LOWER MURRAY WATER

GENDER EQUITY ACTION PLAN

2026 - 2030

Our plan to promote and achieve gender equality in our workplace, prepared under the *Gender Equality Act 2020* (Vic).

LOWER MURRAY WATER

ACKNOWLEDGEMENT OF COUNTRY

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

ABOUT THIS PLAN

The *Gender Equality Act 2020* (the Act) requires defined entities, including Lower Murray Water (LMW), to develop a gender equality action plan (GEAP) every four years. The plan sets out the strategies and measures we will take to promote and achieve gender equality in our workplace.

This document presents LMW's 2026–2030 GEAP as submitted to the Commission for Gender Equality in the Public Sector on 20 May 2026. At LMW we refer to it as our Gender Equity Action Plan.

ORGANISATION SNAPSHOT · AS AT 30 JUNE 2025

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
Location	Regional

236
employees as at 30 June 2025

33%
of our workforce are women (June 2025 workforce gender audit)

4 of 9
Board Directors are women, and the Board is chaired by a woman

2 of 4
General Managers identify as female

CONTENTS

Leadership commitment	Gender equality, pay equity and intersectionality
Consultation	Indicators 1–7: audit data, measures, targets and strategies
Resourcing our GEAP	Attestation

SECTION 3

LEADERSHIP COMMITMENT

LMW is required under the Gender Equality Act 2020 to adopt a GEAP, however the LMW GEAP is considered to be more than just a statement of compliance with this Act providing guidance to the organisation on key actions required to enhance workplace culture, increase employee wellbeing and drive productivity.

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 of 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 who identify as female with 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. Throughout the organisation, flexible work has been embraced and supported which is essential to attract and retain the workforce required to be a high performing organisation. A comment made during consultation with the LMW Board highlighted this commitment:

> *"Equity of all types is important. We need to provide best opportunity for all employees. It is a fundamental principle if you want to be a high performing organisation."*
>
> LMW Board Director

The LMW Board is also chaired by a woman with the Board seeking to improve reporting practices to ensure a richness in the data with an ambition to learn from 'Best in class' for work in gender equality. LMW also has a representative in The Women in Water network with Board Director Kate Hughes actively engaged Women In Water Directors Network | VicWater.

More specifically 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 the gender equity principles.

Through consultation, the new GEAP will continue to focus on four priorities but with a special emphasis on improving culture and building stronger community engagement.

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

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

These four priorities will help support LMW's new Corporate Strategy – and aligns with the key focus area of 'Empowered people'. Engagement across the organisation and to LMW's community will send a clear signal that LMW is invested in its people.

> *"We create a workplace where our people feel supported, valued, and inspired to grow. By investing in development and wellbeing, we retain great talent and build a thriving, future ready workforce. This means: we provide clear accessible support resources to help our people thrive; we actively identify and reduce risks that could impact our people's wellbeing; and our culture is inclusive, built on trust, recognises contributions and encourages growth."*
>
> Paul Northey, Managing Director, Lower Murray Water

SECTIONS 4 – 5
CONSULTATION

17
employee interviews, from the Managing Director through to Officers

24 Mar
Board Committee (STEPC) Q&A session, 2026

2
employee representatives consulted face to face

14 Apr
consultation with VicWater, 2026

CONSULTATION GROUPS

YOU MUST CONSULT WITH YOUR...	CONFIRM YES OR NO
Governing body (if your organisation has one)	Yes
Employees	Yes
Employee representatives, including relevant trade unions	Yes

YOU MIGHT CONSULT WITH...	CONFIRM YES OR NO	ADDITIONAL PEOPLE AND/OR GROUPS
Other relevant people	Yes	Lucy Hall and Tara Daniel from VicWater / Diversity and Inclusion Steering Committee and Gender Equality Practitioners Network (VicWater).

OUR CONSULTATION PROCESS

LOWER MURRAY WATER BOARD

Engagement with the governing body was via a Q&A online session with LMW Board Committee STEPC, 24 March 2026. This Committee oversees the progress of the GEAP and receives monthly workforce data and updates on actions.

The gender equality principles were tabled in advance, and questions were posed regarding their views on the gender equality principles outlined in the Gender Equality Act 2020 with views recorded. STEPC members were asked what they believed LMW did well in the previous GEAP and what they feel could have been done better and those responses were recorded. The final question related to the four priorities in the original LMW GEAP and whether they felt they still resonated or should change. Advice and information gathered from this consultation has been used to develop the new GEAP. A submission to the March 2026 Board meeting outlined discussion of the GEAP at the STEPC and provided an opportunity for the Board's broader input.

LOWER MURRAY WATER EMPLOYEES

A series of face-to-face interviews with a range of employees was conducted during late March – early April. All information from these interviews was kept confidential and used to support analysis of the gender audit data and to assist in the development of the new GEAP. The June 2025 gender audit data was a key focus with questions asked regarding their experience of culture in the organisation and what the key data was telling them. Relevant sections from the People Matters Survey (2025) was also tabled for commentary and feedback. There were 17 interviews in total with several one-on-one interviews and others with 2-3 people. The participants ranged from the Managing Director and General Managers through to Managers, Team Leaders and Officers. The interviews included a balance of genders and a diversity of ages and tenure within the organisation as well as one employee identifying as First Nations. At each meeting, the nature and purpose of the consultation was explained with participants advised that this was an important touchstone for the new GEAP development process. It was explained that while conversations were confidential the information would be aggregated for consideration.

UNION / EMPLOYEE REPRESENTATIVES

In a face-to-face meeting with two employee representatives, the key elements of the GEAP were discussed in a similar format to the employee engagement. The two individuals included one elected union representative and one employee who was a member of a union.

EXTERNAL GROUPS

Contacted VicWater regarding the Diversity and Inclusion Steering Committee and the Practitioners Network. Consultation was via a TEAMS / online meeting on 14 April 2026. Key information was gathered regarding how water authorities collaborated on the Water Industry Equity, Diversity and Inclusion Strategy which runs until 2028.

SECTION 7
CONSIDERING THE GENDER EQUALITY PRINCIPLES

At LMW it is understood that increasing diversity in the organisation is good for business. While the gender audit showed that there has not been a marked improvement in the gender balance or diversity of the organisation between 2021-2025, the consultation has shown that in certain parts of the organisation, strong steps forward have been made. For example, the Managing Director appointed two female General Managers (working with two male General Managers) and the operational arm of the organisation made concerted efforts to enlist female apprentices and engineers. These efforts are important as it shows gender equality leadership from the top and also 'shifts the dial' in areas which are traditionally extremely male dominated.

