supplementary measures** Participants who said they reported sexual harassment: • 2023: 7% • 2025: no data available from PMS Reasons for not making a formal sexual harassment complaint: • 2023 and 2025: no data available from PMS or internal analysis Satisfaction with handling of workplace sexual harassment complaint: • 2023 and 2025: no data available from PMS or internal analysis Satisfaction with handling of formal workplace sexual harassment complaint: • 2023 and 2025: no data available from PMS or internal analysis	Analysing the 2025 People Matter Survey (PMS) data, 1.9% of staff have experienced sexual harassment and 1% have witnessed negative behaviours such as sexual harassment of a colleague. However, due to the number of people anonymously reporting incidences of sexual harassment, the PMS did not publish the results "because less than 10 people said they experienced sexual harassment. We do this to protect the respondents."	**No**	2% of women and 3% of men reported experiencing sexual harassment behaviours at work. Of those who reported experiencing sexual harassment, an unknown percentage of women and men submitted a formal complaint. Between 2023 and 2025, the proportion of respondents indicating that they experienced sexual harassment was as follows: • for women, 1.9% in 2023 and data was unavailable in 2025 • for men, 3.5% in 2023 and data was unavailable in 2025 • for people of self-described gender, data was unavailable in 2023 and 2025 Between 2023 and 2025, the number of formal reports of sexual harassment was as follows: • for women or groups of women, data was unavailable in 2023 and 2025 • for men or groups of men, 2 in 2025 and data was unavailable in 2023 • for people or groups of people of self-described gender, data was unavailable in 2023 and 2025 • for other (mixed gender or prefer not to say), data was unavailable in 2023 and 2025 Between 2023 and 2025, data on the proportion of respondents who said they reported sexual harassment was unavailable for all gender groups. Data on reasons for not making a formal sexual harassment complaint is unavailable for this result. Between 2023 and 2025, data on satisfaction with how sexual harassment complaints were handled was unavailable for all gender groups.
5	**Critical performance measures** Gender composition of recruited employees:	Since 2021, there has been an increase in the percentage of women working for Lower Murray	**Yes**	Between 2023 and 2025, the proportion of new recruits in each gender group was as follows:

