

GENDER EQUALITY

FRAMEWORK & ACTION PLAN
2022-2025



ACKNOWLEDGEMENT OF COUNTRY

'Lower Murray Water acknowledges the Traditional Owners of the land on which we work and reside. We recognise their continuing connection to land, waterways and community. We pay our respects to Elders past, present and future.

The Traditional Owner groups within Lower Murray Water's service region lie within the traditional lands of First Nations Peoples, from upstream at Koondrook moving downstream along the Murray River (Mil) through to the western edge of our region at the South Australian border.

They are the Barapa Barapa Peoples, Wamba Wamba Peoples, Wadi Wadi Peoples, Tatti Tatti Peoples, Latji Latji Peoples, Nyeri Nyeri Peoples, Ngintait Peoples and the Wergaia Peoples.

The First Nation Peoples' connection to land and water is the living cultural knowledge that is passed down from generation to generation. The stories that connected the ancestors to their culture still live through the First Nations Peoples of today.'

- Acknowledgement of Country written by Stephanie Sloane.

Artwork by Bella Sloane

EXECUTIVE SUMMARY

Lower Murray Water (LMW) is committed to improving gender equity internally and externally within the broader community. This Gender Equality Framework and Action Plan (GEFAP) sets out the strategies and actions needed to provide LMW with an inclusive and diverse workplace that fosters gender and intersectional equity across all levels of the organisation.

This GEFAP supports and emphasises LMW's strategic commitment to 'achieve greater equality diversity and inclusion' (Appendix A). Following an audit and analysis of LMW's current equity and diversity levels, and staff and stakeholder consultation, four key priority areas were defined as the focus for the Action Plan:

- **Employment practices** – Ensuring employment practices champion gender equity whilst applying an intersectional lens
- **Reporting** - Implement reporting practices that are rich in content, inspire action and support accountability at all levels
- **Culture** - Foster a positive culture that supports a safe and respectful workplace that calls out discrimination and allows everyone to bring their authentic self to work
- **Community engagement** - Establishing LMW in the broader community as a champion of diversity and equity both internally and externally

LMW's GEFAP was consolidated through guidance provided by the Gender Equality Commission, following the development of the Gender Equality Act 2020 (the Act). The Act requires defined entities to take positive action towards achieving workplace gender equality and sets out obligations to monitor and evaluate diversity and equity.

A Gender Workplace Audit (the Audit) was completed based on data as of 30 June 2021, this was submitted to the Commission in December 2021. Workforce and employee experience data was collected from our payroll and HR systems and 2021 People Matter Survey (2021 PMS), to identify critical gaps and assess capacity for change to advance gender equality. The PMS included questions developed in consultation with the Commission to help ensure we meet the Act reporting and action planning requirements. These results will form the baseline data for all future audits.

Key findings from the Audit and 2021 PMS supported the development of the Action Plan. Some of these key findings were:

- LMW's workforce is made up of 70% men and 30% women with none identifying as another gender identity
- Employees recruited during the audit period were 70% men and 30% women with exits being very similar at 65% men and 35% women. This suggests that on average those people exiting LMW are being replaced with an applicant of the same gender
- 49% of the workforce is over 45 years of age
- LMW's Gender Pay Gap across all levels was 4.2% and it is apparent that the majority of the highest paid roles within the organisation are occupied by men
- 4% of the workforce are between 15 and 24 years of age
- 8% of part-time employees are men
- 1% of employees identify as Aboriginal or Torres Strait Islander

- 85.5% of trade-based, machinery operations and labouring positions are occupied by men and 74% of clerical and administration positions are occupied by women
- 60% of employees believe there is a positive culture in relation to employees who use flexible work arrangements, compared to 75% in our comparator group
- More than 80% of our people believe LMW encourages respectful workplace behaviours and takes steps to eliminate bullying, harassment, and discrimination
- 82% of men and 73% of women agree that gender is not a barrier to success at LMW – this aligns with other water corporation results, however, still requires focus
- 41% of employees believe LMW has a positive culture regarding employees who identify as LGBTQIA+ , however 5% disagree and 54% are unsure/not aware of what LMW views are which suggests that LMW is not providing enough confidence to their employees that diverse sexual orientation is accepted and embraced

The Audit process highlighted that LMW does not efficiently collect and report on data that defines the diversity and intersectionality of the organisation particularly in the areas of gender identity, ethnicity, disability, religion and sexual orientation.

The 2021 PMS found that the diversity results, entered anonymously by employees, did not align with the internal data collected during the onboarding process. This shows that LMW does not have accurate information regarding LMW's employee diversity and therefore cannot report on it correctly.

The Action Plan (Appendix D) sets out LMW's actions and strategies to improve gender equity as well as the monitoring and evaluation methods.



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INTRODUCTION

Lower Murray water (LMW) recognises the importance of improving gender equity and the benefits it provides the organisation and the broader community. LMW's Gender Equality Framework and Action Plan (GEFAP) provides an integrated approach to increased gender and intersectional equity within the organisation and associated actions to achieve during the 2022 to 2025 period. The Action Plan aligns with LMW's People and Safety Strategic Foundation to 'achieve greater equality, diversity and inclusion' (Appendix A).

On 31 March 2021, the Gender Equality Act 2020 (the Act) came into effect, requiring public sector organisations, among others, to take positive action towards achieving workplace gender equity and promoting gender equity in policies, programs, and services.

Under the Act, LMW is required to develop and implement a Gender Equality Action Plan every four years, which includes the results of a workplace gender audit and strategies for achieving workplace gender equity, and publicly report on the progress every two years.

In line with legislative obligations, gender audit results were used as a key component of our formal consultation with staff, the LMW Board and unions. Audit data and consultation findings have informed the development of LMW's first GEFAP.

"As a major employer in our service region, we have an obligation to lead our community in preventing violence against women and girls. Focusing on gender equality at LMW is not only a legislative requirement, but something we want to do to ensure everyone has the same employment options regardless of who they are and access to the benefits that flow from that."

