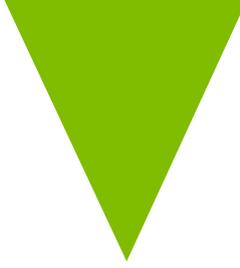


Gender Equality Action Plan

2021–2025





Acknowledgement of Country

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

This report has been endorsed by the Victorian Energy Safety Commission.

Authorised and published by the Victorian Government, Melbourne

March 2022

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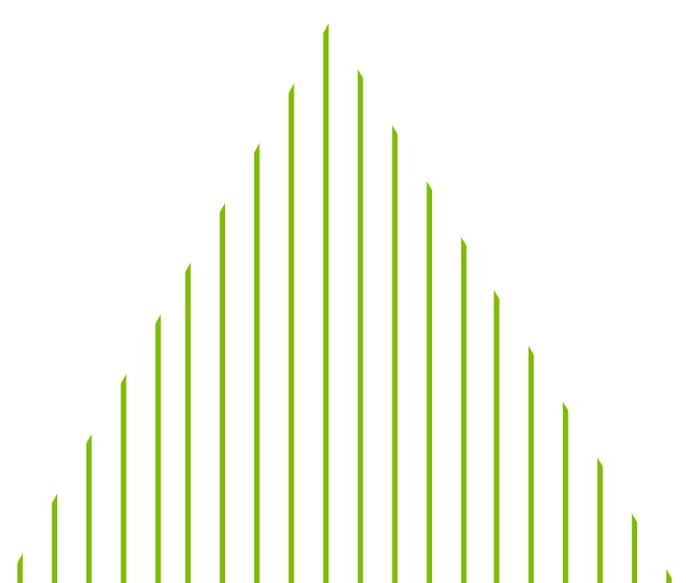
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Message from the Chief Executive Officer

At Energy Safe Victoria, our prime responsibility is to ensure the safe supply and use of electricity, gas and pipelines. However, we cannot do this without our people. Through our day-to-day interactions with customers and each other, our fundamental expectation is that everyone is treated with respect. That is why we are committed to being a diverse, safe and inclusive workplace.

Attracting and retaining people with a variety of skills, backgrounds, talents and approaches ensures we make better regulatory decisions and that we reflect the community that we are here to protect.

We are embarking on a significant transformation program to position the organisation as a dynamic and modern regulator, and our approach to gender equality, and diversity and inclusion more broadly, will be embedded strategically into everything we do.

We know that gender equality benefits everyone, and our first Gender Equality Action Plan (GEAP) provides us with clear direction on the actions we need to take to create a solid foundation of understanding, and to build on our achievements so far.

We all have a role to play in creating positive and inclusive workplaces where we can all feel valued and appreciated for the work we do and I am sure that as we start to implement our GEAP, ESV will become an even better place to work and will provide a more inclusive experience to those we interact with.



Leanne Hughson
Chief Executive Officer

Introduction to Energy Safe Victoria

We are Victoria's safety regulator for electricity, gas and pipelines.

Our role is to ensure that Victorian gas and electricity industries are safe and meet community expectations. We are also responsible for licensing and registering electricians, and educating the community about energy safety.

More information is available on the Energy Safe Victoria website: www.esv.vic.gov.au



About the Gender Equality Act (2020)

An important milestone for gender equality in Victoria was achieved with the commencement of the Gender Equality Act 2020 (The Act) on 31 March 2021.

The purpose of the Act is to ensure the Victorian public sector, local councils and universities ('defined entities') take positive action towards achieving workplace gender equality and promote gender equality in policies, programs and services. The Act also recognises that 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.

What does gender equality mean?

The Act defines this as 'equality of rights, opportunities, responsibilities and outcomes between persons of different genders.' Everyone is affected by gender inequality - women, men, trans and gender diverse people, children and families. It impacts people of all ages and backgrounds.

Defining gender, sex and gender identity¹

Gender refers to the characteristics of women, men, girls and boys that are socially and culturally constructed. This includes norms, behaviours and roles associated with being a woman, man, girl or boy, as well as relationships with each other. As a social construct, gender varies from society to society and can change over time.

Gender and sex are different concepts.

Sex refers to the different biological and physiological characteristics of females, males and intersex persons, such as chromosomes, hormones and reproductive organs.

Gender and sex are related to but different from gender identity. Gender identity refers to a person's deeply felt, internal and individual experience of gender, which may or may not correspond to the person's physiology or designated sex at birth.

Defining intersectionality

Intersectionality, as defined by the **Victorian Government**, refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. This may include gender, Aboriginality, sexual orientation, gender identity, among other aspects of a person's identity.

What does this mean for us?

At ESV our goal is to create a culture that is respectful, safe and inclusive and our people reflect the diversity of the Victorian community we serve. To achieve this we aim to create an environment where everyone feels safe to bring their whole self to work, where they feel included and where all our people can thrive.

For us, gender equality is creating a workplace that addresses disadvantage, stigma, stereotyping, prejudice and violence; and accommodates equal access of opportunities and resources to all our employees at ESV regardless of their gender.

This Plan outlines the findings of our gender equality audit and details the actions we're taking to address barriers for employees and promote gender equality in the workplace. The audit is based on an analysis of employee information, in line with the requirements of the Act.



¹ Adapted from the World Health Organisation: https://www.who.int/health-topics/gender#tab=tab_1

Our baseline audit analysis

In accordance with requirements of the Act, ESV conducted a Workplace Gender Audit (audit) using our workforce and payroll data as of 30 June 2021. As part of the Audit, we also reviewed the results of our 2021 People Matter Survey, which had a 77% response rate (N=155). The audit and results formed the basis for consultation with our employees to inform the creation of our Gender Equality Action Plan (GEAP).

The Workplace Gender Audit is based on seven key indicators:

1. Gender composition at all levels of the workplace
2. Gender composition of governing body
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered segregation in the workplace

The audit provides a 'baseline assessment' of gender equality at ESV and provides a strong platform to sustain, enhance, and make changes to our current programs. Our audit highlighted the need to improve data collection capabilities across all indicators. Over time these improvements will increase our ability to focus on the intersectional nature of gender equality, to allow a more nuanced analysis and understanding of experiences by people of all genders.

Our detailed analysis, results and areas of opportunity in relation to the seven indicators are provided in Appendix A and have been used to inform the strategies, actions and measures outlined in our GEAP. A summary of our key findings is outlined below.

Gender Composition:

- Comprising 206 employees, overall women's representation (41%) is lower than men's (59%)
- Over the last 12 months, the representation of women has increased by almost 5%
- Almost all part-time roles are filled by women

Women are underrepresented at the leadership levels - at the Executive Leadership Team (ELT) (level -1) women's representation is 33%, and 13% at the Senior Leadership Team (level -2).

Women are more highly represented than men at lower classifications.

Women have a stronger representation in the younger age groupings. Nearly 5% of staff are aged over 65, with the majority being men (81%).

People Matter Survey responses indicate women have a more favourable perception (91%) of a positive culture in relation to employees of different sexes/genders within ESV than men (74%).

