Triple Zero Victoria Diversity, Equity and Inclusion Plan

2024-2027

Frontline to the Frontline

000 **Triple Zero Victoria**

Contents

Acknowledgement

Triple Zero Victoria acknowledges the Traditional Owners of the land and waterways across Victoria, noting their continued care for country for more than 60,000 years and ongoing role in emergency services. We pay our respects to Elders past and present and extend this respect to all Aboriginal and Torres Strait Islander people.

Triple Zero Victoria (TZV)'s State Emergency Communications Centres are located on the lands of the Wurundjeri (East Burwood), Wadawurrung (Ballarat) and Bunurong (Williams Landing).

About Triple Zero Victoria

Triple Zero Victoria provides the critical link between the Victorian community and the state's emergency services agencies. It is responsible for Victoria's 24-hour emergency call-taking and dispatch services for police, fire, ambulance, and Victoria State Emergency Service (VIC SES) as well as advanced, operational communications for Victoria's emergency services, supporting police, fire, ambulance and VICSES personnel in the field. Emergency call-taking and dispatch is at the heart of what Triple Zero Victoria does.

Emergency call-taking and dispatch services are delivered from three State Emergency Communications Centres (SECCs) located at Ballarat (BAL), Burwood East, Tally Ho (THO) and Williams Landing (WIL).

Message from the CEO

Diversity, Equity, & Inclusion: The vision and the journey

At Triple Zero Victoria, we are continuing to focus on building an inclusive culture as a priority that will drive and contribute to our long-term sustainability and success. We recognise that valuing everyone's contribution and talents will help us improve our employee engagement, job satisfaction, innovation, and delivery of our services to the community.

Our people are deeply committed to the communities they serve and are among the most dedicated and highly skilled in their field. We are connected by purpose and proud of what we do. Diversity, inclusion, and equity supports our organisation's commitment to promote full participation in our communities and foster and promote a high performing public service.

Triple Zero Victoria strives to provide an inclusive workplace, where all team members, feel that they are,

- Respected for who they are and able to be themselves,
- Connected to their colleagues and feel that they belong,
- Can contribute their perspectives and talents to the workplace; and,
- Can participate in all aspects of work life to achieve their full potential.

The People & Culture Framework 2023-2026 provides a renewed focus on the workforce experience to support the 'moments that matter' and to take action that leads to the creation

of a strong sense of belonging through inclusion, recognition, and consultation on issues that matter.

These principles underpin our inaugural Diversity, Equity, & Inclusion Plan (the Plan) and sets out goals and actions over the next three years to deliver on the following priority areas:

1. Workforce Design – Equitable Systems and Structures
2. Workforce Capability – Access to Learning Opportunities
3. Workforce Experience – Connection Through Inclusion

The Plan translates our commitment into action and enable leaders to initiate, develop and implement strategies on employment practices, workplace culture and improve leadership performance according to specific business needs.

Being our first Plan, we recognise that our Diversity Equity & Inclusion (DEI) journey requires building organisational awareness and competency to a level of maturity. DEI should be contemplated in all planning and decision making and utilised to solve operational challenges. This can be achieved by building our knowledge and understanding of DEI as a key business and strategic focus and a driver for improved organisational performance and engagement.

We all have an important leadership role in ensuring that our culture and day-to-day practices are as inclusive as possible for all team members. We recognise our challenges and will work towards embedding this Plan, devoting appropriate support to its implementation, monitoring, reporting, and evaluation, and supporting our leaders to develop and implement local actions. People & Culture will work in partnership with work areas to implement initiatives from the Plan relevant to their respective work function and operation.

I encourage you to read this Plan and invite you to look for ways that you too, can actively support these goals every day.

I am delighted to present the Diversity, Equity, & Inclusion Plan 2024-2027.

There's a place for everyone at Triple Zero Victoria.

Deb Abbott

Chief Executive Officer

What do we mean by Diversity, Equity, Inclusion and Belonging?

Diversity

Diversity is about what makes each of us unique and includes our backgrounds, personality, life experiences and beliefs, all the things that make us who we are. It is a combination of our differences that shape our view of the world, our perspective and our approach. Diversity is also about recognising, respecting and valuing differences based on ethnicity, gender, age, race, religion, disability and sexual orientation[1]. It also includes an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, parental status and other variables that influence personal perspectives[2].