K: Indicator	L: Progress data	M: Additional progress data	N: Progress made?	O: How the data does (or does not) demonstrate progress
	• 2023: women 38.3%, men 61.7% • 2025: women 47.4%, men 52.6% Gender composition of employees who were promoted: • 2023: women 32.4%, men 67.6% • 2025: women 43.3%, men 53.3% • Change: women 11.0%, men -14.3%, self-described 3.3% Perceptions of recruitment, by gender: • 2023: women 56.6%, men 55.7% • 2025: women 64.4%, men 60.8% • Change: women 7.8%, men 5.1% Perceptions of promotion, by gender: • 2023: women 47.2%, men 41.7% • 2025: women 47.5%, men 48% • Change: women 0.3%, men 6.3%	Water as a whole; however, the full-time positions data shows a decline in the number of women working in full-time positions of 1%. In 2021, the workforce gender audit data showed the total workforce comprised 70% men and 30% women. Recruitment (women 47%, men 53%) suggests that work to recruit more women has been successful relative to the gender composition. However, this does not seem to be reflected in full-time positions, but rather in part-time and casual roles. In the 2021 GEAP, the target was to achieve a 5% increase in women or those who identify as another gender within LMW. As the majority of roles at LMW are full time (93%), there has been a decline rather than an increase.		• for women, increased from 38.3% to 47.4% • for men, decreased from 61.7% to 52.6% • for people of self-described gender, remained the same at 0.0% Between 2023 and 2025, the proportion of promotions that went to each gender group was as follows: • for women, increased from 32.4% to 43.3% • for men, decreased from 67.6% to 53.3% • for people of self-described gender, increased from 0.0% to 3.3% Between 2023 and 2025, the proportion of respondents who believed that recruitment processes at our organisation are fair was as follows: • for women, increased from 56.6% to 64.4% • for men, increased from 55.7% to 60.8% • for people of self-described gender, data was unavailable in 2023 and 2025 Between 2023 and 2025, the proportion of respondents who agreed that promotion processes at our organisation are fair was as follows: • for women, increased from 47.2% to 47.5% • for men, increased from 41.7% to 48.0% • for people of self-described gender, data was unavailable in 2023 and 2025
6	**Critical performance measures** Average weeks of parental leave, by gender: • 2023: women 22.2 weeks, men 3.9 weeks • 2025: women 21.1 weeks, men 1.5 weeks Uptake of flexible work, by gender: • 2023: 62% women and 38% men • 2025: 66% women and 34% men Perceptions of flexible work culture, by gender: • 2023: women 77.4%, men 67% • 2025: women 67.8%, men 73.6% **Supplementary measures** Gender composition of parental leave takers: • 2023: women 36%, men 64%	In 2025, women took an average of 21.1 weeks of parental leave, men took an average of 1.5 weeks, and people of self-described gender took an average of 11.5 weeks. In 2025, 35.3% of women respondents, 8.8% of men respondents, and an unknown proportion of respondents of self-described gender had a formal flexible work arrangement. In 2025, 67.8% of women respondents, 73.6% of men respondents, and an unknown proportion of respondents of self-described gender believed that requests for flexible work arrangements would be given due consideration at our organisation.	**No**	Between 2023 and 2025, the average number of weeks of parental leave taken by each gender group was as follows: • for women, decreased from 22.2 to 21.1 • for men, decreased from 3.9 to 1.5 • for people of self-described gender, 11.5 in 2025 and data was unavailable in 2023 Between 2023 and 2025, the proportion of employees on a formal flexible work arrangement was as follows: • for women, decreased from 37.8% to 35.3% • for men, decreased from 11.5% to 8.8% • for people of self-described gender, data was unavailable in 2023 and 2025 Between 2023 and 2025, the proportion of respondents who believed that requests for flexible work arrangements would be given due consideration at our organisation was as follows: • for women, decreased from 77.4% to 67.8%

K: Indicator	L: Progress data	M: Additional progress data	N: Progress made?	O: How the data does (or does not) demonstrate progress
	• 2025: women 67%, men 33% Proportion of employees who took carer's leave: • 2023: women 40%, men 34.6% • 2025: women 44.7%, men 44.8% • Change: women 4.7%, men 10.1%	In 2025, the gender composition of parental leave takers was 57.1% women, 28.6% men and 14.3% people of self-described gender. In 2025, the gender composition of carer's leave takers was 44.7% women, 44.8% men and 100.0% people of self-described gender.		• for men, increased from 67.0% to 73.6% • for people of self-described gender, data was unavailable in 2023 and 2025 Between 2023 and 2025, the gender composition of parental leave takers was as follows: • for women, increased from 36.4% to 57.1% • for men, decreased from 63.6% to 28.6% • for people of self-described gender, 14.3% in 2025 and data was unavailable in 2023 Between 2023 and 2025, the proportion of employees who took carer's leave was as follows: • for women, increased from 40.0% to 44.7% • for men, increased from 34.6% to 44.8% • for people of self-described gender, 100.0% in 2025 and data was unavailable in 2023
7	**Critical performance measures** Occupational gender segregation: • 2023: women 30.5%, men 69.5% • 2025: women 32.6%, men 66.1%, self-described 1.3%	From 2023 to 2025, the proportion of women increased in the following occupation groups: • Professionals: from 32.4% to 36.4% • Technical and Trade Workers: from 7.0% to 15.2% • Machinery Operators and Drivers: from 4.8% to 22.7%	**Yes**	Between 2023 and 2025, the occupation group data was as follows: **1 – Managers** • for women, decreased from 40.0% to 35.3% • for men, increased from 60.0% to 64.7% **2 – Professionals** • for women, increased from 32.4% to 36.4% • for men, decreased from 67.6% to 61.4% • for self-described, no data in 2023 and 2.3% in 2025 **3 – Technical and Trade Workers** • for women, increased from 7.0% to 15.2% • for men, decreased from 93.0% to 82.6% • for self-described, no data in 2023 and 2.2% in 2025 **4 – Community and Personal Service Workers** • for women, 33.3% in 2023 and no data recorded in 2025 • for men, 66.7% in 2023 and no data recorded in 2025 • for self-described, no data in 2023 and 1.7% in 2025 **5 – Clerical and Administration Workers** • for women, decreased from 62.1% to 60.0% • for men, increased from 37.9% to 38.3% • for self-described, no data in 2023 and 1.7% in 2025