- Responses relating to a positive culture within my organisation regarding the different attributes of Aboriginal and/or Torres Strait Islander and for disability were slightly lower than for age and LGBTIQ+. The most affirmative responses related to a positive culture for varied cultural backgrounds
- 93% of women and 80% of men agree that senior leaders at ESV actively support diversity and inclusion in the workplace

Gender composition of governing body:

- All three ESV Commission roles (level to CEO +1) are held by women
- The Minister for Energy, Environment and Climate Change has responsibility for ESV Commission appointments

Gender pay equity:

- The median annualised organisational base salary pay gap between men and women is 29.6% and for total remuneration is 29.5%
- The mean annualised organisational base salary pay gap between men and women is 22.9% and for total remuneration is 23%
- When reviewing data on a level by level basis the gaps are considerably lower showing the largest median gap for total remuneration is 4.9%

Sexual harassment:

- There were no formal sexual harassment complaints made in the reporting period
- Our 2021 People Matter Survey insights, however, show 7% of women respondents indicated they had experienced sexual harassment, as did 4% of those who identified as 'prefer not to say / non-binary' and 2% of men

Recruitment and promotion:

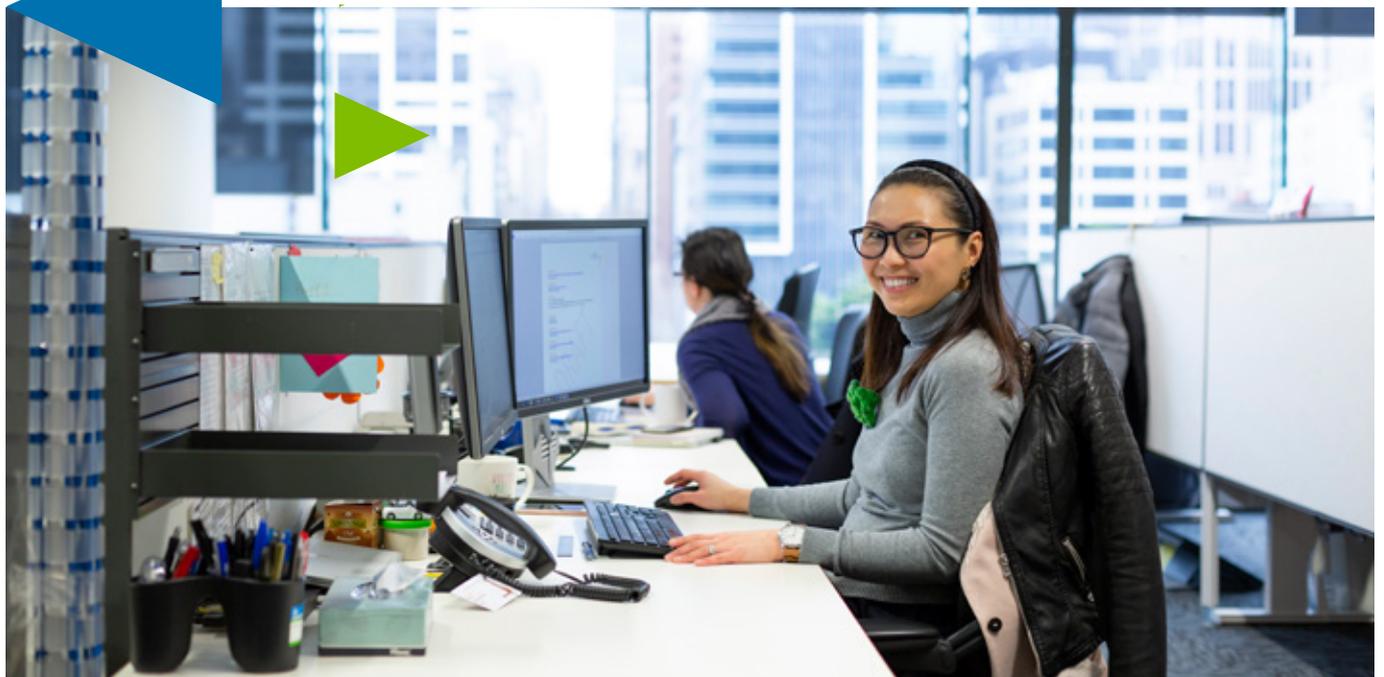
- During the reporting period (1 July 2020 to 30 June 2021) representation of women in new appointments was higher than men. There were 34 new hires: 68% (23) were women and 32% (11) were men. This included four senior women including the CEO
- Two women and one man received internal promotions
- Women have a more favourable perception than men on all employee experience questions relating to recruitment and promotion. Seventy four per cent of women and only 53% of men agree 'my organisation makes fair recruitment and promotion decisions based on merit'

Leave and flexibility:

- As of 30 June 2021, 42% of employees had formal flexible working arrangements in place; 25% of these employees were women while 75% were men.
- People Matter Survey responses indicate flexibility is an area of strength for ESV. Women have a more favourable experience than men on all questions relating to flexibility. Almost all responses relating to flexibility for both men and women, were above the public sector comparator group
- No one accessed family violence leave during the reporting period, however 88% of women and 82% of men agree that 'my organisation would support me if I needed to take family violence leave'

Gender segregation:

- Our categories of work follow traditional gender lines with Technicians and Trades Workers being significantly dominated by men and Clerical and Administrative Workers dominated by women
- Our Professional and Managerial roles have a more equitable distribution of men and women, although men are still over-represented in both categories
- People who identify as 'prefer not to say' or 'non-binary' in the People Matter Survey have a less favourable experience/perspective on all workplace gender equality indicator questions



Consultation – the voice of our people

This is ESV's inaugural Gender Equality Action Plan. Creating awareness, understanding themes, perspectives, experiences and ideas from our people has been central to our consultation.

Our consultation process reflects the requirements set out in the Victorian Gender Equality Act (2020).

As part of this process, our team consulted with, and sought input into, the development of the Gender Equality Action Plan from the ESV Commission as its governing body, employees, and relevant trade unions and/or their employee representatives.

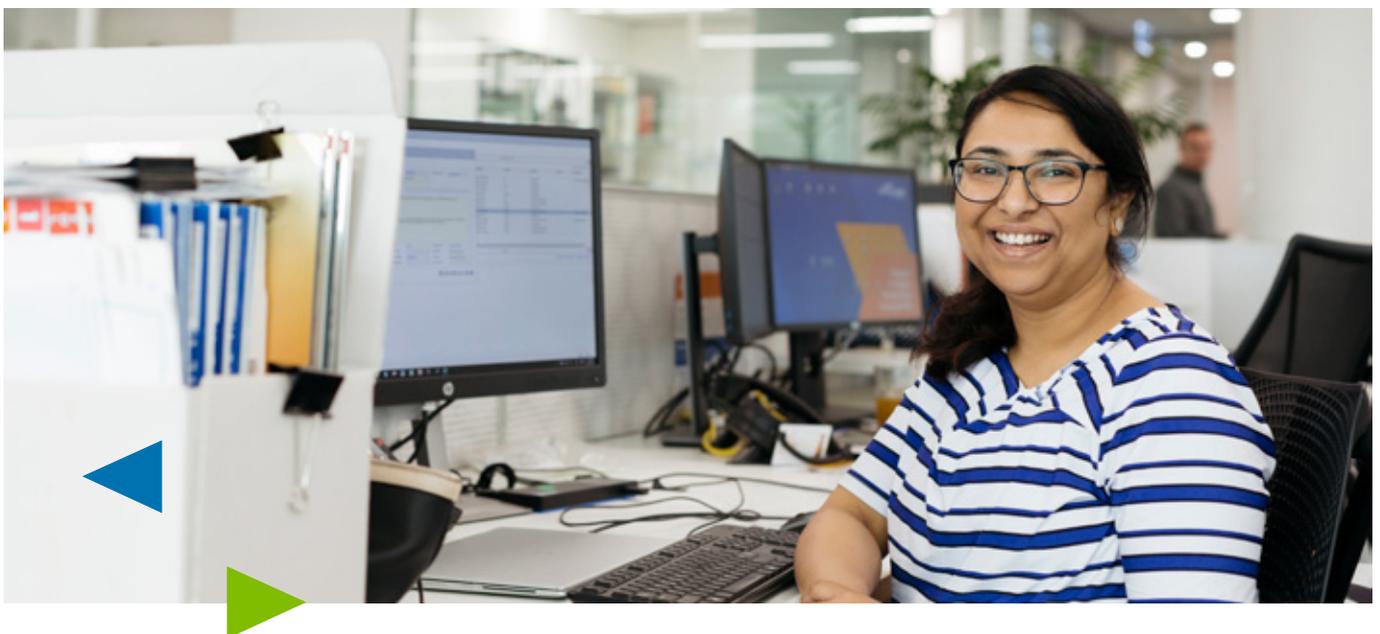
Using the audit results, our initial consultation included:

- Five interviews with senior stakeholders, including the Chief Executive Officer, the Chairperson of the Commission, the Chief Operating Officer, and two senior leaders
- Three focus groups, which included 23 participants (10 men and 13 women) from the D&I Advisory Group, the Gender Equality Working Group, and a broad selection of employees

Consideration was given to including intersectional perspectives throughout the consultation by extending an open invitation to all employees to participate. We also engaged an independent consultant to facilitate the focus groups and interviews to ensure confidentiality was provided for all.