To be a high performing organisation, there needs to be more diversity and a greater share of women in full time and management positions. Through the consultation, there was commitment from the Board to build on early efforts to attract talented women into the organisation. While women make up almost half of the Australian workforce, at LMW women only make up 27% of all full-time roles. Through interviews with the Board and employees at all levels of the organisation it was clear that there is an awareness of the importance of the gender equality principles. For example, if LMW builds an inclusive and supportive culture, more diverse candidates will be attracted to work at LMW. Achieving a greater balance in gender diversity and diversity more generally is also understood to be a driver in employee satisfaction and employee retention, helping to break down traditional gender stereotypes, reduce the risk of group think and improve decision making.

An example was highlighted within the electrical maintenance area of the organisation where there has been success in recruiting a female apprentice as well as a female electrical instrumentation technician who is currently being mentored for career progression through the organisation by a long-term male team leader.

LMW's Diversity, Equity and Inclusion Policy and strategic links to the Water Industry Equity, Diversity and Inclusion Strategy is a clear signal to all employees that this journey to gender equity is considered vital to LMW's positive growth. The policy explains the importance of regular discussions regarding the value and importance of achieving diversity, equity and inclusion in the workplace and demonstrate a willingness and acceptance of the value of understanding individual differences as a strength.

A key issue that confronts the community that LMW serves is family violence. There is a commitment from LMW to take a leading role in their community and with their workforce to raise awareness of the impact of family violence and take a role in educating the community regarding the causes and impacts of family violence and why gender equality is a vital component.

SECTION 8
CONSIDERING THE GENDER PAY EQUITY PRINCIPLES

LMW has put into place formal processes and policies regarding pay to ensure that there is equal pay for equal work. This is reflected at the General Manager level where there is a gender balance and pay parity. The challenge for LMW is to continue this work and aim for positive moves to gender parity and reduce the gender pay gap throughout the organisation.

One of the key strategies LMW will implement is to enforce that all advertised positions be offered with the option of part-time or full-time. The LMW data shows that women continue to be the highest users of flexible work and parental leave. These responsibilities weigh heavily on how women are able to earn a living. It also precludes many women from considering higher duties as those roles have traditionally been advertised as full-time only.

The shift to advertising roles with a part-time option will open up opportunity from a greater diversity of applicants including parents, those with a disability, and women who face challenges due to their reproductive health. This shift should improve the gender pay gap data and help build women's superannuation.

Employers who make workplaces responsive to gender and diversity will be better able to attract and retain skilled and talented staff. Menopause is a gender and age-equity issue and remains one of the last "unspoken" issues in workplaces. For many women, menopause is a natural stage of life. But menopausal symptoms may also be caused by interventions such as surgery, radiotherapy and chemotherapy or medications. Some employees even consider a career break or retiring when their work is affected by

menopausal symptoms. A 2021 study found 83% of women experiencing menopause were affected at work, but only 70% would feel comfortable speaking with their manager about it.

LMW's Leadership Charter states that as leaders we will 'Champion a diverse, inclusive culture.' Part of that commitment is to ensure that all employees are treated fairly and without bias. By implementing the range of strategies in the 2026-2030 GEAP, the aim is to ensure that all workers are provided with the opportunity to work and perform at their highest level and be remunerated equitably regardless of gender.

SECTION 9
CONSIDERING INTERSECTIONALITY

Intersectionality in terms of gender equity can be seen as a way to understand that some people face multiple layers of discrimination and disadvantage in our community. This can be isolating and overwhelming. LMW understands this amplification effect and wants to work in positive and impactful ways to support those facing compounded inequities.

Applying an intersectional lens to LMW's GEAP will ensure that considerations are made when developing policy and engaging with community to not exacerbate or compound disadvantage and put appropriate measures in place.

A key consideration is that in current LMW data there is little or no information to build a definitive profile of the workforce to take 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 improve the quality of intersectional data available and create actions to generate greater awareness of the supports and positive working culture for people who face complex / compounded disadvantage.

Targets in the 2021-2025 GEAP aimed to increase representation of diverse groups in the organisation were ambitious.

FROM GEAP REPORTING – JUNE 2025

- Target to have 9.3% young people aged 15-24 by 2025 from a base of 4.3% in 2021. Result: 5.9% (positive increase but under target)
- Target 10% employee with a disability by 2025 with a base of 2% in 2021. Result: 2.97% (positive increase but under target)
- Target 20% people who speak language other than English at home by 2025 with a base of 7% (2021). Result 6.7% (decrease and under target)
- Target 3% people who Identify as Aboriginal or Torres Strait Islander with a base on 1%. Result: 1.27% (positive increase but under target)

Internal HR data showed there were no employees identifying as LGBTIQ+. However, the 2025 PMS data does show at least 3% of employees as: Asexual (1%) Gay or lesbian (1%) 'I use a different term' (1%) with 16% stating they 'prefer not to say.'

In other demographic data collected in the 2025 PMS, there is a reasonable percentage (10-16%) of employees who 'prefer not to say' regarding a range of questions including: age, disability or Aboriginal and Torres Strait Islander peoples. There are many reasons why employees may choose not to disclose what they consider to be sensitive personal information about themselves, and LMW respects the right of employees not to disclose. However, part of the consideration to intersectionality in the GEAP needs to work on developing a workplace culture where all people feel seen and supported. There are strategies in the 2026-2030 GEAP to reflect this.

Even without this data, LMW commits to strategies that advance the awareness of intersectional identifiers that may contribute to disadvantage, in addition to gender e.g. celebrating NAIDOC week and IDAHOBIT day and reviewing policies with a gender / intersectionality lens. Some of these activities can also be achieved through complementary action plans including LMW's refreshed 'Reflect' Reconciliation Action Plan (RAP). NB: The decision to refresh the current 'Reflect' RAP will enable LMW to undertake a gap analysis and identify additional actions that will reengage staff with the RAP and its intention in a meaningful and authentic way, helping to address issues related to intersectionality.

Further the new Equity, Inclusion and Diversity Working Group chaired by the Managing Director will make efforts to include representation and voices from employees with diverse backgrounds. Hearing directly from those affected by complex/ compounded disadvantage will support informed progress of the GEAP.

Some key metrics that should be monitored in the 2026-2030 GEAP include:

PEOPLE MATTERS SURVEY 2025

During the last 12 months at LMW have you witnessed negative behaviour in relation to any of the following?

CATEGORY	2025	2024
Sex	5%	5%
Disability	3%	4%
Cultural background	2%	3%
Other	2%	2%
Race	3%	2%
Age	5%	2%
Aboriginal and/or Torres Strait Islander status	1%	1%
LGBTQI+	2%	1%
Gender identity	2%	1%

To investigate the 2025 PMS data, LMW also asked a range of custom questions which helps with our analysis of potential issues regarding bias or disrespectful behaviours when it comes to gender and sex:

- 83% of staff who did the survey agreed with the question “I believe people of all cultures and backgrounds are respected and valued at LMW’ (decline from 2024 84% but still much improved from 77% in 2023)
- Topical: My organisation uses inclusive and respectful images and language 81% (2025) from -8% (2024)

It would be prudent to be aware of and monitor movements in this data to help reflect LMW’s commitment to gender equity and inclusion.

