



CELEBRATING OUR DIFFERENCES

CITIPOWER AND POWERCOR AUSTRALIA



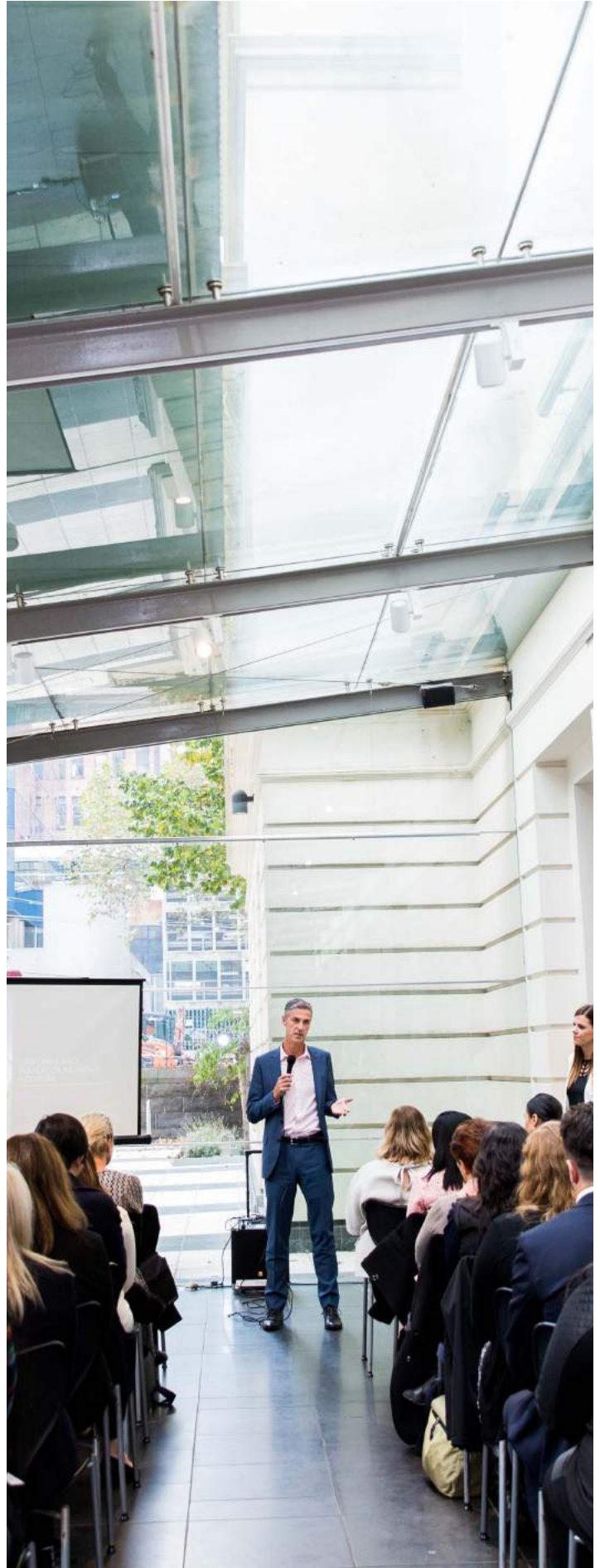
about

In 2016 we committed to improving diversity and inclusions in our business to better reflect the communities in which we operate and foster an inclusive workplace which respects and appreciates the differences in ethnicity, gender, age, disability, sexual orientation and religion of our employees.

Our goal is to create a work environment where everyone is valued and recognised for their unique qualities, ideas, and perspectives. By doing so we will support employees to reach their full potential and unlock greater company performance.

The Diversity & Inclusion Working Group, led by the Diversity & Inclusion Council, has spent the past 12 months engaging with employees and working with external organisations to identify how best to address areas of opportunity identified by our employees in the 2016 Employee Opinion Survey. Our focus for 2016/2017 has been introspective and applied across three key areas; gender, generation, and identity.

This report outlines the activities of the Diversity & Inclusion Working Group in our first year. It also lays the foundation for our strategy and action plan in 2018 and beyond as we learn and continue to grow our understanding in this crucial area.



enabling leaders to become more inclusive

We recognise that diversity and inclusion can be nebulous concepts and it is important to ensure that our people understand how these influences can impact team performance.