Participants were in different role types and across various levels of our business units and included both part-time and full-time team members. We invited a mix of tenure including new team members who had recently joined ESV to better understand their experiences with our recruitment and onboarding processes.

A full and summary version of the draft strategies and measures was promoted and shared via the intranet with an open invitation for comment and feedback. Our ELT has also provided input prior to the GEAP being presented to the ESV Commission for endorsement.



The case for change

Our commitment

At ESV our goal is to create a culture that is respectful, safe and inclusive and our people reflect the diversity of the Victorian community we serve. To achieve this we aim to create an environment where everyone feels safe to bring their whole self to work, where they feel included and where all our people can thrive. This includes embedding an equitable and intersectional approach into everything we do.

Feedback from the consultation highlighted the importance of gender equality in setting the foundations for a diverse workplace and inclusive culture for better decision-making, innovation, employee engagement and providing services to the community that are fit for purpose.

"We want a workplace where everyone feels welcome and we appreciate and value differences."

"We are an independent regulator. We need independent thinking. We must avoid group think."

"Diverse teams make better decisions."

"If we are genuinely diverse, we are attractive to a much wider pool."

"Diversity creates a curious culture. We want to foster diversity of thought and encourage an environment where people feel comfortable to respectfully challenge and feel safe to do so. Different perspectives help us make better decisions."

"We are male dominated with highly technical roles, but that's not the community we serve. We need to be more reflective of the community that we regulate."

These comments align with a significant body of research, particularly with respect to gender diversity, which outlines diverse organisations perform more effectively and successfully than those with more homogeneous workforces². Diversity leads to greater innovation and improved problem solving, enabling organisations to be more flexible, agile and provide improved products and services. Everyone benefits from gender equality. It is a human right and makes our communities safer and healthier. Gender equality also helps prevent violence against women and girls.³

In addition to our consultation processes preparation for the GEAP has involved the analysis of ESV strategies, policies and processes, baseline workforce audit data and People Matter Survey data in line with the workplace gender equality indicators.

The consultation conversations and our People Matter Survey insights highlighted opportunities to further understand and build capacity to apply an intersectional lens to gender inequality in our workplace. To address this we have included several actions in our plan including providing further education, improving and maturing our intersectional data collection over time, targeted recruitment strategies and embedding diversity and inclusion principles into our HR policies and practices.

ESV fully supports the gender equality principles in **the Act** set out below and has considered these principles in our consultation processes and in preparing our GEAP.



² Workplace Gender Equality Agency (WGEA), 2018, Workplace Gender Equality: the business case; McKinsey & Company, 2021, Women in the Workplace 2021; The Global Gender Gap Report; Mercer, 2020, Let's get real about equality: When Women Thrive 2020 global report; Male Champions for Change, 2019, 40:40:20 for gender balance: Interrupting bias in your talent processes.

³ <https://www.vic.gov.au/gender-equality-what-it-and-why-do-we-need-it>

Gender equality principles

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.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
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.
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.
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10. Special measures may be necessary to achieve gender equality.

Our vision for gender equality at ESV is:

- We achieve a level of organisation wide understanding of diversity, equity and inclusion that sets the foundations for a supportive environment for all genders
- Everyone contributes to a respectful, safe and inclusive environment where all genders have access to equal opportunities and resources
- We all recognise that gender equality benefits everyone

Our recent actions in supporting gender equality and diversity and inclusion at ESV

- Celebrated diversity in our workplace through events over the past year including; Harmony Day, Cultural Diversity Week, International Women's Day and International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) Day
- Joined the Australian Network on Disability and the Diversity Council Australia to support ESV's people with access to useful tools and resources
- Conducted Unconscious Bias Training for all Leaders as well as members of the Diversity and Inclusion Advisory Group to assist our people to gain insight into their own unconscious biases
- Formed a partnership with Monash University's Department of Material Science and Engineering to sponsor a female graduate in the field of corrosion relating to stray electrical currents
- Appointed the first women into the following roles: Gas Safety Officer, Safety and Energy Efficiency Engineer, Team Leader, Type A Gas Appliance and Component Safety Safety and Compliance Engineer
- Established a Diversity and Inclusion Advisory Group, comprised of staff and management representatives.
- Engaged an independent consulting specialist to provide recommendations to help inform a refreshed Diversity & Inclusion Strategy for the next three years

Our approach to the GEAP

As we embark on a significant cultural change program to position the organisation as a dynamic and modern regulator, ESV is at an opportune point to take a more strategic focus on gender equality and diversity and inclusion (D&I) more broadly. The ESV corporate plan (2020-2022) contains three people-related goals:

- Maintain high (more than 80%) participation and response rates in People Matter Survey
- Develop a culture that supports psychological health and wellbeing
- Implement a framework to support diversity and inclusion

Modernisation, leadership development, workforce capability, wellness and inclusion are the four pillars of the People Strategy.

Our GEAP has four strategic themes that align with and support the requirements of the Act:

1. Visible leadership commitment and accountability for gender equality, diversity and inclusion.
2. Develop inclusive leadership capability for all our people.
3. Embed gender equality, diversity and inclusion principles into HR policies and practices.
4. Improve gender balance in leadership and at all levels of the organisation through talent attraction, development and retention strategies.

Each of these focus area aligns with the four pillars of our People Strategy and will support ESV to make reasonable and material progress in relation to the workplace gender equality indicators as required by the Act. Our GEAP focus areas are mapped to the relevant gender equality indicators in the table below.



GEAP focus area

Workplace Gender Equality Indicators

1. Visible leadership commitment and accountability for gender equality, diversity and inclusion

1. Gender composition at all levels of the workplace
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered segregation in the workplace

2. Develop inclusive leadership capability for all our people

1. Gender composition at all levels of the workplace
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered segregation in the workplace

3. Embed gender equality, diversity and inclusion principles into HR policies and practices

3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility

4. Improve our gender balance in leadership and at all levels of the organisation through talent attraction, development and retention strategies

1. Gender composition at all levels of the workplace
3. Gender pay equity
5. Recruitment and promotion
7. Gendered segregation in the workplace

Our GEAP

1. Visible leadership commitment and accountability for gender equality, diversity and inclusion

We have a clear plan with refreshed governance and GEAP progress is measured regularly.

Goal	Actions	Year	Accountability	Measure
1.1 Communicate ESV's commitment to diversity and inclusion and the GEAP	1.1.1 Communicate the GEAP internally and externally (including website) with clear messaging about why gender equality, diversity and inclusion are important to ESV	2022	<ul style="list-style-type: none"> CEO, People Services 	<ul style="list-style-type: none"> Our GEAP is communicated and well understood across ESV employees Participation in celebrations of days of significance on the diversity calendar Improvements In People Matter Survey results for: ESV has a positive culture in relation to diversity and inclusion
	1.1.2 Continue with awareness raising events to celebrate key dates on the diversity calendar (such as International Women's Day, International Day of People with Disabilities, NAIDOC Week, Harmony Day, Wear it Purple Day, Pride Week, Equal Pay Day)	2022 & ongoing	<ul style="list-style-type: none"> D&I Council 	
1.2 Refresh D&I governance structure with D&I Council, chaired by the CEO, which includes senior sponsorship for each diversity focus area including the GEAP	1.2.1 Establish terms of reference, including roles and responsibilities for the D&I Council and sponsorship members	2022	<ul style="list-style-type: none"> D&I Council, People Services 	<ul style="list-style-type: none"> D&I Council established with clear terms of reference D&I Dashboard in place that is reviewed quarterly GEAP monitoring and review process built into business plans
	1.2.2 Develop D&I Dashboard that is reviewed quarterly by the D&I Council, ELT and ESV Commission. This will include gender and diversity data and progress of the GEAP actions	2022 & ongoing	<ul style="list-style-type: none"> D&I Council, People Services 	