SECTION 12

OUR STRATEGIES, MEASURES AND TARGETS

The following pages set out, for each of the seven workplace gender equality indicators in the Act, our analysis of the 2025 workforce gender audit data, the measures we will use to assess progress, our targets, and the strategies we will implement.

INDICATOR 1

GENDER COMPOSITION OF ALL LEVELS OF THE WORKFORCE

67% / 33%
men / women across LMW, June 2025

29%
of full-time roles held by women

40%
target share of women across LMW by 2030

ANALYSIS OF AUDIT DATA

Critical performance measures:
Gender composition of the duty holder organisation in 2025 (June 2025 workforce gender audit):

EMPLOYMENT BASIS	MEN	WOMEN
All employees	**67%**	**33%**
Full time	71%	29%
Part-time	13%	87%
Casual	0%	100%

Since 2021, there has been an increase in the percentage of women working for LMW as a whole; however, the full-time positions data shows a decline in the number of women working in full time positions by 1%. In 2021 the workforce gender audit data showed 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, it does not seem to be reflected in full time positions, rather part-time and casual roles.

In 2021 GEAP the target was to achieve a 5% increase in women or those who identify as another gender within LMW. If we look at the majority of roles at LMW being full time (93%), there has been a decline rather than an increase.

MEASURES

Critical performance measures:
A key element to shifting the gender diversity to a balanced level is LMW's attraction and recruitment policies, processes and strategies.

The formation of an Equity, Inclusion and Diversity Working Group chaired by the Managing Director is a key initiative to monitor and assess performance of LMW's strategies in the GEAP. The Working Group will keep a running schedule of actions from the 2026-2030 GEAP and monitor progress. These reports will be tabled with the Board Committee STEPC for oversight and advice.

Key measures include:

- Monthly monitoring of workforce gender audit data against targets
- Measure the number of advertised vacancies that use inclusive language and offer roles on a part-time or full-time basis

- Recording the number of traditional media articles, internal communication campaigns and social media stories highlighting gender diversity in the organisation and promoting inclusivity and respect
- Recording and analysing the number of exit interviews and review trends
- Tracking progress of actions in GEAP every two years (via Gender Equality Commissioner Progress Reporting)

TARGETS BY 2030

TARGET	WOMEN	MEN	GENDER DIVERSE
Gender composition of the duty holder organisation. By 2030 to move the gender balance of the organisation to:	40%	57%	3%
Gender composition of part time workers in the duty holder organisation. By 2030 move the gender balance of part time workers to:	70%	25%	5%
Gender composition of senior leaders in the duty holder organisation.	50%	50%	–

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Form an Equity, Inclusion and Diversity Working Group chaired by the Managing Director: • Ensure representations from diverse groups to ensure the experience of people with a disability, LGBTQI+, Aboriginal and Torres Strait Islander peoples, and/or gender diversity intersectionality is involved in forming key strategic actions and implementation. • Ensure regular reviews of GEAP and RAP progress.	**Managing Director**	2026
EXECUTIVE Design data dashboard for tailored quarterly reporting against key GEAP metrics with respect to the responsibility held by all Departments and members of the Executive Leadership Team.	**Executive Leadership Team**	2026-2030
PEOPLE AND CAPABILITY Resourcing strategy to support the GEAP objectives and committed actions will be necessary to secure the success committed to in the GEAP targets. Develop a workforce planning process and reporting structure to provide data to support longer term workforce planning processes. Ensure this process includes gender equality principles and where possible, data regarding intersectionality identifiers. Embed a gender equality statement of commitment and relevant key performance indicators in job descriptions, job performance criteria and recruitment and selection processes. Improve onboarding documentation to reflect questions from PMS Intersectionality Report and encourage existing staff to update their information – assist in gathering data truly reflective of the organisation. Develop and approve a formalised internship and graduate program to support a more inclusive approach to diversity in the workforce that all Departments are responsible for and are regularly required to report against in relation to GEAP targets and metrics.	**GM Business Services (People and Capability initiatives)**	2027-29

STRATEGY	RESPONSIBLE	TIMELINE
Conduct Equity Impact Assessments to ensure clear links to GEAP actions and targets and Gender Equality Principles during review of the following: • Succession Planning Process Procedure • Graduate Internship Program Procedure • Role review and determination of flexibility in individual positions to support a greater diversity in the applicants • Language in job advertising to ensure they are gender neutral, support diversity and inclusion, and are culturally safe • Equal Employment Opportunity Policy • Bullying Harassment and Discrimination Prevention Policy and Procedure Review exit interview process and track exit interview responses for trends to help inform actions in the GEAP.		
RAP ACTIONS IN SUPPORT OF GEAP Investigate opportunities to facilitate a cultural immersion tour for staff. Establish and monitor a baseline of cultural knowledge among our employees - undertake a survey to benchmark employees' cultural awareness and understanding of reconciliation.	**GM Customer, Strategy and Partnerships (initiatives listed under 'RAP Actions in support of GEAP')**	2027-29
CORPORATE COMMUNICATIONS AND PARTNERSHIPS Build a LMW brand that showcases inclusive work culture and practices - e.g. monitor language and graphics in all external communications and website to ensure gender neutrality, supports diversity and inclusion using materials from the Gender Equality Commissioner to assist in communicating with all employees: Website-Slidepack-for-defined-entities-what-will-the-GE-Act-mean-for-us-(September-2023).pdf) Showcasing LMW's careers through a day in the life of an employee on LMW's social media platforms Formed partnerships with relevant organisations and community groups to share knowledge and seek their expertise where appropriate e.g. Respect Victoria and Our Watch to help advance gender and intersectional equality and local leadership role in the prevention of family violence. Continue to promote and attend International Women's Day, NAIDOC week and Reconciliation Week events and activities and promote to all employees. Recognising IDAHOBIT - observed annually on May 17 - the International Day Against Homophobia, Biphobia, and Transphobia, dedicated to raising awareness and promoting LGBTQI+ equality worldwide. Recognise 'Wear It Purple Day', celebrated on August 29, serves as a day of advocacy for young LGBTQI+ Australians, encouraging workplaces and communities to engage in solidarity and support for LGBTQI+ rights. Wear It Purple Day focuses on visibility and allyship within the LGBTQI+ community. Support the use of gender pronouns in staff email signatures **FROM THE RAP** Create best practice toolkit to support staff regarding cultural protocols (i.e. terms, definitions and key information)	**GM Customer, Partnerships and Strategy**	2027-29

STRATEGY	RESPONSIBLE	TIMELINE
Creation of guidance documents with the input from local First Nations people/ community including engagement and communication protocols, clear policies and procedures that support proactive race relations and antidiscrimination practices. Raise awareness among local young First Nations people of employment pathway opportunities at LMW. Engage with the Dulka Yuppata, Clontarf and Stars Foundation - invite students to industry visits and provide opportunities for work experience and trials.		