- Anthony Couroupis, LMW Managing Director





WORKPLACE GENDER AUDIT

A workplace gender audit (the Audit) based on data as at 30 June 2021 was completed and submitted to the Commission for Gender Equality in the Public Sector (the Commission) in December 2021.

Workforce and employee experience data was collected from LMW's payroll and HR systems and the 2021 People Matter Survey (2021 PMS) to identify critical gaps and assess capacity for change to advance gender equity. The PMS included questions developed in consultation with the Commission to support reporting and action planning as required by the Act.

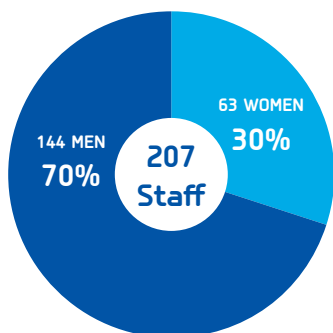
The 2021 PMS included results whereby LMW was compared to a comparator group for each question, the comparator group consisted of similar organisations.

The Audit included data on the following gender equality indicators:

- gender composition of all levels of the workforce
- gender composition of governing bodies
- equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
- sexual harassment
- recruitment and promotion practices
- availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements for those with family or caring responsibilities
- gendered segregation within the workplace

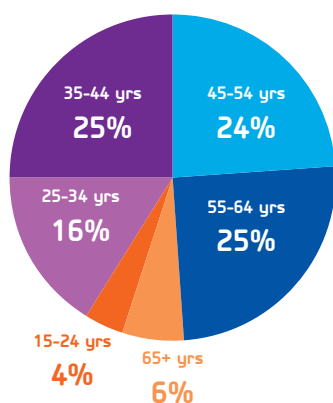
The results of the Audit are outlined in the following figures and Appendix B.

LMW by gender

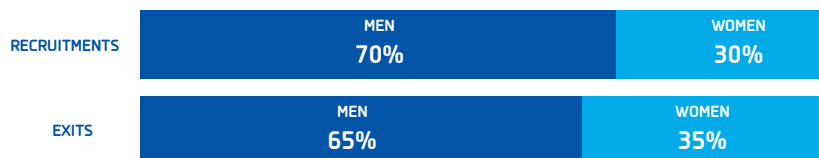


Another Gender Identity: 0 0%

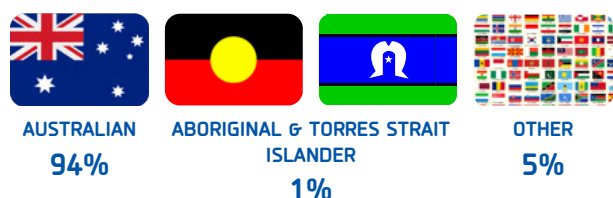
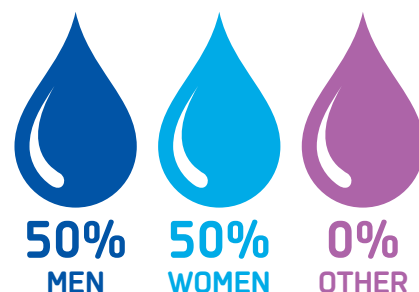
LMW by age



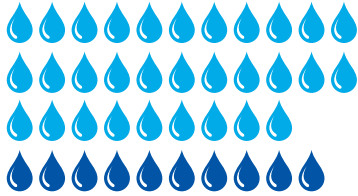
Turnover activities - June 2020 to July 2021