Goal	Actions	Year	Accountability	Measure
1.3 ESV leaders are accountable for progressing workforce representation goals and an inclusive workforce culture based on GEAP aspirations	1.3.1 Leaders take practical actions to challenge traditional notions of gender role types to support the achievement of increases in proportional representation (such as job rotations, secondments, communication of employees undertaking counter- stereotypical roles)	2022	<ul style="list-style-type: none"> All Leaders 	<ul style="list-style-type: none"> There is clear leadership accountability and responsibility to drive change through agreed commitments and measures.
	1.3.2 Diversity and inclusion indicators and measures are included in the performance plans of all ELT members and over time cascaded to all leaders	2024 & onwards	<ul style="list-style-type: none"> All Leaders 	
1.4 Leadership decisions are informed by accurate gender and diversity data insights	1.4.1 Enhance exit interview processes to gain insights into employee experiences and use insights to refine inclusive practices	2022	<ul style="list-style-type: none"> People Services 	<ul style="list-style-type: none"> Baseline view of ESV's diverse representation of employees is established Regular monitoring shows year- on-year improvement and effectiveness of strategies
	1.4.2 Conduct pay equity analysis on an annual basis and provide reporting to the ELT	Annually	<ul style="list-style-type: none"> People Services 	
	1.4.3 Review pay practices that can lead to gender-based inequities such as gender pay differences for commencement salaries and progression outcome by gender	Annually	<ul style="list-style-type: none"> People Services 	
	1.4.4 Enhance our systems to enable capture and reporting of intersectional data (i.e. data on age, Aboriginality, disability, cultural identity, religion and sexual orientation) and data on employee who identify as gender diverse	2023	<ul style="list-style-type: none"> People Services 	

2. Develop inclusive leadership capability for all our people

We build the knowledge of all our people to understand the business benefits of gender equality, diversity and inclusion, actively promote diversity, and recognise and challenge unconscious bias.

Goal	Actions	Year	Accountability	Measure
2.1. ESV leaders are visible champions of diversity and inclusion	2.1.1 Deliver inclusive leadership education to all leaders to build the capability to lead inclusively, promote gender equality, diversity and psychological safety, as well as an understanding of intersectional gender equality. Leaders to cascade learnings to their team members	2022	<ul style="list-style-type: none"> • People Services, All leaders 	<ul style="list-style-type: none"> • Improvements in People Matter Survey results for: <ul style="list-style-type: none"> – ESV has a positive culture in relation to diversity and inclusion – Senior leaders actively support diversity and inclusion in the workplace • Inclusive leadership competencies built into ESV's competency framework and development curriculum.
	2.1.2 Integrate inclusive leadership capability into the competency framework and development curriculum	2023	<ul style="list-style-type: none"> • People Services 	
	2.1.3 Educate staff on LGBTIQ+ inclusion, disability confidence and cultural awareness. Provide awareness and skills development on how to be an ally for others with differing background and identities	2024	<ul style="list-style-type: none"> • People Services, All leaders 	
	2.1.4 Integrate inclusive leadership principles into ESV's Leadership Development programs	2022	<ul style="list-style-type: none"> • People Services 	



Goal	Actions	Year	Accountability	Measure
2.2 Take a proactive approach to zero tolerance of bullying, harassment, and discrimination	2.2.1 Provide regular compulsory learning opportunities to reinforce behavioural standards for all employees to assist with the prevention of bullying, harassment, discrimination and victimisation	2022	<ul style="list-style-type: none">• People Services	<ul style="list-style-type: none">• Improvements in People Matter Survey results, for:<ul style="list-style-type: none">– My organisation encourages respectful workplace behaviours.– My organisation takes steps to eliminate bullying, harassment, and discrimination.– I feel safe to challenge inappropriate behaviour at work
	2.2.2 Review and enhance the complaints process to ensure it provides timely, trusted and accessible processes. Communicate the updated process	2022	<ul style="list-style-type: none">• People Services	



3. Embed gender equality, diversity and inclusion principles into HR policies and practices

Gender equality, diversity and inclusion principles are integrated across the employee life cycle and in our People policies and practices.

Goal	Actions	Year	Accountability	Measure
3.1 Ensure ESV people policies and practices are inclusive in relation to gender and diversity	<ul style="list-style-type: none"> • 3.1.1 Review and refresh ESV's Recruitment, Selection and Appointment Policy and processes in line with best <ul style="list-style-type: none"> – practice inclusion and diversity recommendations (provided by an external specialist). This includes: – review and broaden strategic recruitment partnerships, to attract women and gender diverse people – Brief external recruitment agencies on gender equality, and diversity commitments and expectations – monitor and measure data on applications received for male- dominated roles, short- listed candidates and offers accepted by gender – encourage women and diverse representation on candidate long and short-lists and interview panels – hiring managers to complete recruitment and selection training including an understanding on the potential impact of unconscious bias. 	2022 – 2023	<ul style="list-style-type: none"> • People Services 	<ul style="list-style-type: none"> • Improvements in People Matter survey results for: <ul style="list-style-type: none"> – My organization makes fair recruitment and promotion decisions based on merit – Gender is not a barrier to success in my organisation

Goal	Actions	Year	Accountability	Measure
	3.1.2 Integrate gender equality and diversity into talent management, promotion and succession planning processes	2024	<ul style="list-style-type: none"> • People Services 	
	3.1.3 Update the Parental Leave policy and supporting tools to reflect the Enterprise Agreement provisions	2022		
	3.1.4 Review our Family and Domestic Violence leave provisions in relation to best practice and recommunicate to all our people	2022		
3.2 We lead the way on flexible work arrangements	3.2.1. Ensure all leaders and employees are aware of, and promote, the use of flexible arrangements across technical and non-technical roles, to support the full participation in employment at ESV and balancing personal and professional lives	2022 & ongoing	<ul style="list-style-type: none"> • People Services, All Leaders 	<ul style="list-style-type: none"> • Improvements in People Matter Survey results for: <ul style="list-style-type: none"> – I have the flexibility I need to manage my work and other non-work activities and responsibilities – My organization supports employees with family or other caring responsibilities, regardless of gender
	3.2.2 Promote storytelling about the lives and experiences across all employee groups; for example, profile men and employees with diverse backgrounds who have caring responsibilities or community-based commitments and promote part-time opportunities to all genders. Use a variety of communication approaches to promote visibility and benefits	2022 & ongoing	<ul style="list-style-type: none"> • People Services, Communications and Marketing Services (CAMS) 	<ul style="list-style-type: none"> • Continued improvements to People Matter Survey Results, including percentage of respondents who agree that ESV supports employees with family/caring responsibilities, regardless of gender

4. Improve gender balance in leadership and at all levels of the organisation through talent attraction, development and retention strategies.

We reflect the Victorian community we serve through our diverse talent.