INDICATOR 2
GENDER COMPOSITION OF THE GOVERNING BODY

44.4%
of Directors are women (4 of 9)

Chair
The Board is chaired by a woman

55 / 45
female / male Board composition target by 2030

ANALYSIS OF AUDIT DATA

Critical performance measures:
Gender composition of the duty holder organisation's governing body as at June 2025:

BOARD MEMBERS	GENDER	ABORIGINAL AND/OR TORRES STRAIT ISLANDER	AGE	NATIONALITY	DISABILITY STATUS	RELIGION	SEXUAL ORIENTATION
Director	Female	No	63	Australian	No	No data	No data
Director	Female	No	53	Australian	No	No data	No data
Director	Male	No	45	Australian	No	No data	No data
Director	Male	No	68	Australian	No	No data	No data
Director	Female	No	61	Australian	No	No data	No data
Director	Male	Yes	54	Australian	No	No data	No data
Director	Male	No	55	Australian	No	No data	No data
Director	Female	No	39	Australian	No	No data	No data
Director	Male	No	59	Australian	No	No data	No data

Nine Directors on Board of LMW
4 women - 44.4% – 5 men - 55.6%
Chair - woman

There should be the aim to achieve a balance of genders on the LMW Board but with an odd number of Directors, it currently stands at 44.4% women. With the current Chair being a woman – this imbalance could be seen as acceptable. No diversity data was made available other than one self-identified First Nations Director.

MEASURES

Critical performance measures:
Gender composition of the duty holder organisation's governing body.

- Monitor Board gender composition every two years of GEAP
- Develop process to capture Board diversity data including intersectionality.

TARGETS

Composition of Board by 2030

- Female 55 / Male 45
- Female Chair
- Diversity: 3 Directors with diversity indicators i.e. CALD, LGBTQI+, First Nations

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Advocate for Director appointed positions to ensure weighting for woman and gender diverse and consideration to intersectionality	**Chair**	2027-30
Facilitate and participate in career days and expos to market the organisation and career opportunities, including 'Women in trade days' and engineering career sessions in partnership with local secondary schools and tertiary institutions	**GM Customer, Partnerships and Strategy**	2029
Advertise all positions with an option for full-time or part-time as the default – require a business case for full time only positions being advertised	**Managing Director**	2027
Draft education packages developed for new line managers, ensure packages incorporate gender equality principles: • Bullying training • Challenging conversations • Discrimination training • Managing performance • Reactive vs proactive performance leadership • Recruitment and selection (interviewing people) • Unconscious bias training	**GM Business Services**	2026-28

INDICATOR 3

EQUAL REMUNERATION FOR WORK OF EQUAL OR COMPARABLE VALUE ACROSS ALL LEVELS OF THE WORKFORCE, IRRESPECTIVE OF GENDER

5.2%
mean total remuneration gender pay gap for women, 2025

1.1%
mean total remuneration gap at Manager level

3.0%
all-occupations target for 2026–2030

ANALYSIS OF AUDIT DATA

Critical performance measures:

Mean total remuneration gender pay gap by occupation group in 2025:

OCCUPATION GROUPS	WOMEN	SELF-DESCRIBED
Managers	1.1%	–
Professionals	4.7%	21.9%
Technicians and trades workers	16.9%	-16.4%
Community and personal service workers	–	–
Clerical and administrative workers	6.0%	16.5%
Sales workers	9.5%	–
Machinery operations and drivers	30.2%	–
Labourers	–	–
All occupations	**4.1%**	**7.5%**

Mean total remuneration senior leader gender pay gap in 2025: **Women 14.9%** · Self-described –

Supplementary measures:

MEASURE (2025)	GENDER PAY GAP FOR WOMEN
Mean base salary pay gap	0.4%
Median base salary pay gap	4%, meaning that for every $100 paid to man $96 was paid to a woman
Mean total remuneration pay gap	5.2%, meaning that for every $100 paid to man $95 was paid to a woman
Median total remuneration pay gap	7.2%, meaning that for every $100 paid to a man $93 was paid to a woman.

It is clear that there are pockets of significant gender pay gaps throughout LMW. Excellent work has been achieved in the 'Manager' level with a 1.1% gender pay gap but in more traditionally male dominated areas i.e. technicians and trades workers and machinery operations and drivers the gender pay gap is 16.9 – 30.2%.

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.

By way of comparison, as at 30 June 2021, LMW's Gender 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.

LMW is aiming for gender parity in pay and salaries as any pay gap is an obstacle to gender equality in the workplace. It is important that LMW works to encourage women into higher paid roles that also potentially offer overtime. Working to combat unconscious bias is also a factor as women need to be proactively encouraged to take up offers of training and promotion at the same rate as men.

MEASURES

Critical performance measures:

Mean total remuneration gender pay gap by occupation group

LMW will continue to monitor and report on the mean total remuneration gender pay gap by occupation group. These reports will be tabled annually to the Equity, Inclusion and Diversity Working Group and the relevant Board subcommittees to track and assess progress.

Mean total remuneration senior leader gender pay gap

LMW will continue to monitor and report on the mean total remuneration senior leader gender pay gap by occupation group. These reports will be tabled annually to the Equity, Inclusion and Diversity Working Group and the relevant Board subcommittee to track and assess progress against targets and actions to support reducing the gender pay gap.

Supplementary measures:

LMW will also continue to monitor and report on the following data sets annually and report to both the Equity, Inclusion and Diversity Working Group and the relevant Board subcommittee:

- Mean base salary pay gap.
- Median total remuneration pay gap.
- Median base salary pay gap.