K: Indicator	L: Progress data	M: Additional progress data	N: Progress made?	O: How the data does (or does not) demonstrate progress
				6 – Sales Workers • for women, decreased from 87.5% to 75.0% • for men, increased from 12.5% to 25.0% **7 – Machinery Operators and Drivers** • for women, increased from 4.8% to 22.7% • for men, decreased from 95.2% to 77.3% **8 – Labourers** • for women, 0% in 2023 and 2025 • for men, stayed the same at 100% in 2023 and 2025

Workplace gender equality indicators

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

Section 2.2 Describing factors limiting and contributing to progress

Column Q shows which of the factors listed below the table limited or contributed to progress against each indicator.

P: Indicator	Q: Factors	R: How the factor(s) limited or contributed to progress	S: Strategies implemented that contributed to or aligned with the indicator
1	[to confirm]	LMW is based in rural and regional Victoria, which faces significant challenges in recruiting the workforce required to be a high functioning organisation. Attracting and retaining qualified staff continues to be a big challenge in the region.	• Educate our employees on gender and intersectional diversity to create an environment that is safe for all people to bring their authentic self to work • Promotion of the Public Sector Value of Respect within the Code of Conduct for VPS • Create and implement a Reconciliation Action Plan (RAP) to foster an appreciation of Aboriginality and cultural and ethnic diversity within LMW • Advance gender and intersectional equality as a shared responsibility across the broader organisation
2	[to confirm]	In our 2021 audit, women represented 50% of LMW's governing body in the	• Gender composition of the governing body

P: Indicator	Q: Factors	R: How the factor(s) limited or contributed to progress	S: Strategies implemented that contributed to or aligned with the indicator
		year to 30 June 2021. In our 2023 progress audit this remained the same. Our chairperson of the Board in 2023 is the same woman who held the position in 2021. Between 2023 and 2025, the proportion of our board members in each gender group was as follows: for women, decreased from 50.0% to 40.0%; for men, increased from 50.0% to 60.0%. As a water corporation, LMW's Board members are appointed to their position for four years by the Victorian Minister for Water. LMW's ability to influence the composition of the Board is therefore limited. The Chair of the Board is a woman, and the Chairs of two of the three Board sub-committees are women.	
3	**[to confirm]**	There is also a 7.2% median total remuneration pay gap across the whole organisation. This is larger than the median base salary pay gap, as many men are employed in roles (e.g. operational/outdoor) that offer overtime. In similar bands that fall under the clerical and administrative worker occupation, overtime is not offered. Overtime is included in the total remuneration data sets.	• Conduct annual gender pay gap audits to identify where pay gaps exist and why
4	**c**	Within the reporting period, three matters regarding sexual harassment were recorded through the LMW incident reporting platform. At present, LMW does not have a process for anonymous or informal sexual harassment complaints. Complaints are received via LMW's formal incident reporting platform. Other incidents may have been reported through other methods and recorded on individual or group personnel files. This means it is difficult to find 'one source of truth' for sexual harassment complaints, both formal and informal. This process has highlighted that LMW does not have a method for anonymous or informal reports internally. Analysing the 2025 People Matter Survey (PMS) data, 1.9% of staff have experienced sexual harassment and 1% have witnessed negative behaviours such as sexual harassment of a colleague. However, due to the number of people anonymously reporting incidences of sexual harassment, the PMS did not publish the results "because less than 10 people said they experienced sexual harassment. We do this to protect the respondents."	• Guarantee that sexual harassment reporting processes are completed correctly to ensure an accurate understanding of the workplace environment • Create a zero-tolerance culture throughout LMW regarding workplace sexual harassment and gendered violence
5	**c, e**	Cultural awareness helps promote inclusivity, respect and understanding within our communities, workplaces and organisations. LMW continues advancing its community involvement to make our employees feel valued and respected. LMW's D&I Officer reports monthly on staff diversity and intersectionality data. Social media posts were completed to promote the diversity of careers available at LMW and the diversity of our workforce, promoting people from different cultures, genders and ages.	• Develop and implement a set of internal values that foster a diverse and positive work culture • Promote LMW's image and reputation as an inclusive organisation that supports and values diversity • Advance gender and intersectional equality as a shared responsibility across the broader organisation • Attract greater diversity in candidates through recruitment processes across all work groups • Ensure staff diversity and intersectionality information is correctly