LMW's Board



41 Employees are on Flexible Working Arrangements



WOMEN

MEN

Median Total Remuneration Gap

4.2%

Median Base Salary Gap

4.2%

Employment Basis

FULL TIME	MEN	74%	WOMEN	26%
	MEN	8%	WOMEN	92%
PART-TIME				

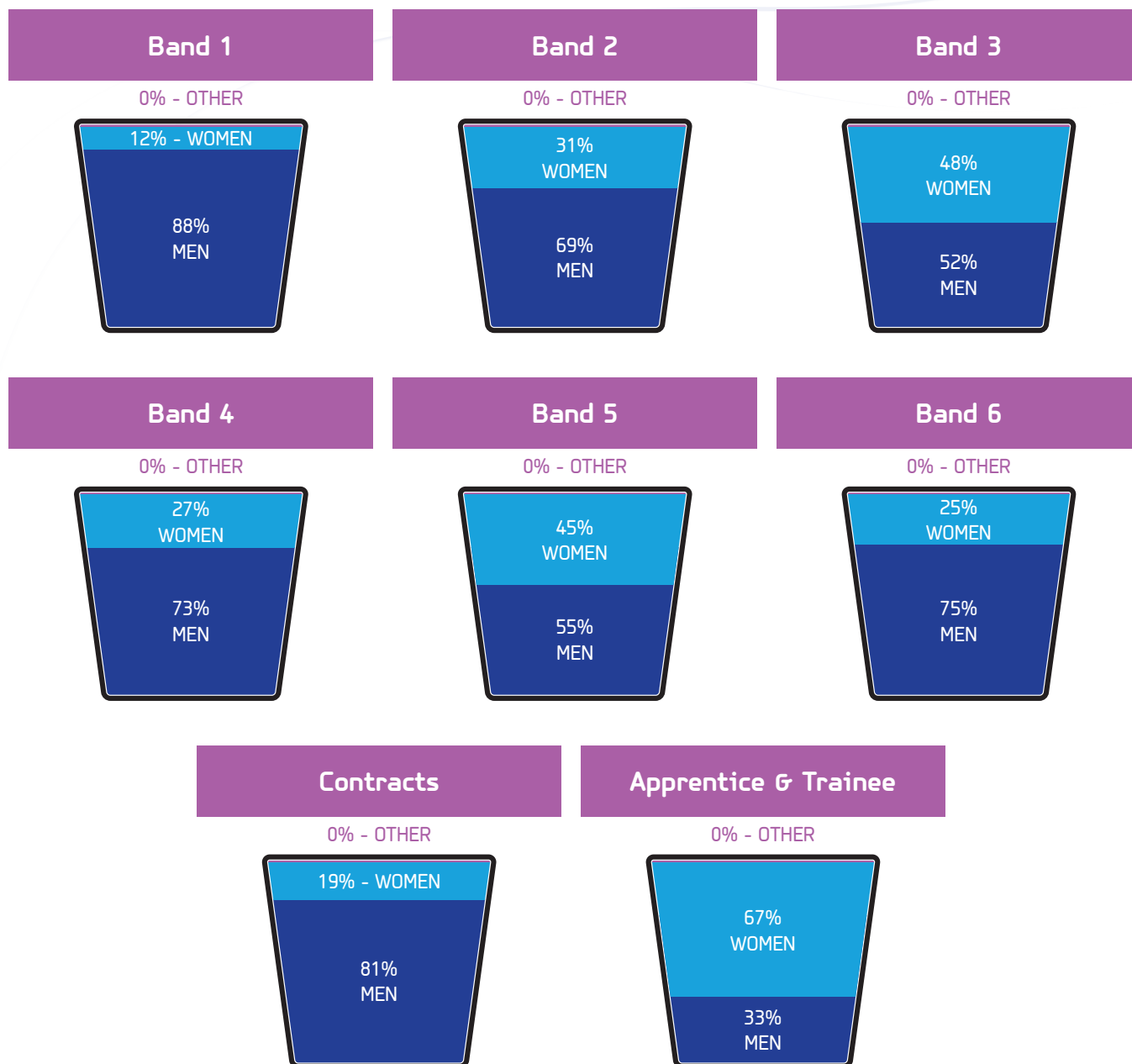
Parental Leave - June 2020 to July 2021

MEN	67%	WOMEN	33%
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Of those who took Parental Leave, 1 employee voluntarily exited LMW



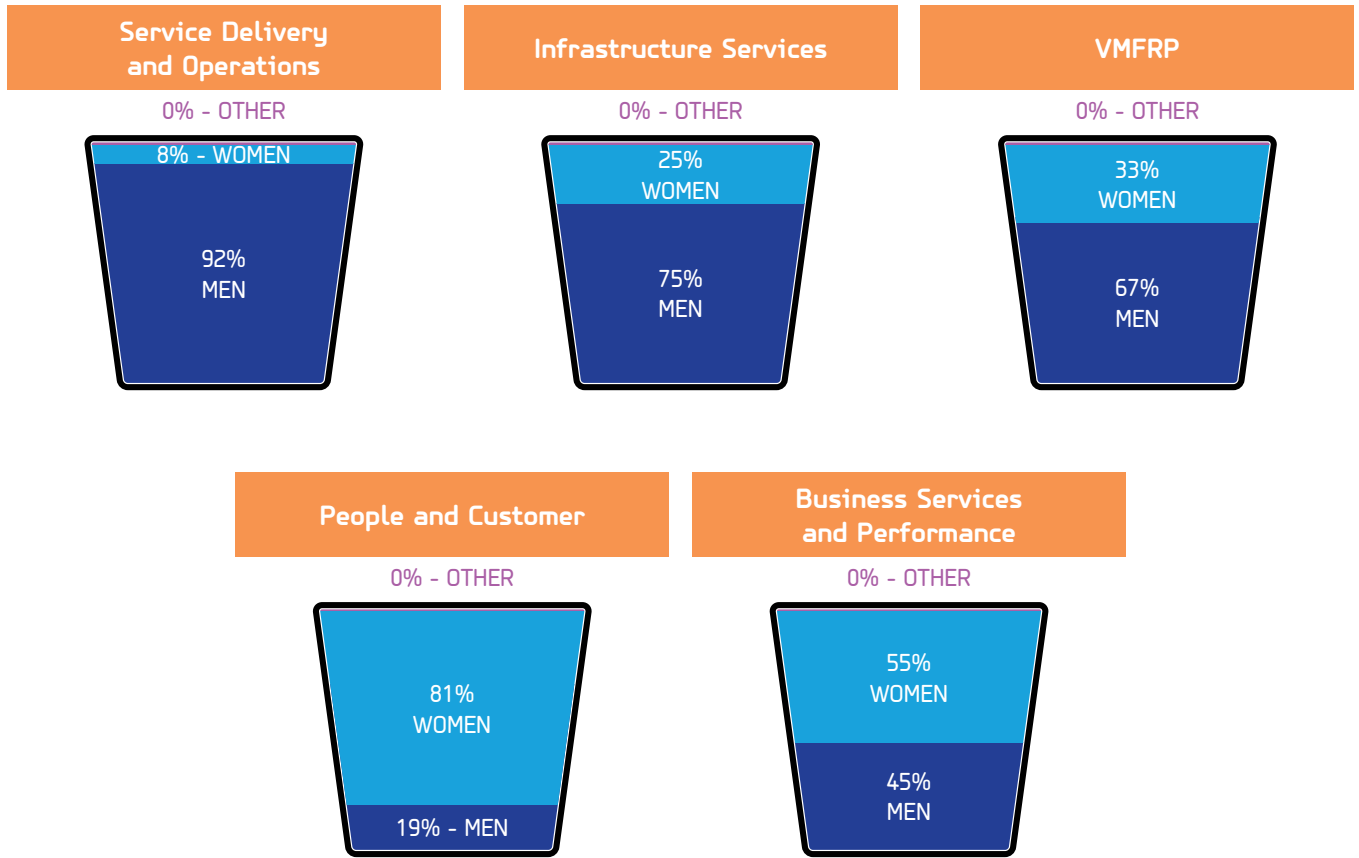
LMW gendered segregation by pay banding



LMW gendered segregation by ANZSCO codes¹

	OTHER	WOMEN	MEN
Managers	0%	25%	75%
Professionals	0%	40%	60%
Technicians and Trades Workers	0%	9%	91%
Clerical and Administrative Workers	0%	74%	26%
Sales Workers	0%	92%	8%
Machinery Operators and Drivers	0%	0%	100%
Labourers	0%	3%	97%

LMW gendered segregation by division



EMPLOYEE EXPERIENCE DATA

The key findings of the 2021 PMS were:

- 60% of employees believe there is a positive culture in relation to employees who use flexible work arrangements, compared to 75% in our comparator group
- More than 80% of our people believe LMW encourages respectful workplace behaviours and takes steps to eliminate bullying, harassment and discrimination
- 82% of men and 73% of women agree that gender is not a barrier to success at LMW – this aligns with other water corporation results, however, still requires focus
- 41% of employees believe LMW has a positive culture regarding employees who identify as LGBTQIA+, however 5% disagree and 54% are unsure/not aware of what LMW views are which suggests that LMW is not providing enough confidence to their employees that diverse sexual orientation is accepted and embraced

These findings informed the GEFAP and were a key part of the employee consultation.