Equity

Equity is when we re-distribute resources and support according to needs, recognising that different people experience different systemic and structural barriers. To overcome or remove the barriers, we need to apply resources strategically, so that some individuals and groups receive greater access to those with more privilege[3].

Equality is when you treat all people the same, ensuring equal distribution of resources and opportunities, regardless of any demographic attribute or lived experience[4].

Equal opportunity means that every person can participate freely and equally in areas of public life such as in the workplace, in education, or in accessing goods and services without disadvantage or less favourable treatment due to their unique attributes. Everyone in the workplace has rights and responsibilities under equal opportunity and anti-discrimination legislation to prevent discrimination, harassment, vilification or victimisation[5].

Equal opportunity is an integral part of the employment life cycle applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end of employment.

Inclusion

Inclusion occurs when people feel valued and respected, and where they can:

- access opportunities to fulfil their individual and combined potential,
- access to opportunities and resources,
- contribute their personal best in every encounter,

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[1] *Bourke. J. Only skin deep? Re-examining the business case for diversity, Deloitte 2011*
[2] *Chubb Insurance Group company case study - approach to diversity 2018*
[3] *Safe and strong: A Victorian Gender Equality Strategy https://www.vic.gov.au/safe-and-strong-victorian-gender-equality#definitions*
[4] *ibid*
[5] *Victorian Equal Opportunity and Human Rights Commission*

- contribute their perspectives and talents to improve their organisation,
- bring far more of themselves to their jobs, and
- feel a sense of belonging[6].

Belonging

Belonging is the next step beyond inclusion. Belonging creates communities and teams where every individual feels confident, accountable, and generous to help bring out the unique value in others[7].

Embedding Intersectionality Principles

Intersectionality refers to the interaction between different aspects of our identities and can assist to understand how people's experiences are shaped by (but not limited to) their race, socio-economic background, sex, gender, age, and sexuality (etc.) all at the same time. This overlap or combination of differences makes up a person's unique identity. Identities within an individual may come, go or converge, depending on time or place (for example life stages). The point of intersectionality is to understand the variety of privileges or forms of discrimination, disadvantage or exclusion that one may potentially experience simultaneously at any given time (for example, gender and race together)[8].

The following intersectional principles, approaches and practices will be part of building our organisational awareness and leadership competency in DEI practice[9].

Triple Zero Victoria will aim to:

1. Engage employees through initiatives that build organisational awareness of intersectionality, such as celebrating and leveraging commemorative days to create awareness,

2. Promote understanding of intersectionality and develop an awareness of biases, barriers, disadvantages, and discrimination (systemic and individual) through education,

3. Review imagery and language in internal and external facing publications,

4. Highlight the views of employees with intersectional attributes (with their permission) and share widely the de-identified intersectional data collected, to better inform decision-makers on staff's experiences,

5. Support executives and leaders to demonstrate their commitment through role modelling inclusive behaviour,

6. Continue to conduct meaningful consultation that obtains intersectional perspectives from within the community.

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[6] *https://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion*
[7] *https://www.psc.nsw.gov.au/assets/psc/documents/15812_NSW-PSC_Belonging-Strategy-2022_v2_ACCESSIBLE.pdf*
[8] *https://www.vic.gov.au/understanding-intersectionality*

[9] https://www.genderequalitycommission.vic.gov.au/applying-intersectionality

What do we want to achieve?

The Plan underpins our work and strengthens our commitment to creating a more diverse, equitable and inclusive organisation, further embedding, and integrating diversity, equity and inclusion into everything we do, from our relationships with our community and stakeholders.

Under the three pillars of the DEI Plan we aim to achieve the following:

Workforce Design - Equitable Systems and Structures

1. Inclusive employment policies and practices, for example, recruitment, retention, advancement, and cultural safety.
2. Improving data collection capability and literacy.
3. Integrating DEI practices into business, operational plans, communications and leadership KPIs.