As a first step to launching this program, we partnered with the NeuroLeadership Institute to train our managers to better understand the notion of inclusive leadership and how to lead diverse teams more effectively.

Impact: 80 managers across our business participated in three, three-hour workshops over six weeks covering the following:

- Understanding the why and how of diversity and inclusion
- Unconscious bias and how to break and challenge bias
- Inclusive leadership behaviours
- Tools for mitigating bias and fostering inclusive leadership such as “if ... then” management responses

The training promoted dialogue and discussed the meaning of championing diversity and leading inclusively in the areas of gender, ethnicity and generations. Two additional training sessions are scheduled for late 2017.

80%

of participants reported feeling better equipped to be more intentionally inclusive and able to mitigate bias.





sponsorships

In March 2017, we boosted our Tier-One sponsorships program through a three-year partnership with the Western Bulldogs' AFLW Team (women's league), as well as its Community Foundation and Next Generation Academy.

Through this partnership our employees have the opportunity to volunteer as mentors to young business leaders, become "Adapters" supporting newly arrived immigrants/refugees, or help expand mental health programs in the Western corridor.

Aligning ourselves with a like-minded, forward-looking community group, sporting club and brand such as the Western Bulldogs, not only enhances our own brand awareness and reputation in the communities in which we operate, but also:

- Reflects our recognition that the communities in which we operate include people of diverse backgrounds and cultures which should be celebrated and appreciated
- Supports the economic and social development of our communities; supports female role models and develops a pipeline of athletes from diverse backgrounds
- Allows us to support community initiatives beyond sport alone, and to acknowledge - and tackle - key challenges facing the growing Western corridor

Impact: To date, 36 employees have participated in volunteer opportunities with the club and Community Foundation in Melbourne, Ballarat and Warrnambool. As part of this sponsorship, we are arranging a panel discussion with female leaders from the Club as well as AFLW players for Q4 2017 to be co-hosted by the Women in Power Network.





female apprenticeships

In 2016 we committed to broadening our outreach to increase diversity in the candidate pool for apprenticeships by encouraging female candidates to apply for field positions. Only the best are accepted into the CitiPower and Powercor apprenticeship program and in 2017 our intake of 13 apprentices included 5 women.

We don't set targets but we are making an effort to make sure that women who are interested in working for us are aware of the career opportunities we offer, and make them feel welcome and comfortable in our business.

Impact: We delivered an incredibly successful social media campaign with over 7,000 people viewing and sharing the post promoting female apprentices. We received 16 applications from women, five of who earned apprenticeships in Ardeer, Ballarat, Rooney Street, and Geelong.

The 2018 apprentice recruitment campaign launched again in September 2017 and targeted both male and female candidates.



female pre-apprenticeship scholarships

The pipeline of women in Science Technology Engineering Maths (STEM) and field based roles needs support if we are to see an increase in women in leadership across the business/energy industry. To further encourage women to consider a career in the electrical industry, we have developed an Electrical Pre-Apprenticeship Program.

This pre-apprenticeship is a pathway for students into a full apprenticeship in the electrical industry.

It comprises a 10-12-week course covering general practical skills, electrical theory, maths and interpreting electrical drawings.

Impact: We have offered scholarships at five TAFE and colleges throughout Western Victoria, supporting students with subsidised course fees, text books or travel to and from the institutions.

We have awarded scholarships to three women at the Federation University in Ballarat, two women at Gordon Tafe Geelong, and to three women to NECA in Carlton.



women were awarded scholarships in the first year, to help build the pipeline of female apprentices in the field.





electrical engineering scholarships

To attract women to the field of electrical engineering, we've provided three scholarships for female students majoring in electrical engineering for their final two years. This program was developed with two local universities, Monash and University of Melbourne.

Impact: The scholarship attracted several outstanding applicants who clearly demonstrated strong technical and leadership attributes. Three young women were awarded these scholarships and have already begun mentoring relationships in our business with both male and female leaders.

Due to their obvious passion for engineering most applicants also volunteer to promote engineering and science, technology, electronics and mathematics (STEM) projects via not-for-profit businesses or via tutoring and mentoring of high school students.