CASE FOR CHANGE

LMW will advocate for change internally and externally to succeed in achieving greater equality, diversity and inclusion within our organisation.

Gender equity in the workplace aims to achieve equal opportunities and outcomes for women, men and those who identify as another gender, not necessarily the same outcomes for all².

According to the Workplace Gender Equality Agency², organisations wishing to achieve this must:

- provide equal pay for work of equal or comparable value
- remove barriers to ensure the full and equal participation of women in the workforce
- provide access to all occupations and industries, including leadership roles, regardless of gender
- eliminate discrimination on the basis of gender, particularly in relation to family and caring responsibilities

Research from across the world has shown that gender equity delivers greater productivity, higher profits and economic growth.

KEY BENEFITS OF GENDER DIVERSITY FOR LMW

The diagram below shows a summary of the key benefits³ for LMW.



ATTRACT AND RETAIN TOP TALENT

- Women make up almost half of the Australian workforce. LMW needs to consider how to appeal to women in order to access a larger talent pool.
- Organisations with a positive and inclusive culture, that offer gender equity policies and practices and flexible working arrangements, attract a broader pool of talent.
- Flexible working conditions drive engagement and are one of the top five employment drivers for men.
- Increased gender balance in leadership will encourage increased gender diversity in the organisation as a whole.
- Gender balance lifts employee retention. Both men and women are more likely to remain with an organisation with an inclusive environment.
- Incentives that drive employee retention are workplace flexibility, breastfeeding facilities, return to work programs and parental and carers leave provisions.



ENHANCE ORGANISATIONAL PERFORMANCE

- By increasing the gender diversity, LMW can:**
- enhance overall organisational and financial performance
 - increase employee motivation and enhance the work environment
 - reduce the risk of group think and improve decision-making
 - correct gendered pay inequalities by achieving gender diversity at leadership level
 - enable greater innovation, creativity and ability to adapt to change
 - improve the effectiveness of boards and executive managers



MEET COMMUNITY EXPECTATIONS

- Organisations that meet community expectations around gender balance are likely to benefit from enhanced reputation and brand.
- Boards and leadership teams that reflect the gender diversity of the community will benefit from having all views represented in the organisation's values and strategy.
- Achieving gender balance within an organisation will help to break down traditional gender stereotypes.
- Greater gender diversity on boards and in leadership can lead to increased transparency, improved ethical orientation, and enhanced corporate social responsibility.

Intersectionality can be defined as an understanding of the ways that different forms of inequality or disadvantage can combine to amplify the impact on the individual or group⁴.

LMW recognises there are ways in which different aspects of a person's identity, in addition to gender, can expose them to overlapping forms of discrimination and marginalisation. These intersectional factors such as Aboriginality, age, disability, ethnicity, gender identity, race, religion and sexual orientation can amplify barriers to services and increase the risk of social isolation, and social and economic disadvantage.

This is amplified for various cohorts within our community, including:

- Aboriginal and Torres Strait Islander women who face the intersection of colonisation, racism, and gendered violence, and face significantly higher rates of violence than non-Indigenous women.
- Women with disability who are twice as likely to experience violence from a current or previous partner than other women.

- LGBTQIA+ women who face a lack of inclusive services and can be excluded from resources offered to their cisgender and heterosexual counterparts⁵.
- Older women who are the fastest-growing group of homeless people in the country. There is a large gap between the superannuation savings of Australian men and women. As the current superannuation system is linked to paid work, it overwhelmingly disadvantages women who are more likely to move in and out of paid work to care for family members. Right now, many women are living their final years in poverty⁶.

Applying an intersectional lens through the GEFAP will bring LMW closer to achieving equity for all and ensuring the voices of all are heard. Listening, learning and understanding the views of all will help ensure LMW reflects on, and considers, the impact of discrimination, acts with respect, and bases actions on lived experience rather than defining all women as one catchall category.



INEQUALITY, EQUALITY AND JUSTICE EXPLAINED

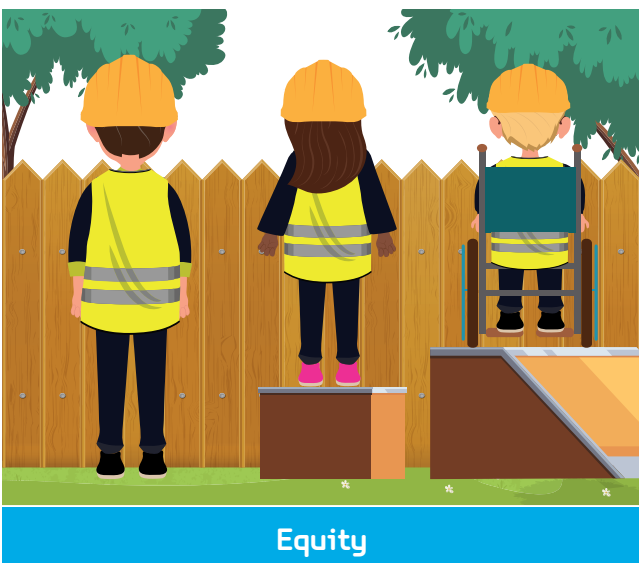
“The route to achieving equity will not be accomplished through treating everyone equally. It will be achieved by treating everyone equitably, or justly according to their circumstances⁷.”



Unequal access to support



The assumption that everyone benefits from the same support is considered to be equal treatment.



Everyone receives the support they need, which produces equity.



The causes of inequality have been addressed and the systematic barriers removed.