P: Indicator	Q: Factors	R: How the factor(s) limited or contributed to progress	S: Strategies implemented that contributed to or aligned with the indicator
		Attraction and retention: the local Mildura Living magazine published articles about staff from Lower Murray Water.	captured and reported on
6	b	The number of formal flexible work arrangements (FWAs) has risen significantly, from just 6% of the workforce in 2021 to one in four employees having a formal FWA in place in 2023. Of the one in four employees who have a formal FWA in place, 38% are men, which is more than double the 2021 figure of 17%. As highlighted previously, improvements in equality, diversity and inclusion benefit everyone, including men. Between 2023 and 2025, the proportion of employees on a formal flexible work arrangement was as follows: for women, decreased from 37.8% to 35.3%; for men, decreased from 11.5% to 8.8%; for people of self-described gender, data was unavailable in 2023 and 2025. 2025 data shows that 18% of LMW employees are on a formal work arrangement. The gender composition of those employees is 66% women and 34% men. The gender composition of those who are not on a formal flexible work arrangement is 26% women and 74% men. The gender composition of parental leave takers has slightly altered, from 33% women in 2021 to 36% women in 2023. These figures are consistent with our workforce composition, given 30% of our overall workforce are women. The positive message in this regard is the level of engagement of our men in accessing parental leave to take active roles in family life. Of significance, and reflective of enhanced Enterprise Agreement provisions coming into effect at the start of 2022, the average weeks of parental leave taken has risen from 2.5 weeks for women in 2021 to 22.5 weeks in 2023, and men have increased their average parental leave taken from 2 weeks in 2021 to 3.9 weeks in 2023. We recognise the increased confidence in staff seeking support from the organisation when facing domestic and family violence. These cultural shifts are testament to our progress, which will transfer through to other aspects of inclusion and equality in the coming years. Carer's leave data: • 2021: 29 women and 50 men accessed carer's leave • 2023: 36 women and 63 men accessed carer's leave Between 2023 and 2025, the proportion of employees who took carer's leave was as follows: for women, increased from 40.0% to 44.7%; for men, increased from 34.6% to 44.8%; for people of self-described gender, 100.0% in 2025 and data was unavailable in 2023.	• Implement approaches to build a flexible workplace that supports employees to balance work and life responsibilities
7	c	The preparation of our second Reflect RAP has helped our organisation identify the gaps in knowledge and opportunity for continued learning from First Nations people.	• Promotion of the Public Sector Value of Respect within the Code of Conduct for VPS • Create and implement a Reconciliation Action Plan (RAP) to foster

P: Indicator	Q: Factors	R: How the factor(s) limited or contributed to progress	S: Strategies implemented that contributed to or aligned with the indicator
		LMW recognises our important role as one of the stewards of water resources and the need to work closely with the community to share the cultural connections to our work. Our commitment to diversity, equality and inclusion has seen LMW embed Aboriginal and Torres Strait Islander values into our recruitment processes. Through the inaugural RAP, we implemented an identified Aboriginal and Torres Strait Islander position and successfully filled that position.	an appreciation of Aboriginality and cultural and ethnic diversity within LMW • Develop and retain a diverse workforce

Factors (column Q)

a. the size of the organisation, including the number of employees
b. the nature and circumstances of the organisation, including any barriers to making progress
c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
d. the organisation's resources
e. the organisation's operational priorities and competing operational obligations
f. the practicability and cost to the organisation of making progress
g. genuine attempts made by the organisation to make progress

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies

We can confirm that we don't have any incomplete strategies. All strategies documented in our GEAP were completed or have become ongoing work practices.