TARGETS

Targets for the 2026-2030 GEAP related to the gender pay gap are as follows:

OCCUPATION GROUPS	WOMEN	SELF-DESCRIBED
Managers	0.0%	0.0%
Professionals	2.0%	2.0%
Technicians and trades workers	7.0%	0.0%
Community and personal service workers	–	–
Clerical and administrative workers	2.0%	2.0%
Sales workers	2.0%	2.0%
Machinery operations and drivers	7.0%	7.0%
Labourers	–	–
All occupations	**3.0%**	**3.0%**

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Annual roll out of unconscious bias training program, including elements highlighting challenges faced by those with complex /	**GM Business Services**	Annually

STRATEGY	RESPONSIBLE	TIMELINE
compounded disadvantage – e.g. privilege walk, cultural awareness training		
Strengthen internal audit process to allow at least an annual review of gender workplace audit data including review of pay and total remuneration by pay scale and by occupation throughout the organisation to ensure pay parity	**GM Business Services**	Annually
Proactively promote increased uptake of flexible work by men	**GM Customer, Partnerships and Strategy**	2028
Seek specialist support to encourage women who are facing menopause to continue participating in the workplace – refer Menopause and the Workplace | Fact Sheet | Australasian Menopause Society Hub	**GM Business Services**	2027
Annual campaign on Equal Pay Day (August) to raise awareness and understanding of the pay gap and ways to mitigate	**GM Customer, Partnerships and Strategy**	2028
Develop a LMW remuneration policy or strategy, providing more structure and equity to the distribution of remuneration.	**GM Business Services**	2029
Annual leader spotlight session following annual pay gap reporting with updated data on LMW pay gap – reports via Equity, Inclusion and Diversity Working Group	**Managing Director**	Annually

INDICATOR 4
SEXUAL HARASSMENT IN THE WORKPLACE

3
formal reports of sexual harassment in 2025

77%
feel safe to call out inappropriate behaviour at work (PMS 2025)

<1%
target for informal and formal incidences by 2030

ANALYSIS OF AUDIT DATA

Critical performance measures:
Anonymous experience rate of sexual harassment in 2025: **Nil recorded**
Number of formal reports of sexual harassment in 2025: **3**

Within the reporting period, three matters regarding sexual harassment were recorded through the LMW incident reporting platform system. 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 which can be reported. Other incident reports 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 Matters Survey (PMS) data – 1.9% of staff have experienced sexual harassment and 1% have witnessed negative behaviours 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."

Without more detail regarding experiences of sexual harassment, we can look to the 2021 PMS: 2% men, 2% women, and 13% identifying as another gender said they "have experienced any of the above [sexual harassment] behaviours." Purely from this data we can see there has been a slight improvement in the rate of staff experiencing sexual harassment.

To investigate the 2025 People Matters Survey (PMS) data, there were also a range of custom questions which helps with the analysis of potential issues regarding bias or disrespectful behaviours when it comes to gender and sex.

NEGATIVE BEHAVIOUR:

- 5% of your staff who did the survey said they witnessed some negative behaviour at work.
- 5% - discrimination against a colleague, 1% - sexual harassment of a colleague

During the last 12 months at LMW have you witnessed negative behaviour in relation to any of the following?:

- Sex 5% (5% - 2024)
- Disability 3% (2024 - 4%)
- Cultural background 2% (2024 - 3%)
- Other 2% (2024 - 2%)
- Race 3% (2024 - 2%)
- Age 5% (2024 - 2%)
- Aboriginal and/or Torres Strait Islander status 1% (2024 - 1%)
- LGBTQI+ 2% (2024 - 1%)
- Gender identity 2% (2024 - 1%)

The 5% responding to witnessing negative behaviour in relation to 'sex' could be a pointer to a cultural issue that requires some attention. This percentage did not move from 2024.

The following indicators from the 2025 PMS seem to further suggest there has been a backward step regarding matters related to sexual harassment and general negative behaviours:

- Organisational integrity: My organisation does not tolerate improper conduct 74% (2025) -6% (2024)
- Topical: My organisation uses inclusive and respectful images and language 81% (2025) -8% (2024)
- Workgroup climate - Workgroup support: 83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect' (comparator average 88%)
- Workgroup climate - Safe to speak up: 77% of your staff who did the survey agreed or strongly agreed with 'I feel safe to call out inappropriate behaviour at work' (comparator average 79% (comparator average 91%)

This indicator above suggests that there are cultural issues that may discourage people reporting or calling out inappropriate behaviour. This supports the need to put in place a process for anonymous or informal reporting.

On a more positive trend, the following shows some progress in terms of organisational action taken:

- Organisation climate – operational integrity:
  - My organisation encourages respectful workplace behaviours: 88% (+2% 2024) (comparator average 89%)
  - My organisation takes steps to eliminate bullying, harassment and discrimination: 77% (2024 77%, comparator average 77%)
  - My organisation encourages respectful workplace behaviours 88% (+2% 2024) (comparator average 89%)

Supplementary measures:

Participants who said they reported sexual harassment in 2025:
From the PMS: NB: 'Sexual harassment & Discrimination - We've not published the results for this section because less than 10 people said they experienced sexual harassment. We do this to protect the respondents.

Reasons for not making a formal sexual harassment complaint in 2025:
No data available from PMS or internal analysis

Satisfaction with handling of workplace sexual harassment complaint in 2025:
No data available from PMS or internal analysis

Satisfaction with handling of formal workplace sexual harassment complaint in 2025:
No data available from PMS or internal analysis

MEASURES

MEASURE	HOW WE WILL MEASURE IT
CRITICAL PERFORMANCE MEASURES	
Anonymous experience rate of sexual harassment.	Measure the number of anonymous reports of sexual harassment on a quarterly basis
Number of formal reports of sexual harassment.	Record the number of formal reports of sexual harassment on a quarterly basis
SUPPLEMENTARY MEASURES	
Participants who said they reported sexual harassment.	Record the number of people making sexual harassment complaints
Reasons for not making a formal sexual harassment complaint.	Record the reasons for not making a formal sexual harassment complaint
Satisfaction with handling of workplace sexual harassment complaint.	Record responses from people regarding their satisfaction with handling of workplace sexual harassment complaints
Satisfaction with handling of formal workplace sexual harassment complaint.	Record responses from people regarding their satisfaction with handling of workplace sexual harassment complaints

TARGETS

- Reduction in the number of informal and formal sexual harassment incidences to under 1% of workforce by 2030
- Nurture a culture of zero tolerance for sexual harassment in the organisation

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Develop clear internal reporting and monitoring process for formal, informal and anonymous sexual harassment complaints in alignment with the recommendations set out by the Australia Human Rights Commission Respect @ Work: Sexual Harassment National Inquiry Report	**GM Business Services**	2027
Develop clear process for anonymous sexual harassment and behaviours at work complaints	**GM Business Services**	2026
Develop new 'Respect at work' policy – superseding current policies	**GM Business Services**	2027
Education / communication program regarding process for making formal complaints	**GM Business Services**	2027
Create a workplace sexual harassment and gendered violence prevention plan in consultation with employees and employee representatives – refer to resources from Australia Human Rights Commission Respect @ Work: Sexual Harassment National Inquiry Report	**GM Business Services**	2029
Handling sexual harassment challenging and confidential conversations training for all existing employees and compulsory training for all new employees	**GM Business Services**	2029
STRENGTHEN COMMUNITY AND STAKEHOLDER ENGAGEMENT Build a gender equality stakeholder map or strategy. Ensure LMW has strong partnerships with local and/or state-wide gender equality organisations to help drive gender equality for example, Respect Victoria, Our Watch, Australian Human Rights Commission – engage and develop working relationship / access tools and resources	**GM Customer, Partnerships and Strategy**	2028
Ensure that quarterly reports regarding sexual harassment complaints are recorded and reported quarterly to the Equity, Inclusion and Diversity Working Group and Board committee	**Managing Director**	2026