PRIORITIES IN ACTION

The data from the Audit, 2021 PMS and the consultation process saw the emergence of four key themes which form LMW's key priority areas and anchor the Action Plan.

LMW's key priority areas are:

Employment practices

Ensuring LMW's employment practices champion gender equity whilst applying an intersectional lens

Reporting

Implement reporting practices that are rich in content, inspire action and support accountability at all levels

Culture

Foster a positive culture that supports a safe and respectful workplace that calls out discrimination and allows everyone to bring their authentic self to work

Community engagement

Establishing LMW in the broader community as a champion of diversity and equity both internally and externally

LMW's Action Plan aligns these key priorities with the Act's seven workplace gender equality indicators and ten gender equality principles (Appendix C).

OUR DIRECTION

LMW has around 200 employees working across various sites and offices, situated on the Murray River in regional Victoria. Along with the Act and Strategic Plan, LMW has other obligations and commitments regarding gender equity.

LMW is guided by the annual Letter of Expectations from the Victorian Minister for Water outlining performance expectations. One of the current priority areas is “water corporations reflect the needs of our diverse communities and develop strategies and goals that will increase cultural diversity in the workforce and gender equity in executive leadership.”

VicWater is LMW’s industry body and assists water corporations to monitor the combined progress towards the targets set by the Victorian Government. For the last three years LMW has reported against these targets. There have been increases in women in senior leadership roles, however, there has been a decline in the following areas:

- people identifying with a disability
- people who speak another language other than English at home
- people who identify as Aboriginal or Torres Strait Islander

As part of LMW’s obligations under the Act, the organisation must be adequately resourced to achieve all obligations within the timeframe set by the Commission. LMW acknowledges the importance of true cultural change at all levels to achieve our People and Safety Strategic Foundation of

increased equality, diversity and inclusion within our organisation (Appendix A). To strengthen this, a new role was approved in 2021 to support the delivery of the Action Plan and LMW’s obligations under the Act, among other responsibilities.

In 2021, LMW formed an internal Equality, Diversity & Inclusion (EDGI) Committee to support LMW’s long term equity, diversity and inclusion aims as well as the development and ongoing implementation of the GEFAP. The committee is made up of staff members who reflect the diverse people, perspectives and experiences from within LMW. The Committee’s terms of reference include a direction that no more than 60 percent of members can represent a single gender.

The GEFAP is supported internally and enabled through the people resources of the People Team. LMW is engaged with many employee networks internally and externally and will utilise these networks for support, including the VicWater Diversity and Inclusion Steering Committee, VicWater HR Special Interest Group, Gender Equity Action Sunraysia, and Regional Gender Equality Community of Practice.

The LMW Executive Team and LMW Board are committed to supporting and resourcing the GEFAP and all actions contained within it and will be actively involved in monitoring and reporting. Funding for all activities has been included in the Corporate Budget and Water Plan 5.

LMW Executive Team



CONCLUSION

LMW's commitment to gender equity is clear from this GEFAP. The benefits of an inclusive workplace to all our employees as well as to the communities in our service region are numerous and far reaching.

High employee engagement comes from an organisation focusing on inclusion, not just diversity, and ensuring employees feel confident to voice their ideas and share personal experiences from outside the workplace in an environment free from unconscious bias, sexism, homophobic attitudes, glass ceilings for women, judgement or ridicule.

LMW's overarching aim is to become a workplace which embraces and celebrates our differences and the contribution every employee makes to the work we do. We aim to be a workplace where people feel comfortable and supported to be themselves, through creating a culture of inclusion.

LMW's GEFAP is the framework and organisational commitment to achieve equity, diversity and inclusion at LMW. The Action Plan outlines our priorities, strategies, and measures to support the organisation to achieve greater equity, diversity and inclusion by 2025 with incremental achievements set out between now and then.

The Commission has provided a comprehensive framework, guidance, and advice to support workplace gender equity, and set obligations to monitor and evaluate our progress through two-yearly progress reports and four-yearly workforce gender audits which LMW is committed to support.

Continuing to focus on human-centred consultation and engagement with current stakeholders, the ED&I Committee and the People Team will manage the progress and maintain the momentum created during the development of the GEFAP. Regular progress reports will be shared within the organisation more broadly as well as specifically with the Executive Team, the ED&I Committee and the LMW Board.

Through this GEFAP, LMW will become a better place to work for all.



REFERENCES

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<https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/1220.02013,%20Version%201.3?OpenDocument>
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<https://www.wgea.gov.au/publications/gender-equality-business-case>
3. Department of Local Government, Sport and Cultural Industries. 2019. *Gender Diversity Case for Change: the case for gender-balanced leadership in sport and recreation*.
<https://www.dlgsc.wa.gov.au/sport-and-recreation/gender-diversity>
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5. Amnesty International 2021. *Explainer: Why Intersectionality is Important for Women's Rights*.
<https://www.amnesty.org.au/explainer-why-intersectionality-is-important-for-womens-rights>
6. Australian Human Rights Commission. 2011. *The gender gap in retirement savings*.
<https://humanrights.gov.au/our-work/gender-gap-retirement-savings>
7. Erdman, N. 2021. *Defining: Equity, Equality and Justice*.
<https://achievebrowncounty.org/2021/05/defining-equity-equality-and-justice>





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APPENDICES



LOWER MURRAY
WATER

OUR PURPOSE

To support our region to prosper by successfully delivering vital water services.

OUR VISION

A healthy, sustainable water future underpinned by an LMW culture of performance excellence, built in partnership with our staff, customers and communities.

