

Policy Statement

Lower Murray Water (**LMW**) is committed to establishing a positive workplace culture where all staff are treated with respect and individual differences are accommodated and celebrated. LMW understands the true value and importance of diversity, equity and inclusion in the workplace and embraces a strategic approach to promote a high performing, engaged and diverse workforce. LMW is committed to a culture that is welcoming to individuals of all backgrounds and values the unique perspectives, experiences and talents staff bring.

LMW recognises that utilising different employment practices and patterns for different groups will contribute to organisational success, facilitate organisational change and contribute to the realisation of LMW's Corporate Strategy.

This means that LMW will:

- actively and flexibly seek to understand the unique needs to each staff member
- commit to ensuring all employees are treated with respect, dignity and consistency
- seek to ensure LMW business practices, policies and procedures are fair and equitable.

The above commitments will enable LMW to obtain beneficial outcomes of diversity, equity and inclusion in the workplace such as:

- increased efficiency and productivity
- increased job satisfaction and decreased absenteeism and turnover
- increased ability to attract and retain employees
- better relationships and morale among staff
- increased respect of differences of fellow employees
- improved quality and encouragement of creativity.

LMW is a signatory to the Water Industry Equity, Diversity and Inclusion Strategy, which has an established plan and targets designed to establish and retain a high-performing, engaged and diverse workforce which reflects the communities the sector serves.

Purpose

The purpose of this Policy is to support staff at LMW to work in an environment that embraces diversity, equity and inclusion.

Scope

This Policy applies to all employees, Board members, contractors, sub-contractors, volunteers, work experience students.

This Policy is to be read in conjunction with the Code of Conduct for Victorian Public Sector Employees and the Code of Conduct for Directors of Victorian Public Entities.

This Policy provides the framework by which LMW will actively manage and encourage diversity and inclusion and achieve equity across the organisation to ensure all employees feel welcome, respected and valued.

Principles

Diversity

- Decisions regarding recruitment, selection, training and development, and promotion are based on merit, performance, capabilities and potential as a collective assessment
- The organisation embraces fairness, equity and inclusiveness and does not tolerate

unlawful discrimination, bullying, harassment or vilification.

- Diversity, equity and inclusion initiatives are based on sound business objectives.
- Diversity, equity and inclusion are inherent in all workplace activities

Equity

LMW is committed to creating an environment where all employees have equal opportunities and area treated with respect and dignity, and in an impartial manner.

This principle applies when making decisions such as:

- recruitment and selection
- internal promotion and remuneration reviews
- performance management
- education, training and development
- career advancement
- flexibility
- accessibility
- policies and procedures

Inclusion

LMW is committed to and expects all employees at all levels of the organisation to contribute to creating an inclusive environment where all employees, regardless of position or seniority, feel they have the ability to:

- provide input into the future direction of the organisation
- influence what work is done and how it is done
- provide constructive feedback to each other with the intent to support personal and professional growth
- raise concerns without fear of reprisal
- identify a career pathway within LMW and be supported in their career aspirations.

Equal Employment Opportunity

LMW is committed to achieving equal employment opportunity through ensuring all employment decisions are based on merit and are free from discrimination or bias through:

- providing fair access to recruitment, development, promotion and workplace benefits
- actively identifying and removing barriers to participation
- fostering an inclusive and respectful work environment
- taking reasonable steps to prevent discrimination, harassment and vilification in all areas of employment.

Intersectionality

LMW recognises and supports intersectionality in the workplace, and acknowledges that:

- individuals may experience overlapping forms of advantage, disadvantage or discrimination based on multiple personal characteristics
- it is important to identify and remove systemic barriers, promote inclusive practices, and ensure policies, programs and decision-making processes consider the diverse and intersecting experiences of all employees
- a workplace culture where every person feels respected, understood and supported benefits both employees and the organisation.

References

- Code of Conduct for Victorian Public Sector Employees
- Code of Conduct for Directors of Victorian Public Entities
- *Fair Work Act 2009*
- *Equal Opportunity Act 2010*
- *Occupational Health and Safety Act 2004*
- *Gender Equality Act 2020*