Workforce Capability – Access to Learning Opportunities

1. Building DEI skills of Operations team members to effectively work with diverse communities.
2. Strengthening inclusive practice in leadership and supervisory positions to leverage DEI.
3. Promoting respectful behaviours in the workplace.

Workforce Experience - Connection Through Inclusion

1. Building confidence and comfort in sharing personal diversity information.
2. Creating an environment where people are creative, inspired, valued.
3. Supporting of mental health and wellbeing of employees of diverse backgrounds.
4. Promoting and celebrating diversity, equity and inclusion.

What have we achieved so far?

Some of the DEI activities completed over the last year include,

- Preparation and submission of our gender equity audit to the Commission for Gender Equality in the Public Sector (Victoria) in 2023.
- Reporting on the progress against our Gender Equality Action Plan 2021-2025 to the Commission.
- Preparation of a comprehensive gender equity audit report for ELT in 2023, containing key data, including intersectional diversity data, accessible by all staff.
- Successful International Women's Day event
- Development and launch of TZV's Inaugural Disability Action Plan 2024-2026.
- Establishment of a Reconciliation Action Plan Working Group.
- Representation of Tripe Zero colleagues at the annual Victorian Pride March in 2024.
- Establishment of the Triple Zero Pride Network and Enables Network for people with disability and carers.
- Development of a Gender Impact Assessment Workshop and associated resources.

- Development and delivery of a DEI and Gender Principles to Practice workshop.
- Establishment of several Executive DEI Champions.
- Monthly reporting of key gender data to ELT and Board, including reaching our target of 45% women in leadership positions in Support Office.

What is the data saying?

Triple Zero Victoria participates in the annual People Matter Survey (PMS), an independent employee opinion survey run by the Victorian Public Sector Commission (VPSC). Employee participation in the People Matter Survey is voluntary. The survey response rate in 2024 was 72% with 1061 responses.

As we improve confidence in team members sharing personal information on the Human Resource Information System (HRIS), we will be able to establish a more accurate workplace profile and gain a better understanding of who we are.

Whilst the response rate for PMS has remained steady, the prefer not to say responses have increased year on year, indicating that more work is needed to increase employee comfort and confidence in sharing personal diversity data.

Current State Analysis - Representation and Employee Experience Data

Key diversity demographic data from the 2024 PMS survey show,

- 67% of TZV's workforce were women, 32% men and 1% 'self-described',
- 0.8% employees identified as Aboriginal and/or Torres Strait Islander,
- 7.9% people identified as having a disability,
- 14.4% of employees were LGBTIQ+,
- 31% of employees were between 25 to 34 years of age, 27% between 35 to 44 years, 20% between 45 and 54 years, 15% under 25 and 6% above 55 years and 1% above 65 years of age,
- 10.3% of employees were born overseas, and,
- 43% of employees had caring responsibilities.

The figures below reflect key diversity demographic data from the 2024 PMS survey.

Gender Representation

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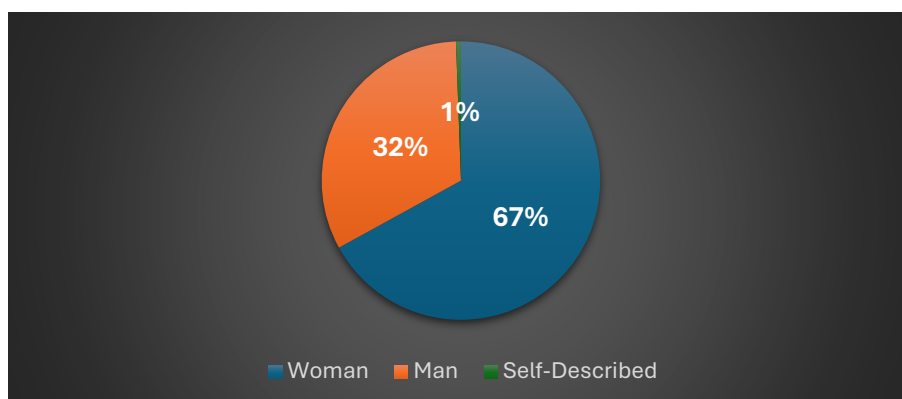
Age Profile
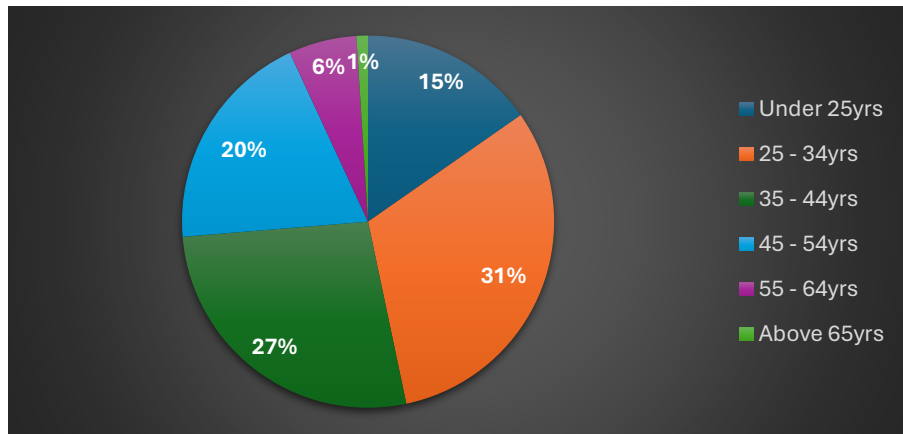
Aboriginal and Torres Strait Islander Employees