The three scholarship recipients also participated in the first Women in Stem tour as part of the Open House Melbourne Program. This event saw 26 women from high school to mature student participate in a behind the scenes look at our operations. We partnered with Girls Leading in Advanced Manufacturing (GLAM) and invited our pre-apprentice scholarship recipients to tours of our zone substation and our virtual reality interface at Waratah Place. The attendees also participated in presentations on options for careers in the electricity sector over lunch.

“

Thank you for teaching us about the role CitiPower and Powercor plays in our day-to-day lives and the career opportunities available to us. I was inspired by the amazing talks given by women leading in a male-dominated industry.

”

women in power

Off the back of the inaugural International Women's Day celebration held at CitiPower and Powercor, Women in Power (WIP) was launched. WIP is designed to connect women across the business to provide a supportive, inclusive environment that advocates for and empowers all to realise their full potential.

Through focus groups at all 13 depots WIP was able to understand the challenges and opportunities impacting women in the business. Groups were held in Ballarat, Bendigo, Rooney Street, and Geelong depots to ensure that field based staff had the opportunity to contribute their insight and suggestions for the network. Additional outreach to the remaining depots ensured that all regional offices were represented.

Impact:

The network has grown to over 200 employees (both men and women) from across the business. 55% of women within the business have participated in an event or activity that WIP has hosted.

WIP has garnered support through executive sponsorship as well as regional champions. In May 2017, 100 women attended a career development session on personal branding.

To date WIP has hosted three Lunch and Learn sessions on Electricity 101, career development within the business, the regulatory reset and personal branding in social media. These events aim to connect employees across the business and grow their understanding of topics and issues they may not have exposure to in their day-to-day roles.

A total of 97 employees from 40 Market Street and regional locations participate in a dedicated Slack channel which provides access to support, research and an informal channel to post questions about the business and career development.

over

200

employees have participated in WIP activities in 2017



indigenous cultural awareness program

In the Working Group's assessment of opportunities to improve diversity and inclusion, a gap in the business's understanding and awareness of Indigenous culture was identified. To address this we piloted an Indigenous Cultural Awareness training session in May 2017, which was attended by 20 employees from across the business.

The goal of this program was to develop awareness of, and respect for, Indigenous culture by building relationships with local Indigenous communities.

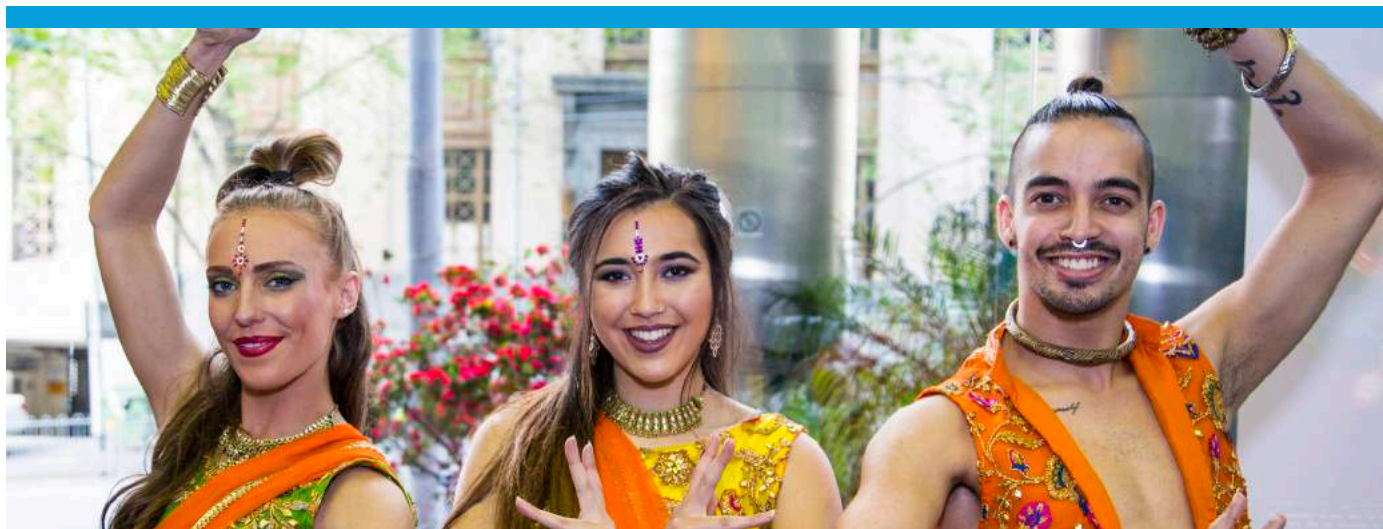
We hope to help employees learn practical ways they can operate respectfully when doing work both in the field as well as in the office.