OUR
STRATEGY
2021-2025

lmw.vic.gov.au



Building a healthy and sustainable future through our strategic priorities



Service Delivery

Achieve high quality outcomes for our customers

- Identify, define, and deliver agreed customer service levels
- Improve our responsiveness to customer issues by obtaining better service delivery insights



Engagement

Effective engagement with our stakeholders

- Embed authentic customer engagement across the business
- Enhance stakeholder relationships to build confidence in and generate future opportunities for LMW and our region



Environment

Better the environment in our region

- Deliver the Victorian Murray Floodplain Restoration Project to the agreed objectives
- Achieve our CO₂ emissions reduction target
- Explore enhanced integrated water management that best works for our region



Building a dynamic culture of performance excellence through our strategic foundations



People and Safety

Enhance our people and safety and leverage innovation to be more efficient and effective

- Put 'Safety First' through communication, consistency, clarity & commitment
- Embed #1LMW by fostering a high-performing culture by attracting, retaining, and developing our people
- Achieve greater equality, diversity, and inclusion
- Adopt improved ways of working through our Business Transformation Program



Infrastructure

Ensure our assets and infrastructure meet current and future needs

- Optimise our infrastructure through improved life cycle management
- Deliver our Water Plan capital expenditure (capex) on time, on quality and within budget



Finance and Governance

Secure our long-term financial success and upgrade our governance, systems and processes

- Achieve year-on-year improvement in our frameworks, policies and performance to meet our risk management and compliance obligations
- Deliver on our Water Plans' revenue and operational expenditure (opex) targets
- Optimise business efficiencies through sustainable pricing, resourcing and procurement

Appendix B - 2021 People Matters Survey results summary

The key findings of the 2021 PMS were: These informed the GEFAP and were a key part of the employee consultation.

	In agreement with the proposed question (Percentage)		
	MEN	IDENTIFY AS ANOTHER GENDER	WOMEN
There is a positive culture within my organisation in relation to employees of different sexes/genders	78%	39%	78%
I have experienced any of the above [sexual harassment] behaviours	2%	13%	2%
I feel safe to challenge inappropriate behaviour at work	79%	87%	98%
LMW takes steps to eliminate bullying, harassment and discrimination	86%	70%	71%
LMW encourages respectful workplace behaviours	96%	87%	78%
LMW makes fair recruitment and promotion decisions, based on merit	55%	17%	49%
I feel I have an equal chance at promotion in my organisation	48%	17%	41%
Gender is not a barrier to success in LMW	82%	48%	73%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success LMW	76%	43%	78%
Cultural background is not a barrier to success in LMW	79%	65%	88%
Sexual orientation is not a barrier to success in LMW	76%	48%	76%
Disability is not a barrier to success in LMW	67%	52%	61%
Age is not a barrier to success in LMW	73%	52%	67%
LMW would support me if I needed to take family violence leave	81%	78%	96%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	74%	57%	69%
LMW supports employees with family or other caring responsibilities, regardless of gender	89%	61%	94%

This data was collected within the 2021 People Matter Survey.

Appendix C – Alignment of LMW’s key priority areas and gender equality indicators and principles

LMW Priority	Gender Equality Indicator	Gender equality principles
Employment Practices	<p>Indicator 1 – Gender composition at all levels of the workplace</p> <p>Indicator 3 – Gender pay equity</p> <p>Indicator 5 – Recruitment and promotion</p> <p>Indicator 7 – Gendered segregation within the workplace</p>	<p>(1) All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.</p> <p>(2) Gender equality benefits all Victorians regardless of gender.</p> <p>(7) All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.</p> <p>(8) Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.</p> <p>(9) Women have historically experienced discrimination and disadvantage on the basis of sex and gender.</p> <p>(10) Special measures may be necessary to achieve gender equality.</p>
Reporting	<p>Indicator 5 – Recruitment and promotion</p> <p>Indicator 6 – Workplace sexual harassment</p>	<p>(5) Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.</p> <p>(8) Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.</p> <p>(10) Special measures may be necessary to achieve gender equality.</p>
Workplace Culture	<p>Indicator 1 - Gender composition at all levels of the workplace</p> <p>Indicator 7 – Gendered segregation within the workplace</p> <p>Indicator 5 – Recruitment and promotion</p> <p>Indicator 6 – Workplace sexual harassment</p>	<p>(1) All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.</p> <p>(9) Women have historically experienced discrimination and disadvantage on the basis of sex and gender.</p>
Community Engagement	<p>Indicator 1 – Gender composition at all levels of the workplace.</p> <p>Indicator 5 – Recruitment and Promotion</p>	<p>(6) Advancing gender equality is a shared responsibility across the Victorian community.</p>

GENDER EQUALITY ACTION PLAN

Priorities for the LMW GEFAP

- ▶ Employment Practices
- ▶ Reporting
- ▶ Workplace Culture
- ▶ Community Engagement

1

Priority 1 – Employment Practices

Ensuring Lower Murray Water’s Employment Practices champion gender diversity and foster an equal and antidiscriminative execution

What we know

LMW is currently made up of 70% men and 30% women. The Audit found LMW’s recruitment numbers, over the 2020-2021 financial year, were divided into 70% men and 30% women, there was a similar gender split for those who exited the organisation in the same period. These statistics suggest that those exiting the organisation are being replaced with an applicant of the same gender.

The 2021 PMS found that 42% of LMW employees feel they “have an equal chance at promotion” within LMW and 49% believe LMW makes “fair recruitment and promotion decisions, based on merit”. There is a higher number of men in management positions (75% men and 25% women).

At 30 June 2021, LMW’s Gender Pay Gap across all levels was 4.2 and it is apparent that the majority of the highest paid roles within the organisation are occupied by men.

In regard to flexibility within LMW, the 2021 PMS found that more employees who undertake flexible work arrangements agree that LMW’s culture towards flexibility is positive, compared to those who are not on a flexible work arrangement. Men make up 24% of employees on flexible working arrangements which provides an insight into possible gender bias when it comes to flexible working at LMW.