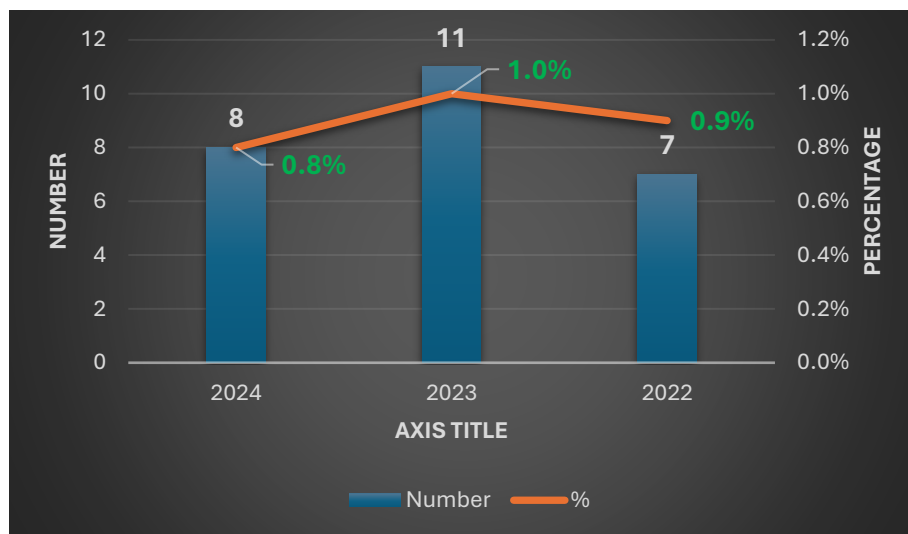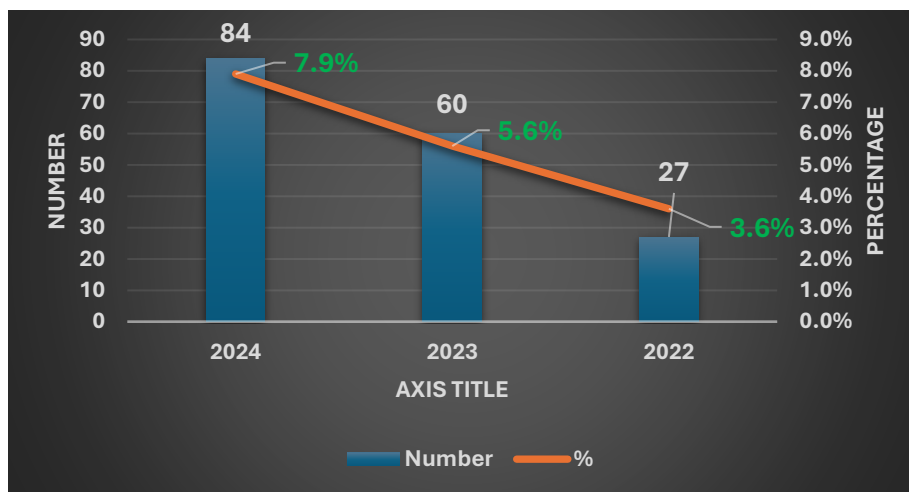**Note:** In 2024, HR records showed the percentage of Aboriginal and/or Torres Strait Islander employees was 0.7% (10 employees)