Section 3.2 Describing achievements, challenges and learnings

Achievements

Report on a broader range of intersectionality representation, including gender, Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes

In the 2023 progress reporting, one of our strategies and measures was to improve onboarding documentation to enable the organisation to capture employee demographic details. The status of this was 'in progress' at the time of reporting. In 2025, the LMW Demographic Information form was implemented across the business and LMW received more than 100 completed forms to report correctly on our intersectionality. This form continues to be communicated across our organisation and is part of the LMW employment pack for new employees to complete before commencing with us.

Create specific categories within CiA that directly align with the Victorian Gender Equality Commission's Workplace Gender Audit

In the 2023 progress reporting, one of our strategies and measures was to create specific categories within CiA that directly align with the Victorian Gender Equality Workplace Gender Audit. At the time, this was still 'in progress'. Diversity & Inclusion has since implemented these changes within our internal system. LMW's Diversity and Inclusion Officer has mirrored the categories and fields within CiA to ensure future reporting will be identical to what is imported into the Commission's Workplace Gender Audit.

Bystander training for all current employees and compulsory training for all new employees

This action was implemented in our GEAP. The following training has been provided to educate and support our employees on specific topics. The D&I Officer and HR Officer engaged with external parties to ensure the training content was relevant, tailored and engaging for our staff at Lower Murray Water.

- Bullying, Harassment and Discrimination Training, facilitated by Adam Foster, Employment and Safety Lawyer – Colin Biggers & Paisley
- Building Inclusive Workplaces – Diversity Australia. Five sessions were held to accommodate all LMW staff and covered the following:
- Enhance awareness of how unconscious bias impacts behaviour, communication and decision-making in our workplace
- Empower each of us with practical tools and strategies to speak up and intervene safely when witnessing inappropriate or harmful behaviours
- Strengthen alignment with our internal values and culture goals, and external compliance obligations
- Build consistency in knowledge and expectations across our entire workforce
- The blended session format offers a proactive, engaging and interactive experience, ensuring we gain the awareness, confidence and capability to contribute to a respectful, inclusive workplace.

Untapped Talent – Neurodiverse Program

- Neurodiversity 101 – Information & Training
- Neurodiversity in the Workforce – Manager Information & Training (people leaders only)
- Neurodiversity and Employment – Information & Training
- Supporting a Neurodivergent Workforce
- Neurodiversity Mentoring – Information & Training
- Inclusive Recruitment Practices – Information & Training

Review opportunities to offer scholarships for females in non-gender-typical roles, e.g. engineering – LMW Apprentice Program 2024

In early 2024, a total of 18 candidates were invited to interview for their selected position within LMW. Following interviews, 13 were selected to undertake a one-week work trial, held over six weeks:

- 2 females and 3 males completed their one-week trial in Electrical Operations
- 4 females and 1 male completed their one-week trial in Water Treatment
- 1 female and 1 male completed their one-week trial in Civil Maintenance
- 1 male completed a one-week trial in Mechanical Maintenance

Welcome to Country and Acknowledgement of Country protocols

When implementing the LMW Acknowledgement of Country guidance cards, our Engagement and D&I Officer shared the importance and relevance of showing respect to Aboriginal and Torres Strait Islander peoples through either facilitating a Welcome to Country and/or undertaking an Acknowledgement of Country. Educating our staff on the difference, their purpose and the need for sincerity has increased employee awareness, and this now forms a key part of all meetings held internally and externally.

Hybrid Work Arrangements

The new Hybrid Work Arrangements focus on how to foster collaboration while creating greater flexibility to help employees maintain work-life balance. They confirm LMW's continued commitment to finding practical solutions to help maintain a work/life balance. We consider all requests on a case-by-case basis and look to balance our operational requirements with the needs of our employees, stakeholders and team members. Types of Hybrid Work Arrangements may include:

- flexible start and/or finish times
- days of work, such as part-time work or compressed full-time hours
- patterns of work, such as job-sharing arrangements
- the location of work, such as working from home or another location.