Impact:

The pilot program uncovered a number of opportunities to improve the way we operate and support Indigenous groups in our community. While positive feedback was received by participants and we increased our awareness of Indigenous culture, we also identified significant opportunities to further educate and engage our employees on this topic.

There is more to do to break down stigma against the Indigenous culture and how we engage with Indigenous Australians. We will use this feedback to define our goals and strategy for this area in 2018 and beyond.





identity awareness

Our employees hail from many different countries of origin and cultures and backgrounds. To celebrate the diverse range of cultures within our business we held multiple cultural-identity events over the last 12 months.

These events have included:

- Hindu Diwali festival of lights (October 2016)
- Lunar New Year celebration (January 2017)
- International Women's Day (March 2017)
- National Harmony Day (March 2017)
- NAIDOC Week (July 2017)

Employee response has been tremendous with the events sparking conversation about diversity within the business, the community and a broader understanding of the many cultures within our business.

domestic violence

One in four women in Australia experience intimate partner violence with the number of domestic violence incidences rising by 12% year on year in 2016. Family and domestic violence can have a devastating impact on those affected by it. We are committed to providing support to our employees who face situations of family and domestic violence.

Impact:

We have drafted a domestic violence policy that will provide affected employees with 10 days of leave as well as support and information on confidential counselling, flexible work arrangements, and leave. This policy will be rolled out across the business in late 2017.

Intimate partner violence is the leading cause of death, disability, and illness in Victorian women age 15-44



flexible working arrangements guideline

While we have an existing guideline for flexible working arrangements many employees were unaware of this option and where also unsure of how to access it. Additional employee outreach through the Women in Power network provided insight into how we could increase awareness of and the process for accessing flexible workplace arrangements.

Impact:

We have reviewed our guideline for Flexible Working Arrangements to ensure we:

- Attract and retain talent
- Reflect the expectations of the modern workplace

Our revised guideline provides a clear pathway for employees to request a change to their existing work arrangements, as well as an equitable approach to how flexible working arrangements are reviewed and responded to.

The revised guideline was endorsed by the Diversity and Inclusion Council in April 2017, and will be formally launched in Q4, 2017.

outreach program

It is clear by the response to our cultural events and broader working group activities that employees are interested in participating in a dialogue on the topic of diversity. In February 2017 we hosted a panel discussion with members of the working group and employees at Market Street.

We also conducted an anonymous employee survey to understand employee opinions and experiences on ethnicity and identity in our business.

Additionally, the working group sub-committee on generation held a series of focus groups to understand the unique values, expectations and skills of our workforce.

Impact:

Panel Event: More than 150 employees attended in the panel event, with the session also broadcast live on YouTube for regionally located employees. From this event we received over 60 employees register to volunteer for future cultural celebratory events.

Survey: Over 200 employees responded to the three question survey revealing:

- 40 per cent of employees had experienced or witnessed instances of inappropriate comments relating to ethnicity, religion or sexual orientation
- In Market Street alone, 45 per cent had experienced or witnessed examples of inappropriate behaviour

Anecdotal comments suggest the following sentiment amongst employees:

- Employees don't see issues relating to a lack of awareness or understanding of minorities
- Employees felt the lack of ethnic diversity and representation in parts of the company was fair due to the demographics of the area
- Talent should be hired or retained based on their performance, skills and knowledge rather than other criteria relating to increasing diversity and inclusion

These results suggest that the business requires further education of inclusive behaviour and leadership.

Generational Focus Groups




From a sample size of 140 employees we identified five different generations in our business - Traditional, Baby Boomer, Generation X and Millennials/Generation Z. Working effectively with all of our generations is important to the success of

Generation	Total
Traditional	0.3%
Baby Boomers	24%
Gen X	36%
Millennial	37%
Gen Z	3%
Grand Total	100%

outreach program (continued)

An analysis of the company workforce identified Millennials as the largest generational group, comprising 37 per cent of staff (and growing), followed closely by Generation X at 36 per cent.