Goal	Actions	Year	Accountability	Measure
4.1 Improve the gender balance in leadership and in technical roles	4.1.1 Set gender targets for external recruitment shortlists – for example, at least one woman on the recruitment shortlist for all leadership levels	2022	<ul style="list-style-type: none"> ELT 	<ul style="list-style-type: none"> Gender targets for external recruitment are established and met Mentoring program in place Leaders have committed to a Panel Pledge Gender balanced graduate and internships in place Improvement in gender balance in leadership and technical roles
	4.1.2 Establish a mentoring program for high potential women	2023	<ul style="list-style-type: none"> People Services 	
	4.1.3 Prioritise gender balanced graduate placements and internships to attract engineering and other STEM based students. This may include joint initiatives with partners to promote gender diversity in apprenticeships	2022 & ongoing	<ul style="list-style-type: none"> People Services 	
	4.1.4 Leaders commit to a Panel Pledge - whenever they are asked to speak or are invited to be involved in or sponsor a panel or conference (both internal and external) they ask the organiser about the efforts to ensure women (and broader aspects of diversity) are represented and highlight their commitment to diversity	2023	<ul style="list-style-type: none"> All Leaders 	
4.2 Target attraction, development and retention of under-represented groups	4.2.1 Complete a review of ESV's public presence (website and social media channels) to ensure diversity and inclusion is integrated into the new organisation's values and Employee Value Proposition (EVP)	2023-2024	<ul style="list-style-type: none"> People Services, CAMS 	<ul style="list-style-type: none"> Development of strategic relationships with targeted external organisations Transition to retirement program in place
	4.2.2 Develop a transition to retirement program that supports our aging workforce while optimising knowledge transfer	2022	<ul style="list-style-type: none"> People Services 	



Resourcing and implementing our GEAP

ESV recognises that a strategic resourcing plan is essential to track progress towards workplace gender equality. A strategic resourcing plan has been developed to outline the resourcing requirements and timeframes. This has been provided separately to the Public Sector Gender Equality Commissioner.

The strategic resourcing plan will be reviewed on an annual basis, taking into account any changes in scope, resource availability and a constantly evolving environment.

Measuring our progress

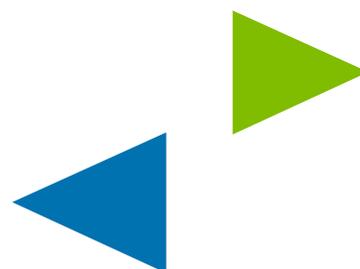
We have included measures for each of our GEAP goals in the previous section.

Our GEAP provides an opportunity for us to track, measure and quantify the impact of our work. Measurement and data are important to us, not only because they allow us to recognise progress, but also because it enables us to identify approaches and opportunities to do better.

While numbers provide an important and necessary snapshot, we will also continue to prioritise the perspectives and experiences of our employees who

bring their unique talents to our organisation through participation in the annual People Matter Survey.

Regular monitoring is a key part of our approach to governance. Specifically this includes the development of a diversity and inclusion dashboard that is reviewed quarterly by the D&I Council, Executive Leadership Team and ESV Commission. This will include gender and diversity data and progress of the GEAP actions.



The broader regulatory framework

The relevant laws, standards and guidelines considered in the development of our GEAP include:

- Gender Equality Act 2020 (Vic)
- Age Discrimination Act 2004 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Gender Equality Act 2020 (Vic)
- Fair Work Act 2009 (Cth)
- The Charter of Human Rights and Responsibilities Act 2006 (Vic)
- The Equal Opportunity Act 2010 (Vic)
- Racial Discrimination Act 1975 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Occupational Health and Safety Act 2004 (Vic)
- Safe and strong: A Victorian Gender Equality Strategy (2016)

Further information

For more information about the GEAP or Diversity & Inclusion at ESV, please contact peopleservices@energysafe.vic.gov.au



Appendix A – ESV Workplace Gender Equality Audit 2021

Indicator 1: Gender composition at all levels of the workplace

As of 30 June 2021, ESV's workforce comprised 206 employees with an overall gender composition of 41% women and 59% men. Over the last 12 months, the representation of women has increased by almost 5%.

As illustrated by the graph below, almost all part-time roles are filled by women and there are a higher number of women employed on a temporary full-time basis.

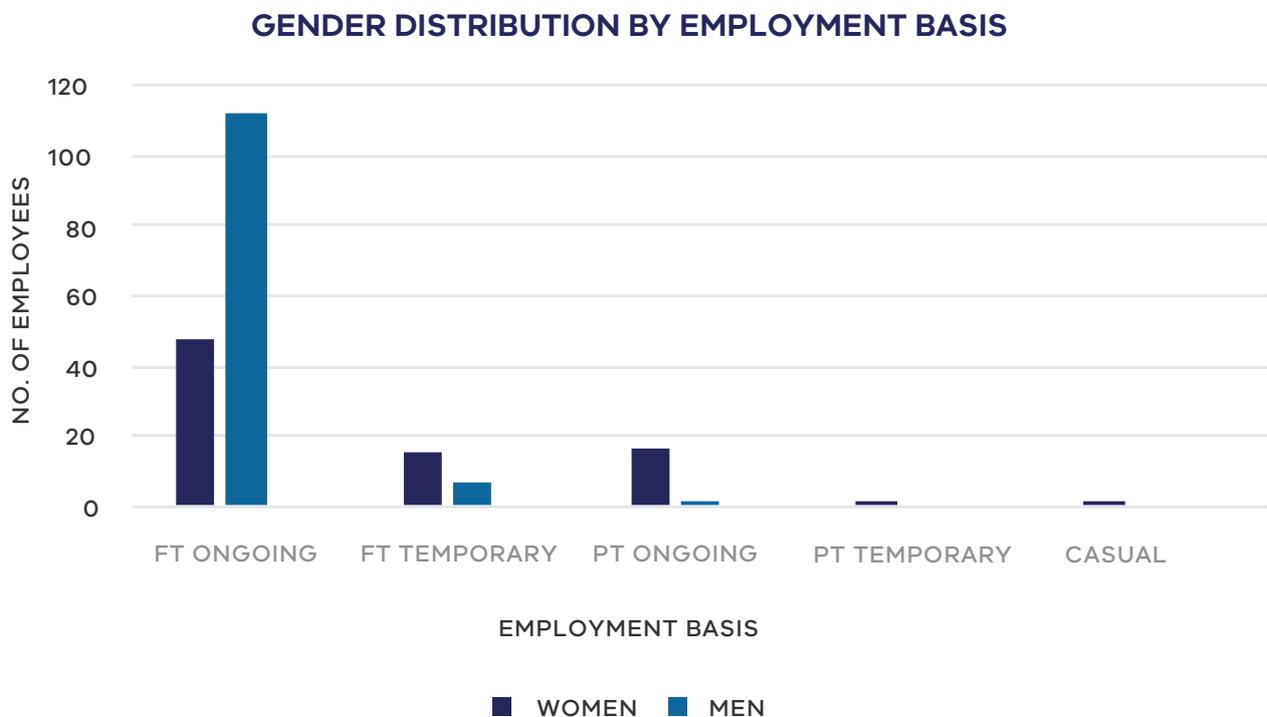


Figure 1: Gender Distribution by Employment Basis

All three Commission roles (level to CEO +1) and CEO are held by women. The representation of women at the Executive Leadership Team (level -1) is 33%. Women make up 17% of the Senior Leadership Team (level -2). Women are more highly represented than men at lower classifications.

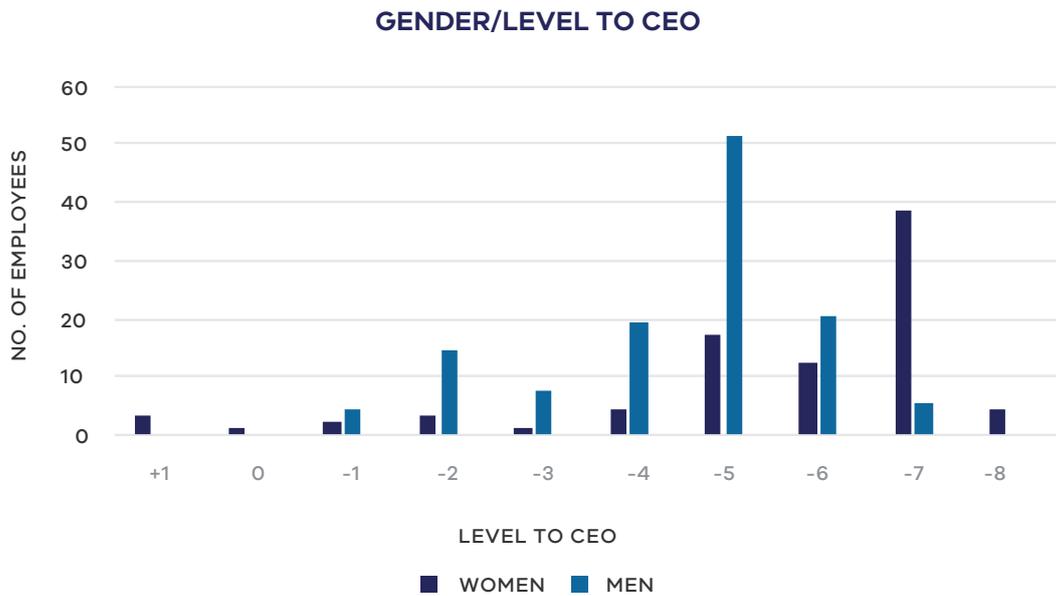


Figure 2: Gender/Level to CEO

ESV has age diversity spanning several generations. Women have a stronger representation compared with men in the 25-34 year age grouping. Twenty seven per cent of staff are aged over 55, including nearly 5% over 65, with the majority being men (81%). Many roles at ESV are highly technical and this data highlights

the importance of introducing a robust transition to retirement program where retention and knowledge transfer are optimised.