Employees with Disability

Note: In 2024, HR records showed the Percentage of employees with disability was 0.9% (12 employees)

10
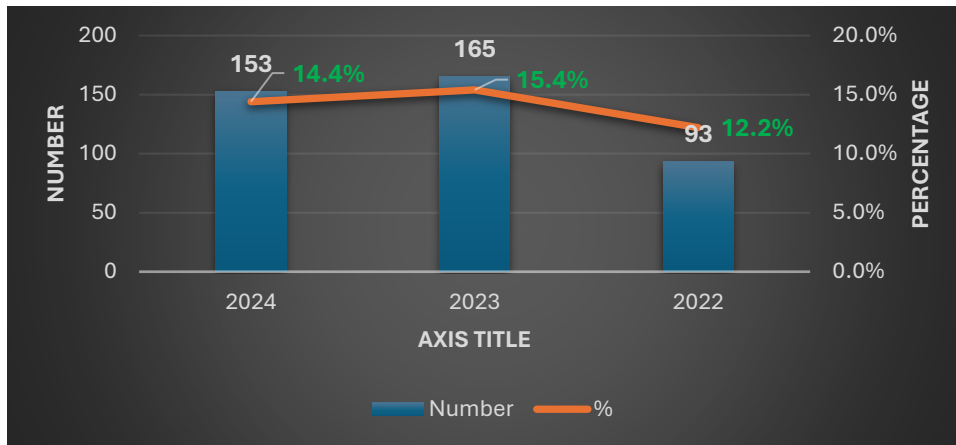
LGBTIQ+

Note: In 2024, HR records showed the percentage of LGBTIQ employees was 3.2% (44 employees)

Employees Born Overseas
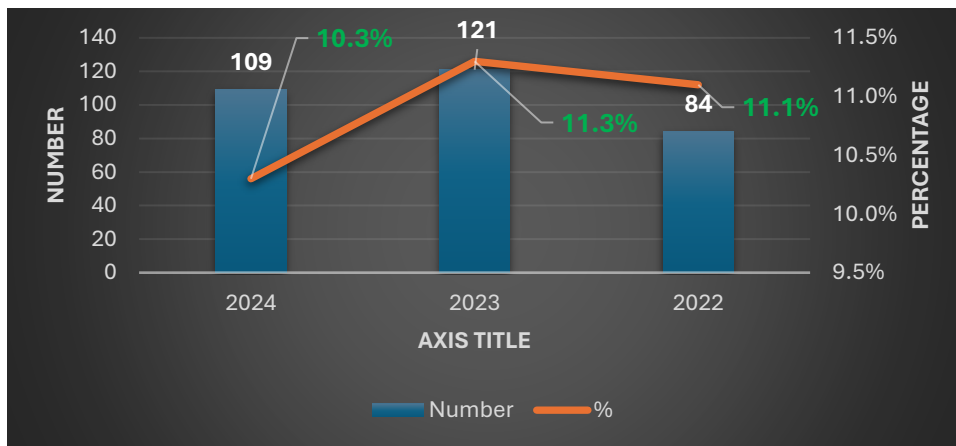
Note: In 2024, HR records showed the percentage of employees born overseas was 13.0% (180 employees)