Definitions

Term/Abbreviation	Description
Diversity	The visible and invisible differences that exist between individuals. These differences may include but are not limited to: race, ethnicity, physical characteristics, sex, sexual orientation, gender identify, lawful sexual activity, age, physical or mental disability, marital status, family or career responsibilities, pregnancy, breastfeeding, religion, political opinion, national extraction, social origin, industrial activity or trade union membership. Diversity also encompasses the variety of perspectives, experiences and ways of thinking and working that individuals bring to the workplace.
Equal Employment Opportunity (EEO)	The principle that all individuals are entitled to equal access to employment opportunities based on merit and to a workplace free from discrimination and harassment.
Equity	The fair and just treatment of all prospective and current staff members, ensuring that opportunities, support and rewards are accessible regardless of a person's background characteristics or personal circumstances. Equity recognises that individuals do not begin from the same position and may face different advantages or barriers.
Inclusion	Ensuring that current, future and potential staff members have equal access to opportunities within the organisation, free from barriers or disadvantage arising from characteristics such as race, ethnicity, physical characteristics, sex, sexual orientation, gender identify, lawful sexual activity, age, physical or mental disability, marital status, family or career responsibilities, pregnancy, breastfeeding, religion, political opinion, national extraction, social origin, industrial activity or trade union membership
Intersectionality	A way of understanding that a person's experiences are shaped by many parts of who they are – such as their race, sexuality or background – all at the same time. These different parts of someone's identify can overlap and change throughout their life. Understanding intersectionality helps people recognise that someone may experience advantages or discrimination because several characteristics are combined, not just one.

Policy/Guidelines

1. LMW will ensure that recruitment and selection practices are competency-based and designed to assess an applicant's ability to perform the inherent requirements of the role, together with factors such as responsibility, potential, commitment, general life experience and judgement
2. LWM will endeavour to create a workplace culture that values communication, consultation, cooperation and input from staff on matters that affect the workplace.
3. LMW will ensure staff have appropriate opportunities to contribute their views on issues affecting the workplace.
4. LMW will ensure, as far as reasonably practicable, that a fair, flexible and safe workplace is provided for all staff.
5. LMW will provide managers and supervisors with development to ensure diversity, equity and inclusion practices are reflected in their approach to leadership.
6. LMW will ensure all employees are offered effective professional development and training programs, including onboarding and training in new technologies to improve and maintain their skills and ability to work in an environment which reflects the diversity of the community
7. Each employee is responsible for ensuring they support and respect workplace diversity, ethical practices, workplace safety and that they support the prevention of unlawful discrimination and harassment in the workplace.
8. The People and Capability Department are responsible for communicating LMW's Diversity, Equity and Inclusion Policy.

Accountability and Monitoring

LMW will monitor and report on diversity, equity and inclusion outcomes through:

- Workforce data, including gender and diversity representation
- Recruitment and promotion outcomes
- Employee engagement and inclusion measures
- Progress against the Water Industry Equity, Diversity and Inclusion Strategy targets (or targets associated with any successor strategy)

Supporting Documentation

Doc ID	Title
CTD/004399	People Strategy 2026
CTD/004400	Gender Equity Action Plan 2026-30
CTD/004401	Human Resources Policy and Guidelines Manual

Roles and Responsibilities

Position	Responsibility
Board	Provide guidance to the Executive Leadership Team to support the successful delivery of the strategies and plans outlined in this Policy and enable decision making in line with the organisation's risk appetite and strategic direction to achieve diversity, equity and inclusion
Executive Leadership Team,	• Provide support and guidance to leaders and

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Governance Policy

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Position	Responsibility
Managers and Supervisors	all employees on the actions and behaviours to achieve diversity, equity and inclusion in the workplace • Role model behaviours consistent with an inclusive workplace • Encourage managers and supervisors to regularly discuss the value and importance of achieving diversity, equity and inclusion in the workplace and ensure actions are taken to support LMW to establish and maintain a high-performing, engaged and diverse workforce • Actively engage in the development and delivery of strategic initiatives and actions related to diversity, equity and inclusion
All staff	• Act in accordance with LMW organisational values • Actively participate in regular discussions regarding the value and importance of achieving diversity, equity and inclusion in the workplace • Demonstrate a willingness and acceptance of the value of individual differences • Actively engage in the delivery of strategic initiatives and actions related to diversity, equity and inclusion.

Document History and Review

This policy is subject to the organisation's Information Management Policy, which outlines the procedures for creating, storing, and managing records at Lower Murray Water and the responsibilities of all staff members in effective records management. Refer to the [Information Management Policy – CTD/000005](#) for detailed guidance.

It is the responsibility of the Custodian of this policy to ensure it is reviewed as per the review due date listed in the table below and the controlled document metadata within the Electronic Documents and Records Management System (EDRMS).

Version	Date Approved	Review Due Date	Review Notes
A	August 2024	July 2027	
B	August 2026	August 2030	Amendments to align with Gender Equity Action Plan 2026-30 and People Strategy 2026

Policy users are requested to notify the Custodian if amendments are required prior to the scheduled review date. Please note that only Custodians or their delegates are authorised to make changes, and all amendments must be approved by the designated Approver before being distributed to LMW.

Refer to the 'Notes' section of the controlled document in the EDRMS to view amendments made during reviews, and if applicable, to access earlier versions.

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Custodian	Approver
General Manager Business Services	Board
Subject Matter Experts	Endorsed By (if applicable)
Manager People and Capability	Stakeholder, Technology, Environment and People Committee

Location of Document

- Electronic Documents and Records Management System
- Intranet
- Internet