People Matter Survey data indicates 71% of men and 91% of women believe there is a positive culture in relation to employees of different age groups.



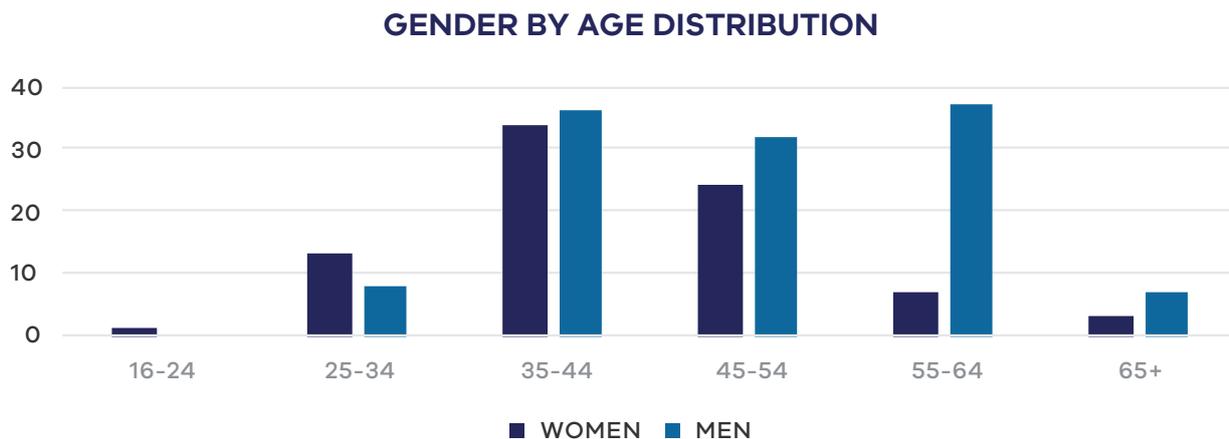


Figure 3: Gender by age distribution

Our payroll system currently captures limited intersectional employee data. Demographic data from our 2021 People Matter Survey (refer Figures 4 and 5) provides a lens on the diversity across our organisation with respect to gender identity, sexual orientation, identification as Aboriginal and/or Torres Strait Islander and cultural identity.

Approximately 5% of People Matter Survey respondents (N = 155) may be gender diverse and/or be members of the LGBTIQ+ community, with a further 17% of respondents preferring not to say. People Matter Survey data indicates three percent of respondents identify as a person with a disability, with a further ten percent preferring not to say.

One percent of respondents identify as being Aboriginal and/or Torres Strait Islander with 4% preferring not to say.

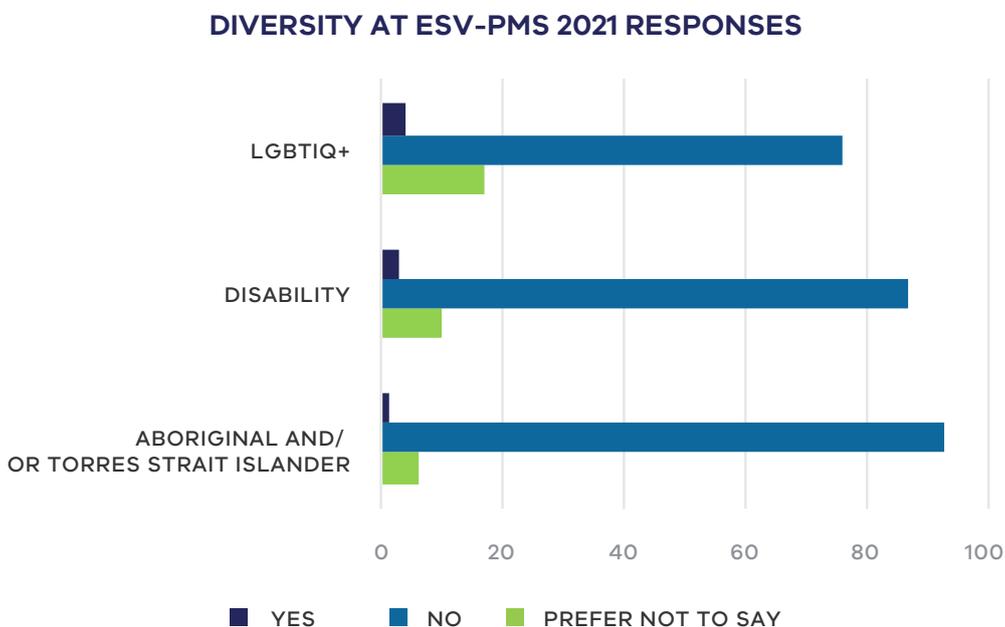


Figure 4: Diversity - People Matter Survey 2021 responses

There is a diverse mix of cultural identities within ESV’s workforce.

CULTURAL IDENTITY BY PERCENTAGE OF WORKFORCE - PMS 2021 (Respondents can select more than one cultural identity)

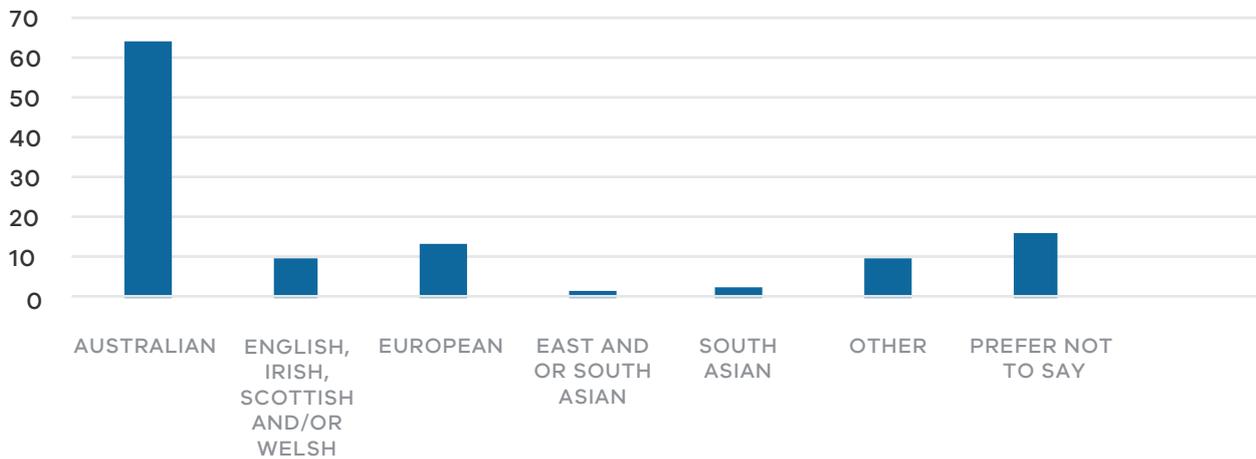


Figure 5: Cultural Identity by percentage of workforce - People Matter Survey 2021

In relation to employee experiences and perceptions from People Matter Survey data, there are three gender categories provided in the reported data: women, men and 'other'. 'Other' includes employees who identify as non-binary, use a different term, or who 'prefer not to say'. Fifty five per cent of respondents identified as men, 28% as women and 17% as 'other'.