INDICATOR 5
RECRUITMENT AND PROMOTION PRACTICES IN THE WORKPLACE

47%
of recruited employees were women, 2025

21%
of higher duties went to women, 2025

50 / 50
target gender composition of recruits and permanent promotions by 2030

ANALYSIS OF AUDIT DATA

Critical performance measures:

FROM JUNE 2025 WORKFORCE GENDER AUDIT	WOMEN	MEN
Gender composition of recruited employees in 2025	47%	53%
Promoted – higher duties	21%	79%
Promoted – permanent promotion	45%	55%
Career development training opportunities	41%	59%

ANALYSIS

From the June 2025 workforce gender audit data – LMW had an overall gender composition of men 67% to women 33%. Compared to 2021 this has been a positive shift from 70% men and 30% women. However, as noted previously, over 90% of roles at LMW are full time and the gender composition of full-time roles is men 71% to women 29%.

In terms of the recruitment and promotion data there are positive signs of actions aiming to address the overall gender imbalance with permanent promotions being given on a 45% women to 55% men basis and career development training opportunities to 41% women and 59% men. But it does not appear to be enough to change the base line gender composition of the organisation in full-time roles. This may be reflected in the overwhelming number of women in part time and casual roles (Part-time - Men 13% Women 87%; Casual - Men 0% Women 100%).

In 2025 People Matters Survey (PMS) under the Learning and Development section, the findings show that: 56% of employees “believe I am satisfied with the opportunities to progress in my organisation” (up +1% compared to 2024)

Under the Organisation climate – organisational integrity area of the People Matters Survey, relevant findings show:

- I believe the recruitment processes in my organisation are fair 60% (-4% 2024) (comparator average 65%)
- I have an equal chance at promotion in my organisation – 49% (-1% 2024) (comparator average 50%)
- I believe the promotion processes in my organisation are fair – 45% (-4% 2024) (comparator average 48%)

The above PMS data set shows there is an opportunity to improve processes and communication regarding promotion and recruitment practices as well as learning and development (44% not being satisfied with opportunities). In several instances the data sets have not showed improvement since 2021. This could be reflected in the 2025 People Matters Survey data point: Taking action: 38% of your staff who did the survey agreed or strongly agreed with 'My organisation has made improvements based on the survey results from last year'. With 62% of staff not agreeing to the statement, there could be an opportunity to showcase examples of action taken in a more consistent and transparent way.

Exit data from the 2025 workforce gender audit shows that of all exits 25% are women and 75% are men – broadly in line with the overall gender composition of the organisations and skewed to more men than women as a percentage of employees leaving.

Perceptions of recruitment, by gender in 2025:
PMS data – doesn't break down by gender

Perceptions of promotion, by gender in 2025:
PMS data - doesn't break down by gender

An extra data set from the 2025 People Matters Survey said that 5% of LMW staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Sex'. This is a key metric that could be a target to improve.

MEASURES

LMW will continue to monitor the workforce data in the annual gender equity audits. The key data points the planned Equity, Inclusion and Diversity Working Group chaired by the Managing Director will specifically monitor and evaluate changes in the:

- Gender composition of recruited employees with the aim to increase the number of women in the organisation in substantive roles
- Increase the number of women who performed higher duties (this measure can also impact the gender pay gap).
- Permanent promotion data and monitor changes particularly within roles at the Team Leader level with an aim to increase the number of female Team Leaders.
- Increase the number of women who participate in career development training opportunities to assist in increasing the overall diversity of the organisation.
- Review People Matters Survey data annually with a view to improve key metrics related to recruitment and promotion i.e. under the Organisation climate – organisational integrity area
    - I believe the recruitment processes in my organisation are fair
    - I have an equal chance at promotion in my organisation
    - I believe the promotion processes in my organisation are fair

Perceptions of recruitment, by gender in 2025:
PMS data – doesn't break down by gender but LMW will continue to monitor and report on metrics in the PMS annually in the following questions under the Organisation climate – organisational integrity area - "I believe the recruitment processes in my organisation are fair"

Perceptions of promotion, by gender in 2025:
PMS data – doesn't break down by gender but LMW will continue to monitor and report on metrics in the PMS annually in the following questions under the Learning and Development section, "I believe I am satisfied with the opportunities to progress in my organisation" and under the Organisation climate – organisational integrity area of the People Matters Survey: "I have an equal chance at promotion in my organisation" and "I believe the promotion processes in my organisation"

TARGETS

Gender composition of recruited employees
By 2030 LMW will target that the gender composition of recruited employees will be – 50% women and 50% men – a positive movement of 5% towards more women recruited.

Gender composition of employees who were promoted in 2025:
By 2030 LMW will target that the gender composition of employees who were promoted will be – 40% women and 60% men – a positive movement of almost 20% towards more women on higher duties.

By 2030 LMW will target that the gender composition of permanent promoted employees will be – 50% women and 50% men – a positive movement of 5% towards more women promoted.

By 2030 LMW will target that the gender composition of career development training opportunities for employees will be – 50% women and 50% men – a positive movement of 9% towards more women provided with career development opportunities.

Under the Organisation climate – organisational integrity area of the People Matters Survey improve key metrics in the following measures:

- I believe the recruitment processes in my organisation are fair - target 68% by 2030
- I have an equal chance at promotion in my organisation – target 55% by 2030
- I believe the promotion processes in my organisation are fair – target 50% by 2030

Perceptions of recruitment, by gender in 2025:
PMS data – doesn't break down by gender. Measures will reflect the aim to improve existing metrics in the PMS. Increase metric in People Matters Survey under the Organisation climate – organisational integrity area of the 2025 People Matters Survey "I believe the recruitment processes in my organisation are fair" to 70%

Perceptions of promotion, by gender in 2025:
PMS data – doesn't break down by gender. Measures will reflect the aim to improve existing metrics in the PMS. Increase metric in People Matters Survey under the Learning and Development section, "I believe I am satisfied with the opportunities to progress in my organisation" to 65% by 2030.