Employees with Caring Responsibilities
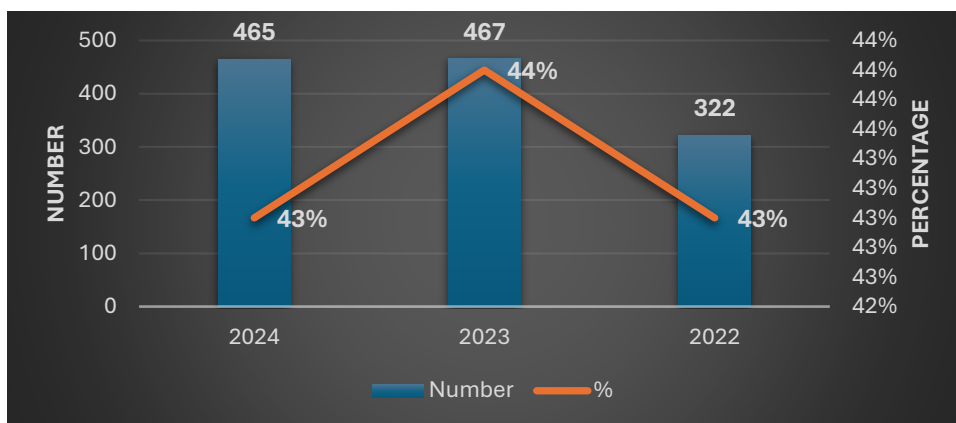
Note: 1) Total includes "I use a different term" and non-binary 2) Categories include: Child(ren) - younger than preschool age, Preschool aged child(ren), Primary school aged child(ren), Secondary school aged child(ren), Frail or aged person(s), Person(s) with a medical condition, Person(s) with disability, Person(s) with a mental illness. Other included in 2024 and 2023. 3) Multiple selections can be made.

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Inclusive culture

Our People Matter Survey results consistently show a high percentage agreement rate by employees that managers treated employees with dignity and respect, above 88%. There was also a high agreement rate among team members feeling they belonged to the organisation (over 70%), feeling culturally safe (over 83%) and being themselves at work (over 80%).

Inclusive Culture	2024	2023	2022
My manager treats employees with dignity and respect	89%	90%	88%
People in my workgroup treat each other with respect	78%	84%	84%
I feel as if I belong at this organisation	70%	79%	75%
I can be myself at work	80%	84%	83%
I feel culturally safe at work	83%	87%	83%
Considering everything, how satisfied are you with your current job	71%	80%	74%
My organisation inspires me to do the best in my job	55%	68%	55%
My workgroup encourages employee creativity	51%	53%	-

What employees are saying

- *Our organization shines brightly in its commitment to cultivating a supportive and inclusive work environment.*

- *Great inclusive culture, everyone is free to be themselves. Lots of good wellbeing efforts.*

- *Appointing good leadership groups for individual teams that cultivate an inclusive atmosphere*

- *Overall, it's friendly and inclusive. Senior leadership make the effort to detail the various initiatives/projects for employees not at that level.*

- *Providing flexible working arrangements for support office staff to support the health, wellbeing and workforce participation of employees with diverse needs.*

The Diversity, Equity and Inclusion Pillars

Pillar 1: Workforce Design – Equitable Systems and Structures				
Aim: Inclusion is an integral business function, embedded in all key decision making and driving success and sustainability.				
No.	**Action**	**Success Metric**	**Responsibility**	**Completion**
1	Build and foster partnerships with community organizations and networks, such as the Australian Women in Emergency Services Network.	A register of organizations developed. Relationships forged resulting in increased access to employment opportunities and positive feedback on service delivery from communities with lived experience of diversity.	P&C (DEI)	ongoing
2	Target recruitment of under-represented communities and promotion of pathways from education to employment to leadership by refreshing the employee value proposition and external TZV careers website with a DEI lens.	HR system shows increased representation of Aboriginal and Torres Strait Islander employees, people with disability and people from culturally diverse backgrounds at TZV.	Hiring Managers (with assistance from P&C, Recruitment and DEI)	2025
3	Establish a Diversity, Equity, and Inclusion Advisory Group to have strategic oversight of the Plan, meeting every two months, and acting on key recommendations based on data and feedback from employees.	DEIAG to be proactive in DEI practice and demonstrate visible leadership by frequent communication on initiatives and achievements.	CEO & ELT (with assistance from P&C, DEI)	2025
4	Encourage employees to share personal diversity data on the HIVE system, including adjustments to the HIVE system to capture more inclusive diversity data.	Data collection capability enhanced with clearer insights into the employee experience and employment conditions (such as recruitment, career advancement, pay gaps, etc.) across different diversity dimensions realized.	P&C (Recruitment & DEI)	ongoing
5	Prepare regular high-level annual reports for the DEIAG with progress against actions and DEI metrics linked to organizational performance.	DEIAG to discuss recommendations from report and communicate to their Directors and Team Leaders.	DIEAG (with support from Employee Reference Groups and P&C (DEI)	Annually