People Matter Survey data shows that women have a more favourable perception (91%) of a positive culture in relation to employees of different sexes/genders within ESV than men (74%). Furthermore, 93% of women and 80% of men either agree or strongly agree that senior leaders at ESV actively support diversity and inclusion in the workplace.

With respect to other aspects of diversity and potential areas of exclusion, discrimination or disadvantage, there are further opportunities to develop a more diverse and inclusive culture. Only 54% of men and 72% of women agree that there is a positive culture in relation to employees who are Aboriginal and/or Torres Strait Islander. This is a similar response rate in relation to perceptions or experiences of a positive culture in relation to employees with disability (61% of men agree and 63% of women); there is a more positive response in relation to employees who identify as LGBTIQ+ (67%

of men agree; 86% of women). The most favourable responses relate to a positive culture to employees from varied cultural backgrounds with 78% of men and 93% of women agreeing.

Indicator 1 - Opportunities

- Continue to improve the gender balance in leadership, in technical roles and across all levels of the organisation
- Promote part-time opportunities to different genders and in leadership roles
- Develop a transition to retirement program that optimises knowledge transfer and retention
- Continue to provide education on diversity, intersectionality, equity and inclusion recognising that gender equality benefits everyone
- Expand our people insights through improved people systems and practices to better measure inclusion and representation across our workforce.

Indicator 2: Gender composition of governing bodies

On 1 January 2021 the Commission of ESV commenced. Three women were appointed to the roles of Commissioner and Chairperson, Commissioner and Deputy Chairperson and Commissioner. Two of the Commissioners work flexibly in a part-time capacity. The Minister for Energy, Environment and Climate Change has responsibility for Commission appointments.

Indicator 3: Gender pay gap

The median annualised organisational base salary pay gap between males and females is 29.6% and for total remuneration is 29.5%. The mean annualised organisational base salary pay gap between men and women is 22.9% and for total remuneration is 23%. When reviewing data on a level by level basis the gaps are considerably lower showing the largest median gap for total remuneration is 4.9%.

Indicator 3 - Opportunity

- Conduct a gender pay gap audit on an annual basis and review pay practices that can lead to gender-based pay inequities such as gender pay differences for commencement salaries.



Indicator 4: Workplace sexual harassment

There were no formal sexual harassment complaints made in the reporting period.

Our 2021 People Matter Survey insights, however, show 7% of women respondents indicated they had experienced sexual harassment, as did 4% of those who identified as 'other' and 2% of men.

Women had a stronger agreement response than men and significantly higher than those who identified as 'other', in relation to the three People Matter Survey employee experience questions. Eighty eight percent of women, 68% of men and only 44% of those who identify as 'other' agree with 'I feel safe to challenge inappropriate behaviour at work'. Eighty eight percent of women, 75% of men and only 48% of those that identify as 'other' agree that 'my organisation takes steps to eliminate bullying, harassment and discrimination'. All survey respondents provided stronger agreement ratings with the statement 'my organisation encourages respectful workplace behaviours', 98% of women, 87% of men and 63% for people who identify as 'other'.

Indicator 4 - Opportunity

- Continue to raise awareness through regular compulsory learning opportunities to reinforce behavioural standards for all employees to assist with the prevention of bullying, harassment, discrimination and victimisation. This will include education on our processes for reporting sexual harassment.



Indicator 5: Recruitment and promotion

There were 34 new hires over the reporting period: 68% (23) were women and 32% (11) were men. This included four senior women including the CEO.

RECRUITMENT BY GENDER/LEVEL TO CEO

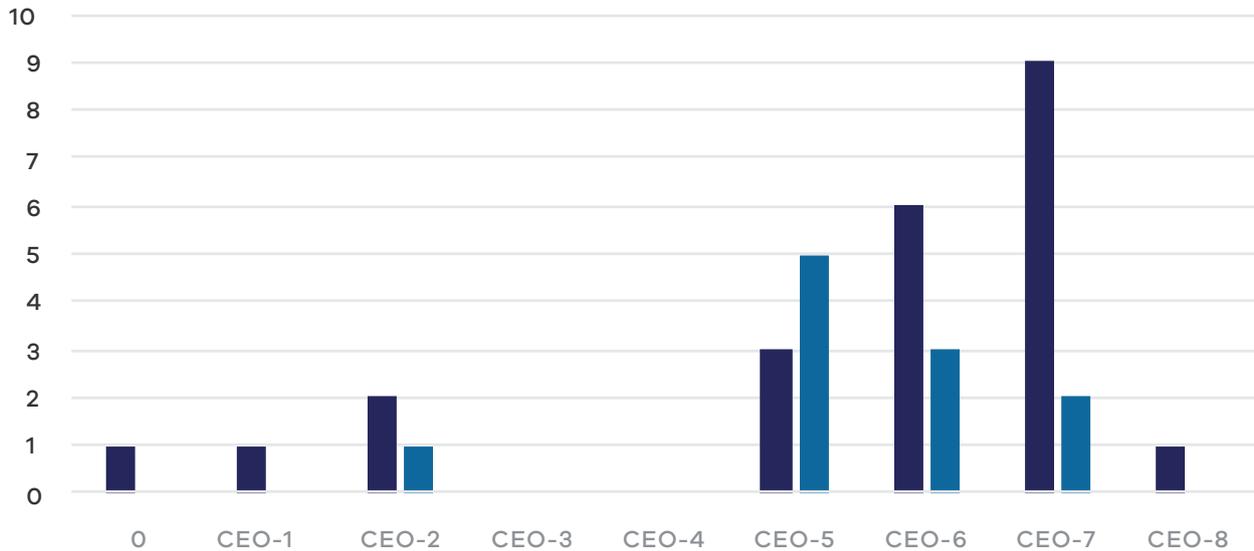


Figure 6: Recruitment by Gender/Level to CEO

Two women and one man received promotions, 10 women and 21 men took part in career development training, six women and 18 men performed higher duties and one woman and one man undertook internal secondments during the reporting period. Eleven people exited the organisation of whom 36% were women and 64% men. Refer to the figure below

RECRUITMENT, PROMOTIONS, DEVELOPMENT, HIGHER DUTIES, SECONDMENTS AND EXITS

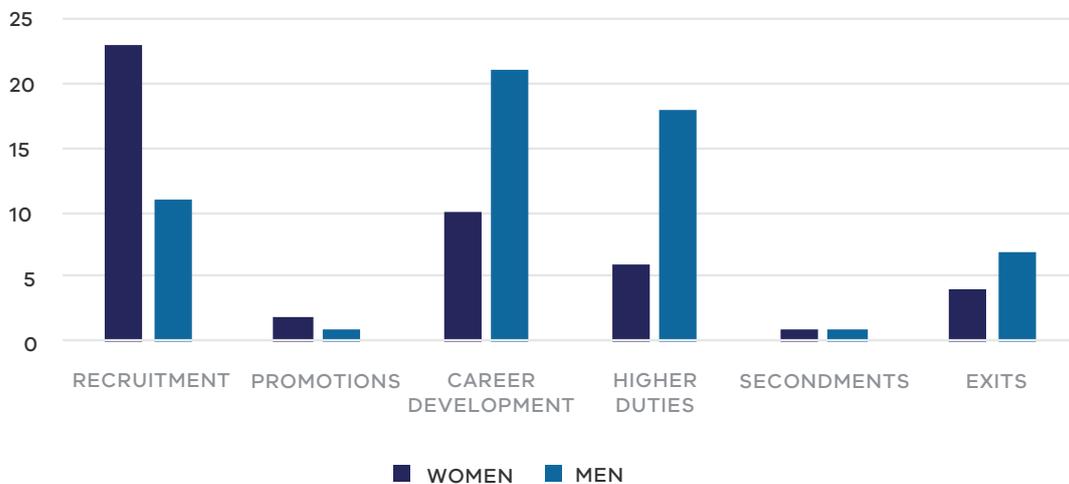


Figure 7: Recruitment, promotions, development, higher duties, secondments and exits.