Increase metric in People Matters Survey under the Organisation climate – organisational integrity area of the People Matters Survey:

- "I have an equal chance at promotion in my organisation" to 55% by 2030
- "I believe the promotion processes in my organisation are fair" to 50% by 2030

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Ensure LMW's Leadership and Talent Framework is clearly outlining the benefits of the gender equality principles Professional Development Plans to focus on providing clear pathways for career growth and advancement within the organisation - include opportunities for job rotations, cross-functional projects, or assignments to help employees gain diverse experiences and expand their skill sets Finalise Succession Planning report to identify future actions to address gaps – processes to include gender equality principles Conduct an Equity Impact Assessment on recruitment and selection processes with reference to external resources such as Vic Govt's Recruit-Smarter-Best-Practice-Guidelines-for-Inclusive-Recruitment to remove any bias in 'merit' based process Review onboarding process to ensure communication of gender equality principles and embed cultural safety training at the point of hiring / promotion.	**GM Business Services**	2027-29
Unconscious bias training program for all employees involved with recruitment and promotion on an annual basis – this training needs to include cultural awareness training via a First Nations trainer (refer RAP)	**GM Business Services and GM Customer, Strategy and Partnerships**	Annually
Develop and embed gender equality principles into Leadership Charter including adding measurable KPIs to all ELT position descriptions with DEI targets linked to the GEAP Encourage identified women to attend a leadership program (not gender specific) e.g. Williamson Community Leadership Program | Leadership Victoria	**Managing Director**	2027-29
Regularly communicate to all staff the opportunities for promotion, higher duties and secondments and celebrate instances of breaking gender stereotypes, gendered roles or	**GM Business Services and GM Customer, Strategy and Partnerships**	Quarterly

STRATEGY	RESPONSIBLE	TIMELINE
prejudices, in social media, intranet and website communications		
Regularly showcase internal promotions with a spotlight on diversity	**GM Customer Partnerships and Strategy**	Annually

INDICATOR 6

AVAILABILITY AND UTILISATION OF TERMS, CONDITIONS AND PRACTICES RELATING TO: FAMILY VIOLENCE LEAVE, FLEXIBLE WORKING ARRANGEMENTS, AND WORKING ARRANGEMENTS SUPPORTING EMPLOYEES WITH FAMILY OR CARING RESPONSIBILITIES

1.5 v 21.1
average weeks of parental leave, men v women, 2025

66%
of employees on formal flexible work arrangements are women

5 wks
target average parental leave for men by 2030

ANALYSIS OF AUDIT DATA

Critical performance measures (according to the workforce gender audit, June 2025):

MEASURE	MEN	WOMEN
Average weeks of parental leave, by gender in 2025	1.5 weeks	21.1 weeks
Gender composition of those who are not on formal flexible work arrangements	74%	26%
Gender composition of those who are on formal flexible work arrangements	34%	66%

Perceptions of flexible work culture, by gender in 2025:
According to the People Matters Survey 2025 data: 75.7% of LMW staff who did the survey responded positively to questions about flexible working compared to 88.5% of staff in your comparator group and 81.7% of staff across the public sector.

- "My direct line manager supports working flexibly" - 80% agree (comparator average 92%)
- I am confident that if I requested a flexible work arrangement, it would be given due consideration 72% agree (comparator average 85%) -14% (2024)
- Topical – 'My organisation would support me if I needed to take family violence leave' 82% (2025) -8% (2024)

Considering the data from the workplace gender audit, the data from the 2025 PMS and consultation with LMW employees, it is clear that there is a gender divide when considering flexible work.

In general, the consultation provided a view that flexible work was well supported and an important part of the working environment at LMW. However, with double the number of women on formal flexible working arrangements to men (while women only make up 30% of the workforce), this further entrenches the view that flexible work is something that women primarily utilise for caring responsibilities. This also can impact the gender pay gap and the emotional and 'unseen' workload that many women face. This is also reflected in the large difference between the average parental leave taken by men and women (20 times larger).

While we do not have access to gendered perceptions of flexible work, the People Matters Survey data shows good support for requests for flexible work – between 70-80%. However, with comparator averages much higher and also with the data declining unfavourably over the 12 months – there is more work that could be done.

While it is positive the 82% of employees believe LMW would support them if they needed to take family violence leave, it is a decline of 8% since the year prior.

Supplementary measures:
Gender composition of parental leave takers in 2025:
Male: 33% · Female: 67%

Gender gap in carer's leave in 2025:
Reported in the June 2025 Workforce Gender Audit

122 Employees access carer's leave in the reporting period of 1 July 2024 – 30 June 2025

- 81 – Male (66.39%)
- 38 – Woman (31.15%)
- 3 – Self-described (2.46%)

MEASURES

Critical performance measures:
Average weeks of parental leave, by gender.
Uptake of flexible work, by gender.
Perceptions of flexible work culture, by gender.

LMW will monitor and evaluate:

- the average weeks of parental leave, by gender annually with the aim to shift the average of men taking parental leave upwards. It is important for there to be a distribution of parental caring responsibilities in our community to ensure that perceptions regarding gendered roles are challenged.
- the gender composite of those not on formal flexible work arrangements with the view to encourage more men to consider formal flexible work. There were several examples of men at LMW using flexible work arrangements which benefited their ability to be with their family and support their mental health and wellbeing. Highlighting these examples may encourage others to do the same.

People Matters Survey (PMS) data to be reviewed annually for positive trends regarding flexible work and family violence leave including the following questions:

- "My direct line manager supports working flexibly"
- "I am confident that if I requested a flexible work arrangement, it would be given due consideration."
- 'My organisation would support me if I needed to take family violence leave'

Perceptions of flexible work culture, by gender.
PMS data doesn't provide a gender breakdown of perceptions of flexible work culture.

Supplementary measures:
Gender composition of parental leave takers.
Continue to monitor the gender composition of parental leave takers.

Gender gap in carer's leave.
Continue to monitor the gender composition of carer's leave takers.

TARGETS

As an organisation, LMW is committed to providing a flexible workplace for our employees and will aim to achieve the following critical performance measures:

BY 2030	MEN	WOMEN
Average weeks of parental leave, by gender in 2030	5 weeks	20 weeks
Gender composition of those who are not on formal flexible work arrangements	60%	40%
Gender composition of those who are on formal flexible work arrangements 2030	40%	60%

Perceptions of flexible work culture, by gender in 2030:
Targets:

- 80% of LMW staff responding positively to questions about flexible working.
- 85% "My direct line manager supports working flexibly"
- 85% I am confident that if I requested a flexible work arrangement, it would be given due consideration
- 95% 'My organisation would support me if I needed to take family violence leave'

Supplementary measures:
Male: 40%
Female: 60%

Gender gap in carer's leave in 2025:
81 – Male (50%)
38 – Woman (50%)
3 – Self-described (3%)

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Regular internal communication regarding flexible working arrangements – benefits to shared parenting and caring. Highlight males in formal flexible working arrangements Internal annual campaign to support workers who face family violence – work with Orange Door, Respect Victoria and Our Watch for materials and resources Publicly Participate in the 16 Days of Activism for No Violence Against Women and Children - promote / fund attendance of events to all staff (25 November to 10 December) each year	**GM Customer Partnerships and Strategy, GM Business Services**	Annually
Develop a training program for managers to support flexible work arrangements Conduct an Equity Impact Assessment on Hybrid Work Policy Operational Policy	**GM Business Services**	2027-28
Create policies targeting reproductive health and wellbeing to support employees who require support, including in the areas of menopause, fertility treatment and endometriosis.	**GM Business Services**	2029