Gender Equality Indicator	Strategy	Action	Timeline				Responsible Department	Process Indicator/Measure
			2022	2023	2024	2025		
Recruitment and promotion	Attract greater diversity in candidates through recruitment processes across all work groups.	Review language in position descriptions to ensure they are gender neutral and culturally safe	√	√	√	√	PD Custodians, HR Generalist	<ul style="list-style-type: none"> Increased numbers of applicants from diverse backgrounds. Successful hiring for non-gender-typical roles Achieve a 5% increase in women or those who identify as another gender within LMW Achieve a 5% increase in employees aged 15-24 years of age within LMW Achieve all EDGI targets set for LMW
		Review language and graphics for job advertisements and social media content to ensure gender neutral job advertisements	√	√	√	√	Hiring managers, People and Communications Team	
		Celebrate roles and people that support breaking gender stereotypes, gender roles or prejudices by profiling them on social media and through internal communications	√	√	√	√	People and Communications Team	
		Review shortlisting and appointment processes to remove unconscious bias.	√	√	√	√	People Team	
		Review current recruitment process to ensure that strategies, policies and procedures are free from gender bias and support equal pay and cultural safety	√	√			People Team	
		Review opportunities to offer scholarships for females in non-gender typical roles e.g., engineering		√		√	People and Communications Team	

Gender Equality Indicator	Strategy	Action	Timeline				Responsible Department	Process Indicator/Measure
			2022	2023	2024	2025		
Gendered segregation Recruitment & promotion Gender composition of all levels	Develop and retain a diverse workforce	Develop a framework for succession planning and talent identification to support equitable career development	√				People Team	<ul style="list-style-type: none"> Develop and successfully implement a succession planning and talent development framework to support equitable career development 50% of roles filled internally by 2025 Turnover rate of 8% achieved by 2024 <p>Increase in PMS results year on year for:</p> <ul style="list-style-type: none"> I have an equal chance at promotion (42% in 2021) I believe LMW makes fair recruitment and promotion decisions, based on merit (49% in 2021) Employees indicating they plan to stay at LMW for the next 2 years (73% in 2021)
		Implement a Talent Management Framework	√				Executive Team, People Team	
		Implement Succession Planning Procedure	√				Executive Team, People Team	
		Educate staff on recruitment and promotion processes	√	√	√	√	People and Communications Team	
		Celebrate internal promotions throughout LMW	√	√	√	√	People and Communications Team	
		Develop and implement staff retention interviews	√				People Team	
Gender pay equity	Conduct annual gender pay gap audits to identify where pay gaps exist and why	Enterprise Bargaining Agreement classification review to ensure transparency of equal pay for equal or comparable value across all levels of the workforce		√	√	√	People Team, EBA Committee	<ul style="list-style-type: none"> Improve gender breakdown by achieving the following percentage increase for Women in each of the indicated bands by 2025: <ul style="list-style-type: none"> - B1: +18% - B2: +9% - B4: +13% - B6: +25% - Contracts: +16% <p>(see LMW's Gendered Segregation by LMW Band for more information)</p>
		Develop targets and strategies to address gender pay gaps	√	√	√	√	Executive Team, People Team	

Gender Equality Indicator	Strategy	Action	Timeline				Responsible Department	Process Indicator/Measure
			2022	2023	2024	2025		
Leave and flexibility	Implement approaches to build a flexible workplace that supports employees to balance work and life responsibilities	Develop parental leave policy that supports transition back to work through flexible working arrangements for both primary and secondary carers and mentoring programs		√			People Team, EDGI Committee	<ul style="list-style-type: none"> • Consultation conducted, process improvements in place, policy implemented by 2023 • Training conducted by 2023 • Increase access and utilisation of flexible working (particularly by men) • Achieve a 30% increase in male part-time employees <p>Increase in PMS results year on year for:</p> <ul style="list-style-type: none"> • There is a positive culture within my organisation in relation to employees who use flexible work arrangements (60% in 2021) • Having family responsibilities is not a barrier to success in my organisation (66% in 2021)
		Train managers in the use of the Parental Leave Policy and Flexible Work Arrangement Policy in order to inform staff about and discuss access to flexible work arrangements	√	√			People Team	
		Create an internal campaign to promote and encourage flexible working including discussions as part of induction of new staff (ensuring on-call staff are included)	√	√			Leadership Team, People and Communications Team	
		Promote and profile flexible arrangements for all genders within LMW and throughout the broader community	√	√	√	√	People and Communications Team	
		Promote increased carers and secondary carers leave as per LMW's 2021 Enterprise Agreement within the organisation	√				People and Communications Team	

2

Priority 2 – Reporting

Implement reporting practices that are rich in content, inspire action and support accountability at all levels

What we know

The Audit highlighted that LMW does not efficiently collect and report on data that defines the diversity and intersectionality of the organisation particularly in the areas of gender identity, ethnicity, disability, religion and sexual orientation.

The 2021 PMS found that the gender and diversity results, entered anonymously by employees, did not align with the internal data collected during the onboarding process, highlighting that LMW does not have, and therefore cannot report on, accurate information regarding LMW's employee diversity.

LMW has an obligation to monitor and evaluate progress through two-yearly progress reports and four-yearly workforce gender audits.

Gender Equality Indicator	Strategy	Action	Timeline				Responsible Department	Process Indicator/Measure
			2022	2023	2024	2025		
Recruitment and promotion	Ensure staff diversity and intersectionality information is correctly captured and reported on	Improve onboarding documentation to reflect questions from PMS Intersectionality Report and encourage existing staff to update their information	√	√			People Team	<ul style="list-style-type: none"> Diversity board and GEFAP reporting reflects plan measures and indicators Diversity reporting conducted within CiA reflects GEFAP focus
		Report on a broader range of intersectionality representation including gender, Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes	√	√			People Team, ICT Team	
		Create specific categories within CiA that directly align with the Victorian Gender Equality Commission's Workplace Gender Audit	√				People Team, ICT Team	
Workplace sexual harassment	Guarantee that sexual harassment reporting processes are completed correctly to ensure an accurate understanding of the workplace environment	Continually promote the support of the People Team, HSR's and the Executive to encourage employees to discuss experiences and concerns confidentially and educate staff on the options for reporting	√	√	√	√	People Team, Leadership Team, OHS Committee	<p>Internal sexual harassment reports reflect the PMS results for:</p> <ul style="list-style-type: none"> During the last 12 months in your current organisation, have you experienced any of the following (sexual harassment) behaviours at work? (3% in 2021) Experienced sexual harassment (3% in 2021)
		Develop internal, confidential OHS reporting for sexual harassment incidents		√			People Team, Leadership Team, OHS Committee	
		Commit to reporting on sexual harassment complaints to the LMW Board as a standing agenda item in the HR report		√			People Team	

3

Priority 3 – Workplace Culture

Foster a positive culture that supports a safe and respectful workplace that calls out discrimination and allows everyone to bring their authentic self to work

What we know At LMW, there is a large segregation of genders within positions that are predominantly labour based compared to roles that are largely administration or clerical. The Audit found that 85.5% of trade-based, machinery operations and labouring positions are occupied by men and 74% of clerical and administration positions are occupied by women.