The People Matter Survey highlights that women have a more favourable perception than men on all employee experience questions relating to recruitment and promotion. Seventy four per cent of women and only 53% of men agree 'my organisation makes fair recruitment and promotion decisions, based on merit'. Forty nine percent of women and only 39% of men agree 'I have an equal chance at promotion in my organisation'. Furthermore, 84% of women and 67% of men agree 'gender is not a barrier to success in my organisation'.

Women also have a more favourable perception than men that other diversity dimensions are not a barrier to success within ESV. ESV has a diverse mix of cultural identities with 91% of women and 76% of men agreeing that 'cultural background is not a barrier to success in my organisation'. Eighty eight per cent of women and 67% of men agree 'sexual orientation is not a barrier to success in my organisation' with age receiving similar responses with 81% of women and 72% of men agreeing

that age is not a barrier. Agreement responses were lower for both men and women to 'Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation' (72% women and 55% men) and disability (70% women and 60% men).

Indicator 5 – Opportunities

- Embed diversity and inclusion principles into the recruitment policy, procedures and practices
- Provide training for hiring managers on best practice recruitment and selection, including challenging unconscious biases
- Embed diversity and inclusion principles into talent management, promotion and succession planning processes



Indicator 6: Leave and flexibility

As of 30 June 2021, 42% of employees had formal flexible working arrangements in place; 25% of these employees were women while 75% were men. The majority of employees with formal flexible working arrangements are at the level 2 to 4 ESV grade. The formal flexible arrangements are predominantly Accrued Credit Hours (ACH) Agreements. ACH arrangements are available to all staff, however they are predominantly used by our field staff. This was the main form of flexibility that was promoted prior to the Energy Safe Victoria 2020 Enterprise Agreement (EA). As part of the EA (which came into effect in December 2020) ESV included a commitment to flexibility and further promoted other forms of flexibility.

Many employees access flexible working arrangements on an informal basis. These are arrangements that are agreed between a manager and team member on an informal basis and we do not capture this data through our HR system.

People Matter Survey responses indicate flexibility is an area of strength for ESV. Women have a more favourable experience than men on all questions relating to flexibility. Almost all responses for both men and women are above the comparator group. Ninety one per cent of women and 84% of men agree they have the flexibility to manage work and non work activities and responsibilities. Ninety three per cent of women and 79 % of men agree that if they requested a flexible work arrangement it would be given due

consideration. Ninety-five per cent of women and 87% of men agree that ESV supports employees with family or caring responsibilities regardless of gender.

Eighty eight per cent of women and 72% of men agree that using flexible work arrangements is not a barrier to success; 93% of women and 68% of men agree that having caring responsibilities is not a barrier to success; and 93% of women and 74% of men agree that having family responsibilities is not a barrier to success in ESV. Twenty three women and 36 men accessed Carers Leave in the 12 month period. One man accessed Secondary Caregiver leave and four women accessed Primary Caregiver leave.

No one accessed family violence leave during the reporting period, however 88% of women and 82% of men agree that 'my organisation would support me if I needed to take family violence leave'.

Indicator 6 – Opportunities

- Review our policies and practices relating to leave and flexible working to ensure they are based on best practice inclusion and diversity principles
- Profile male leaders with caring and family responsibilities working flexibly
- Re-communicate our family violence leave provisions



Indicator 7: Gender segregation

As shown in the graph below, our categories of work follow traditional gender lines with Technicians and Trades Workers being significantly dominated by men and Clerical and Administrative Workers dominated by women. Although our Professional and Managerial roles have a more equitable distribution of genders, men are still over-represented in both categories.

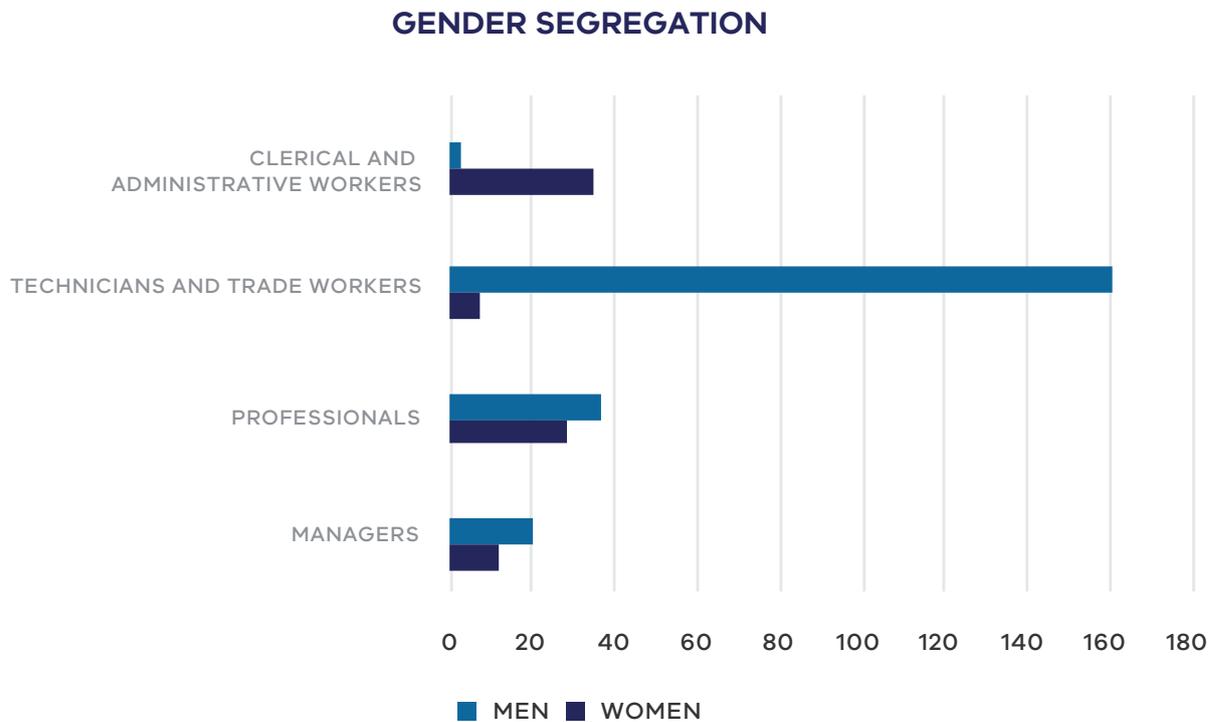


Figure 8: Gender Segregation

Whilst our industry and workforce is male-dominated with highly technical roles, this is not representative of the Victorian community we serve. Targeted recruitment efforts to improve the gender balance in technical and management roles over the last 12 months have resulted in a nearly five % increase in the representation of women across the organisation.

Data from the Workplace Gender Equality Agency for 2021 for the Electricity, Gas, Water and Waste Services division shows that women represent only 24.6% of the workforce.⁴ However, the number of women in training for electrical trades did not rise above 2% from 2006-2015⁵ In 2020, only 4.6% of all new electrical apprenticeships in Victoria, were offered to women.⁶

At the start of 2021, only 3.5% of electrical apprentices in Victoria/Tasmania were women.⁷

Responses in the People Matter Survey indicate 91% of women and 85% of men agree that 'ESV uses inclusive and respectful images and language'. The majority of women and men believe 'in my workgroup work is allocated fairly regardless of gender', (women 88% and 84% of men).

Indicator 7 – Opportunities

- Continue to seek opportunities to improve the gender balance in leadership and technical roles

⁴ <https://data.wgea.gov.au/industries/247>

⁵ <https://vuir.vu.edu.au/34849/1/Women%20%20Electrical%20Trades%20VU%20October%202017.pdf>

⁶ <https://necaeducation.com.au/job-seekers/women-and-their-trade/>

⁷ <https://necaeducation.com.au/job-seekers/empowering-women-to-succeed-in-electrical/>



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