Challenges

- D&I reporting from internal data and People Matter Survey data, as they produce different results.
- In the rollout of the LMW Demographic form, some employees still do not disclose the information. There are many reasons why employees may choose not to disclose what they consider to be sensitive personal information, and LMW respects the right of employees not to disclose. However, part of considering intersectionality in the GEAP is developing a workplace culture where all people feel seen and supported. There are strategies in the 2026–2030 GEAP to reflect this.

Learnings

- A key consideration is that current LMW data holds little or no information to build a definitive profile of the workforce that takes into consideration the impacts of intersectionality by gender. However, LMW's GEAP 2026–2030 includes a commitment to review internal data practices, with a view to improving the quality of intersectional data available and creating actions to generate greater awareness of the supports and positive working culture for people who face complex or compounded disadvantage.
- LMW recognises the importance of improving gender equity in the organisation and the benefits it provides the organisation and the broader community. Working through LMW's first GEAP has been an exercise in both learning and awareness raising throughout the organisation. With significant management changes during the first GEAP period, LMW now has a committed and diverse team in place, with two of four General Managers identifying as female and both also having caring responsibilities – a clear direction in the organisation's push for gender equality in what has been a very traditionally male-led organisation.
- LMW is aware of, and has taken significant steps in, raising awareness of family violence and its negative impacts on the workforce and community. A key element of the GEAP moving forward is ongoing engagement regarding the impacts and taking steps to prevent family violence. Over recent years, there has been strong leadership by the Managing Director to close the gender pay gap, with the workforce becoming more aware and taking ownership of gender equity principles.

Section 3.3 Providing other updates on implementation

In implementing our first GEAP, Lower Murray Water learned that we need to ensure our targets and measures are achievable. As we work in a regional town, we will ensure the targets and measures implemented in the new GEAP reflect our community.

Section 3.4 Describing resourcing allocation

Lower Murray Water's (LMW) Gender Equality Framework and Action Plan (GEFAP – used interchangeably with GEAP) is supported internally and enabled through the People and Capability Department. LMW is engaged with many employee networks internally and externally and will continue to use these networks for support, including the VicWater Diversity and Inclusion Steering Committee, the VicWater HR Special Interest Group, Gender Equity Action Sunraysia, and the Regional Gender Equality Community of Practice.

The LMW Executive Team and LMW Board are committed to supporting and resourcing the GEFAP, along with all actions contained within it, and continue to be actively involved in monitoring and reporting on status and implementation. LMW continues to focus on human-centred consultation and engagement with current stakeholders. The Equity, Diversity and Inclusion (EDI) Committee and the People and Capability Department manage progress and maintain the momentum created during the creation and early implementation of the GEFAP.

LMW's People Strategy confirms the responsibilities of managers throughout the business for Gender Impact Assessments (GIAs), equity in recruitment, and ongoing employee retention and wellbeing strategies.

The LMW Board's Risk Appetite Statement confirms LMW has a low appetite for not taking risks to increase the diversity of our workforce. We continue to focus on recruiting new staff as key to ensuring our workforce represents the communities we serve. LMW has embraced and endorses a sector (water industry) approach; our former General Manager People and Customer was the chair of the Diversity and Inclusion Steering Committee for the Victorian water sector until their departure in November 2025. LMW remains an active member of the Committee through the General Manager Business Services. This Committee consists of representatives from each water corporation across Victoria, who work jointly on strategies and initiatives to support increased diversity, inclusion and equity across the sector.

LMW's People and Capability Department administers the GEFAP and is responsible for collecting and maintaining the relevant data. Our Diversity and Inclusion Officer is employed full time, and her role is 100% related to the GEFAP. Our HR Officer (full-time role) and HR Generalist (0.8 FTE) are integral to the GEFAP's success, and approximately 40% of their roles impact on, or are impacted by, the GEFAP. The previous Senior Manager Talent and People Experience dedicated approximately 80% of their time in the past quarter to the GEFAP until taking on a new role within LMW in November 2025.