The results of these focus groups have been used to deliver several workshops for leaders (and teams) to break down generational barriers, understand the differing needs and skills of employees and build more effective team relationships to deliver business outcomes.

	Work ethic/values	Career drivers	Frustrations/challenges	Expectations of manager
Baby Boomers 	<ul style="list-style-type: none"> o Loyal to their job and organisation o Pride in work/privilege to have job o Methodical / follow processes o Values driven and motivated by: <ul style="list-style-type: none"> - Upbringing - Responsibility - Establishing a lifestyle <p><i>"If you were told to dig a hole (when first started working) you dug a hole"</i></p>	<ul style="list-style-type: none"> o Job security, lifetime job o Don't seek new opportunities wait to be approached/tapped on shoulder o More opportunities now o Enjoyable work and positive relationships are important <p><i>"I was told a job in the SEC was a job for life"</i></p>	<ul style="list-style-type: none"> o Struggle with technology o Knowledge/experience no longer respected – get overlooked o Can't keep up with pace of change o Change fatigue o Still keen to learn/want interesting exciting work o Lack of training in new skills 	<ul style="list-style-type: none"> o Occasional well done, thank you o Mutual respect, relationships important o Approachable, available, inclusive o Show interest in my work o Prefer face to face communication o Don't micromanage, set priorities o Value what we know, ask us, include us
Generation X 	<ul style="list-style-type: none"> o Results focused – committed and motivated o Work/life balance is important o Like to lead / influence others o Not thinking - job for life o Less loyalty o Receptive to change o Prepared to question superiors o Money gives freedom 	<ul style="list-style-type: none"> o Lifestyle, e.g choose to live regionally o Variety and interesting work o Financial security o Manager roles bypassing Gen X o Chase for roles o Role/job enjoyment important <p><i>"If you want to climb the ladder you have to go to Market Street, why does this have to be the way with all the technology we have?"</i></p>	<ul style="list-style-type: none"> o Lack of progression opportunities o Gen X don't have same level of quals o Feel at risk – 15 years time don't have experiences to get roles o Lack of flexibility – we are first generation to share parenting o Change is continual – time to embed 	<ul style="list-style-type: none"> o Feedback , thank you o Clarity, consistency , support o Trust and autonomy o If I say I can't cope, I need help o Give credit when its due o Listen o Help me develop <p><i>"Sometimes a thank you is all that's required"</i></p>
Millennials 	<ul style="list-style-type: none"> o Smarter vs harder o Quickest/easiest way to get job done o Work-life balance o Embrace change, grown up with it o Question the way things are done o Need to prove self o Work to live <p><i>"We're prepared to earn our stripes"</i></p>	<ul style="list-style-type: none"> o To be challenged – push ourselves hard o Job security (regional) o Learn, develop, change, variety o Location is a factor when it comes to changing roles o Self-manage career <p><i>"Want to have new challenges, not necessarily going up the ladder"</i></p>	<ul style="list-style-type: none"> o Challenging to get respect from other generations o Need mentor to guide/advise o Frustration on how we are labelled o More career opportunities o Look to us to support new technology 	<ul style="list-style-type: none"> o Feedback on progress o Be present – talk to us o Prefer being coached than instructed o Open communication – any channels o Be willing to adopt/listen to new ideas <p><i>"Feedback – good, bad indifferent – need to know how we are going"</i></p>

Conclusion

Over the past 12 months the Diversity and Inclusion Working group has worked across the business to unearth the challenges, experiences and values of our workforce in relation to diversity and inclusion.

We recognise that instilling this culture is a large and complex undertaking with sensitivities that extend beyond the workplace. This is not a "project" that will be achieved overnight. However, we have a compassionate and engaged workforce that is committed to developing a diverse and inclusive culture at CitiPower and Powercor.

We will use the learnings of the past year to build on the enthusiasm and engagement of our employees through our 2018 Diversity & Inclusion strategy.

Embedding an inclusive culture will be an ongoing and gradual investment in our workplace, but one which will ultimately drive our business's future success.

Diversity & Inclusion Working Group 2016/2017

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