6	Senior leaders provide opportunities to support with their growth, development, and retention od diverse talent through the Sponsorship of Diverse Talent program	Evaluation of program shows tangible opportunities and benefits for participants.	P&C (Recruitment & DEI)	2025

Actions to enable and embed DEI at TZV				
Equity Principles	- Equity and inclusion is seen as a key strategic focus and a driver for improved organisational performance and engagement. - TZV's policies and practices are accessible, flexible, equitable and inclusive of all people. - TZV remove any barriers to inclusion through the creation of a trusting and supportive environment. - Participation of our diverse communities are actively promoted and encouraged to ensure that our service and delivery reaches all Victorians. - Improved DEI performance and diversity data literacy by consistent and frequent analysis of workforce data. - Transparency and accountability in decision making impacting staff.			
What the organisation will do	- Build reciprocal relationships with community organizations. - Ensure co-design approaches are embedded in all processes. - DEI is fully utilised in strategic planning, complex problem solving, innovative design and decision making. - Revise and strengthen policies to ensure diversity, equity and inclusion principles and practices are embedded and visible. - Access to participation with barriers removed. - Report and embed accountability to managers' performance objectives. - Welcome fresh thinking and approaches in designing programs, systems, and practices.			
What the individual can do	- Look for opportunities to invite people from the community with lived experience of diversity. - Look for opportunities to support emerging and aspiring leaders. - Build understanding of the needs of our community.			

Pillar 2: Workforce Capability – Access to Learning Opportunities				
Rationale: Support leaders to form, develop and lead diverse and high performing teams.				
No.	**Action**	**Success Metric**	**Responsibility**	**Completion**
1	Assess current educational collateral and identify DEI gaps in leadership programs (and inductions) and include DEI principles and actions to build competency in DEI practice (equity and inclusion in everything you do).	Clear visibility of leaders being proactive in diversity, equity, and inclusion, including regular communication and participation in activities that raise awareness and build competency.	Leaders	2025
2	Build competency of **all leaders** through **prioritized** and targeted education programs, using specialists, in for example, - respect at work - mental health - gender equity - cultural and psychological safety - racial equity - LGBTIQ+ - accessibility - inclusive language - neurodiversity	Leaders actively participate in activities outside their area of expertise or comfort, to enhance their broader learning opportunities and increase confidence and competency in DEI practice excellence. Leaders understand and can articulate their role and accountability in safe, respectful workplaces and creating a culture of inclusion and belonging.	Team Leaders supported by P&C (DEI/OD)	ongoing
3	Leaders schedule time at planning days and team meetings to discuss and develop their maturity in DEI practice and DEI return on investment models.	Leaders in work areas leverage DEI for workforce planning, problem-solving and decision-making and day to day operations.	Team Leaders with support from DEI	2026
4	Consult regularly with key DEI community partners and communities with lived experience of diversity to ensure our knowledge and competency is contemporary and relevant and any gaps identified.	Build understanding our DEI return on investment, including tangible and intangible benefits and communicate these to the organisation.	Team Leaders with support from DEI	2026
5	Appoint DEI executive champions to help promote, support, communicate and embed DEI initiatives to bring out the best in their teams and	Effective DEI leadership practice creates equitable and inclusive workplaces where people feel inspired, fully utilised and valued.	CEO and ELT	2025

	improve organisational performance.			
6	CEO and Executives to have oversight of the Plan, including i) completing several agreed actions (from this Plan) that will drive and progress gender diversity, equity, and inclusion in their work areas, ii) support areas of work that require greater focus, innovative design and thinking, and iii) be proactive in addressing any imbalances and report their achievements and outcomes each year.	Leaders can mainstream diversity practices in business and operational plans and understand how to bring the best out of their teams, boost creativity and enhance performance. PMS survey results show high agreements rates on people feeling inspired, fully utilized, and valued. PMS survey results show that recruitment, promotion, and career development opportunities are fair and meet expectations.	CEO and ELT	Ongoing