The 2021 PMS showed that LMW employees believe there is improvement needed within the organisation involving the culture towards diversity and inclusion.

Gender Equality Indicator	Strategy	Action	Timeline				Responsible Department	Process Indicator/Measure
			2022	2023	2024	2025		
Recruitment and promotion	Develop and implement a set of internal values that foster a diverse and positive workforce culture	Form a working group to brainstorm, consult and create a set of values that reflect LMW's views and behaviours	√				ED&I Committee	<ul style="list-style-type: none"> LMW new values are implemented across the organisation.
		Promote internal values throughout the organisation through face-to-face training on acceptable behaviours	√				Leadership Team, ED&I Committee	
Gender composition of all levels	Educate our employees on gender and intersectional diversity to we create an environment that is safe for all people to bring their authentic self to work	Share a collection of internal communications throughout each year to promote diversity across gender, Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes	√	√	√	√	People and Communications Team	<p>Increase in PMS results year on year for:</p> <ul style="list-style-type: none"> LMW encourages respectful workplace behaviours and takes steps to eliminate bullying, harassment, and discrimination (80% in 2021) Gender is not a barrier to success at LMW (76% in 2021) There is a positive culture within LMW in relation to employees who identify as LGBTQIA+ (41% in 2021) <p>Decrease in PMS results year on year for:</p> <ul style="list-style-type: none"> Employees who responded they were unsure/not aware if there was a positive culture within LMW in relation to employees who identify as LGBTQIA+ (54% in 2021)
		Diversity and intersectional mandatory training will be conducted for all staff			√	√	People Team	
		LMW will commemorate and celebrate cultural and awareness events such as NAIDOC Week, Harmony Day, White Ribbon Day, Pride Month, International Woman's Day	√	√	√	√	ED&I Committee	
		Support the use of gender pronouns in staff email signatures	√				Leadership Team, all staff	
		Develop a framework to ensure all policies and procedures are gender neutral		√			Governance Team	

Gender Equality Indicator	Strategy	Action	Timeline				Responsible Department	Process Indicator/Measure
			2022	2023	2024	2025		
Gender composition of all levels Gendered segregation	Promotion of the Public Sector Value of Respect, within the Code of Conduct for Victorian Public Sector	Champion 6.4 of the VPSC Code of Conduct, "Equality and Diversity", through internal communications to all staff	√	√	√	√	Communications and Engagement Team	Increase in PMS results year on year for: <ul style="list-style-type: none"> There is a positive culture surrounding cultural diversity (78% in 2021) There is a positive culture surrounding different age groups (74% in 2021) There is a positive culture surrounding different sexes/genders (73% in 2021) There is a positive culture surrounding Aboriginal and / or Torres Strait Islanders (69% in 2021) There is a positive culture surrounding those who identify as LGBTQIA+ (41% in 2021) There is a positive culture surrounding disability (60% in 2021)
Gender composition of all levels Gendered segregation	Create and implement a Reconciliation Action Plan (RAP) to foster an appreciation of Aboriginality and cultural and ethnicity diversity with LMW	Ensure consistency between LMW's GEAP and RAP	√				People and Communications Team	
		Engage senior leaders in the delivery of RAP commitment	√	√	√	√	People and Communications Team	
		Communicate our commitment to reconciliation to all staff internally through cultural sharing	√	√			People and Communications Team	
		Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country	√	√	√	√	People and Communications Team	
Workplace sexual harassment	Creating a zero-tolerance culture throughout LMW regarding workplace sexual harassment and gendered violence	Bystander training for all current employees and compulsory training for all new employees	√		√		People Team	<ul style="list-style-type: none"> All employees completed training Internal sexual harassment reports reflect the PMS results Decrease in PMS results year on year for: <ul style="list-style-type: none"> Experienced sexual harassment (3% in 2021)
		Create a workplace sexual harassment and gendered violence prevention plan in consultation with employees and employee representatives		√			OHS Committee, EDGI Committee	
		Handling sexual harassment challenging and confidential conversations training for all existing employees and compulsory training for all new employees		√		√	People Team	

4

Priority 4 – Community Engagement

Establishing LMW throughout the broader community as a champion of diversity and equity both internally and externally

What we know Traditionally LMW’s external communications have lacked diversity and largely contained employees within gender-typical positions.

LMW’s workforce does not reflect the communities within its service region.

Gender Equality Indicator	Strategy	Action	Timeline				Responsible department	Process Indicator/Measure
			2022	2023	2024	2025		
Recruitment and promotion Gender composition of all levels	Promote LMW’s image and reputation as an inclusive organisation that supports and values diversity	External communications contain photos of diverse employees in non-gender typical workgroups	√	√	√	√	People and Communications Team	<ul style="list-style-type: none"> LMW is recognised throughout the community as a welcoming and culturally diverse organisation. Increased numbers of applicants from diverse backgrounds.
		Employees from all backgrounds are celebrated throughout the community via multiple communication methods	√	√	√	√	People and Communications Team	
		Celebrate the new 2021 EA Clauses externally	√				People and Communications Team	
Recruitment and promotion Gender composition of all levels	Advance gender and intersectional equality as a shared responsibility across the broader community	Partnerships are formed with relevant organisations and community groups to share knowledge and seek their expertise where appropriate	√	√	√	√	ED&I Committee, People Team	<ul style="list-style-type: none"> LMW is recognised throughout the community as a welcoming and culturally diverse organisation. Increased numbers of applicants from diverse backgrounds.
		Participate in relevant networks and forums	√	√	√	√	ED&I Committee, People Team	
		Participate in local diversity-focused events	√	√	√	√	ED&I Committee, People Team	