INDICATOR 7
GENDERED SEGREGATION WITHIN THE WORKPLACE

88%
of Technicians and Trades Workers are men

67%
of Clerical and Administrative Workers are women

50 / 50
Band 6 gender parity maintained as a target

ANALYSIS OF AUDIT DATA

Critical performance measures — occupational gender segregation in 2025:

LMW GENDERED SEGREGATION BY ANZSCO CODES	FEMALE	MALE	TOTAL
1 - Managers	6 · 30%	14 · 70%	20
2 - Professionals	18 · 37%	31 · 63%	49
3 - Technicians and Trades Workers	7 · 12%	53 · 88%	60
5 - Clerical and Administrative Workers	38 · 67%	19 · 33%	57
6 - Sales Workers	0 · 0%	0 · 0%	0
7 - Machinery Operators and Drivers	4 · 20%	16 · 80%	20
8 - Labourers	0 · 0%	23 · 100%	23
Total			**229**

FROM 2021 GEAP	FEMALE %	MALE %
1 Managers	25%	75%
2 Professionals	40%	60%
3 Technicians and Trades Workers	9%	91%
5 Clerical and Administrative Workers	74%	26%
6 Sales Workers	92%	8%
7 Machinery Operators and Drivers	0%	100%
8 Labourers	3%	97%

There has been a re-structuring of LMW since the 2021 GEAP hence some of the data does not precisely correlate. However, the prevailing trend is that gender diversity in the organisation has not progressed. In fact, where occupations have been dominantly male, there has been an increase in the percentage of males and where occupations have been dominantly female (clerical/admin) there has been an increase in the percentage of females. The only area to show increased gender diversity was in the Professionals category with a 3% increase in the number of women.

LMW GENDERED SEGREGATION BY BANDING	OTHER	FEMALE	MALE	TOTAL
Apprentice/trainee	0 · 0%	1 · 20%	4 · 80%	5

LMW GENDERED SEGREGATION BY BANDING	OTHER	FEMALE	MALE	TOTAL
Band 1	0 · 0%	8 · 27%	22 · 73%	30
Band 2	0 · 0%	20 · 32%	42 · 68%	62
Band 3	0 · 0%	19 · 41%	27 · 59%	46
Band 4	0 · 0%	7 · 37%	12 · 63%	19
Band 5	0 · 0%	8 · 24%	25 · 76%	33
Band 6	0 · 0%	5 · 50%	5 · 50%	10
Band 7	0 · 0%	0 · 0%	0 · 0%	0
Contract		8 · 33%	16 · 67%	24
Total				**229**

FROM THE 2021 GEAP DATA	FEMALE	MALE
Band 1	12	88
Band 2	31	69
Band 3	48	52
Band 4	27	73
Band 5	45	55
Band 6	25	75
Contracts	19	81
Apprentice/trainee	67	33

From the above data sets it can be construed that while there has been a positive move to gender parity in Band 6 (high management level) and Contract roles – there is still entrenched male representation in all other levels of the organisation. In Bands 1 – 5 and apprentice/ trainees there has been a decrease in the percentages of women in roles to men.

While targeted efforts have been made to increase the number of female General Managers in LMW, more work needs to be done to increase the number of women in Bands 1-5 and the number of apprentice/trainees and reverse the negative trend. A key initiative to reverse this trend is to advertise all roles as part time or full time. Research has shown that providing this flexibility up front in job advertisements increase the number of people from diverse backgrounds applying.

MEASURES

Critical performance measures: Occupational gender segregation

LMW will continue to measure the gender breakdown of roles across the organisation and report on regularly through to the Equity, Inclusion and Diversity Working Group chaired by the Managing Director and through the STEPC.

LMW will also record:

- the number of training sessions on unconscious bias across the organisation
- the number of positions advertised both internally and externally as part time or full time.

TARGETS

During 2026 - 2030, LMW will aim to increase the number of women in roles in Band 1-5 and in the number of apprentice/trainees. LMW will aim to keep gender parity in Band 6 and build on the number of females holding contracts.

2026-2030 TARGETS	FEMALE	MALE
Band 1	30	70
Band 2	40	60
Band 3	50	50
Band 4	35	65
Band 5	50	50
Band 6	50	50
Contracts	40	60
Apprentice/trainee	50	50

STRATEGIES

STRATEGY	RESPONSIBLE	TIMELINE
Annual roll out of unconscious bias training program - including elements highlighting challenges faced by those with complex / compounded disadvantage – e.g. privilege walk, cultural awareness training	**GM Business Services**	Annually
Develop policy to ensure all roles are offered part time and full time	**GM Business Services**	2026
Ensure all roles advertised (internally and externally) are offered as full-time or part-time (business cases will need to be filed with the Managing Director if the role must be full-time and seek approval)	**Managing Director**	2026
Report annually on gender break down of role across LMW to Equity, Inclusion and Diversity Working Group chaired by the Managing Director and through the STEPC including progress measurement against set targets	**GM Business Services**	Annually

SECTION 14
RESOURCING OUR GEAP

The GEAP is currently centrally managed by the People and Capability Department, as part of the Business Services division. The purpose of this is to ensure the right oversight, governance and reporting rigor is provided.

During the GEAP period, consideration will be given to moving data reporting elements - especially the workforce gender audit requirements –to the reporting section under General Manager Customer, Partnerships and Strategy. The workforce gender audit data should have specialist support from the Strategic Planning and Monitoring Coordinator role.

GEAP report writing and gender equity audit work is currently allocated via Diversity and Inclusion Officer, who reports to the Team Leader People and Capability. This reporting relationship will be reviewed following the commencement of the Manager People and Capability to ensure it remains appropriate.

The new GEAP implementation and resourcing for actions within the plan will be ultimately monitored by the new Equity, Diversity and Inclusion Working Group chaired by the Managing Director. This group will also monitor progress with the RAP and ensure raising awareness of intersectionality is part its remit.

The GEAP will continue to receive strong commitment from General Manager Customer, Partnerships and Strategy area as communication is key. The internal communication function needs to be across the key messages and campaigns outlined in the GEAP to ensure the LMW workforce is aware of the importance and benefits of equity and inclusion.

ATTESTATION BY HEAD OF ORGANISATION

I confirm that:

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

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

Name	Paul Northey
Role title	Managing Director
Signed	Paul Northey (signed electronically, May 20, 2026)
Date	20/05/2026

This document reproduces the content of Lower Murray Water's 2026–2030 gender equality action plan as submitted to the Commission for Gender Equality in the Public Sector on 20 May 2026, presented in a new format for publication under section 12(3) of the *Gender Equality Act 2020*. Spelling and typographical errors have been corrected; no other content in the required sections has been changed.

LOWER MURRAY WATER

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