Actions to enable and embed DEI at TZV	
Equity Principles	- Recognise that inclusive leadership is a key management skill. - TZV continues to build a trusting and supportive environment. - TZV leaders understand their role and responsibility in creating respectful environments free from discrimination, bullying and sexual harassment. - Individual inclusion action plans used as a resource for learning and adaptive change, building TZV's confidence and competency in DEI practice. - Clear leadership accountability and responsibility helps drive change.
What the organisation will do	- Provide a safe, fair, and inclusive work environment by clear messaging, visibility, and action from leaders. - Leaders support learning and development opportunities with the aim of enhancing broader knowledge, skills, and experience. - Education programs support the safety, respect, wellbeing and belonging of employees and are resourced and implemented. - Create an environment of exemplar performance in DEI practice.
What the individual can do	- Initiate and create local opportunities for increased participation of under-represented groups. - Executive to identify DEI gaps in their work areas and develop actions plans to address any imbalances. - Leaders to look at opportunities to initiate and lead good practice in everything they do (be inclusive in every setting). - Leaders to create authorising environment for DEI work. - Leaders to focus on actions each year to drive positive change and outcomes.

Pillar 3: Work Experience - Connection through Inclusion

Goal: Support all employees to experience a strong sense of belonging through inclusion, recognition and consultation on issues that matter.

No.	Action	Success Metric	Responsibility	Completion
1	Employees to engage in self-directed learning opportunities, such as forum, events, networks, to strengthen their DEI practice, and use available communication channels such as DEI intranet, Workplace, in-person catch ups, networks, or forums, to share learnings.	Employee initiative local DEI actions in their immediate work area. Survey results show a consistent high agreement rate, year on year, of people feeling they belong at TZV, feel culturally safe and be themselves at work.	Team Members with support from P&C (OD/DEI)	Ongoing
2	Empower lived experience voice via employee reference groups and powerful story telling by those with lived experience of diversity or inequity.	Survey results show a consistent high agreement rate, year on year, of people feeling they are treated with dignity and respect and feel safe to speak up.	Team Members with support from P&C (OD/DEI)	2026
3	Celebrate diversity, equity, and inclusion through calendar of events celebrating and commemorating significant days and events.	High engagement and in DEI forums and events where our people learn, grow, and are empowered.	Employee Reference Groups supported by P&C	Annually
4	Tailor communications and methods of engagement to reach the entire workforce, including developing collateral via TZV rebrand project	Regular communication of DEI activities and DEI RoadMap coordinated and integrated via mainstream communication channels to engage and bring people on the DEI journey.	Strategic Communications	2025
5	Conduct intersectional analysis of key questions on inclusive culture, respect at work, career progression, flexibility, creativity, and job satisfaction by different diversity demographics to understand employee experience.	A supportive and inclusive organisational culture is experienced by all team members and reflected through annual People Matter Survey results analyzed by different diversity dimensions.	P&C (DEI)	Annually

Actions to enable and embed DEI at TZV

Equity Principles	• TZV employees treat each other with dignity and respect. TZV ask communities what they need. • TZV gives employees the best chance of success (leaving no-one behind). • A culture of inclusion is embedded at all levels of the organisation to ensure that opportunities are accessible.

	• TZV reflects its diverse communities.
What the organisation will do	• Inclusive languages and imagery is embedded in all communications. • Invite diverse views and perspectives (reciprocal approach). • People raising concerns and complaints are supported in a sensitive and timely manner. • Formal forums and safe spaces created for people to share information about their lived experience of diversity, inclusion, and equity.
What the individual can do	• Individuals are committed to building their knowledge and practices to build and shape their own competencies and confidence. • Look for opportunities to promote and embed personal, local, and immediate inclusive practices. • People are open to diverse ideas and opinions - including lived experience of diversity and inequity. • People are comfortable to call out inappropriate behaviour and supported in a timely manner. • Build understanding to the barriers to inclusion.

Leadership at all levels will drive change

Diversity, Equity, & Inclusion Advisory Group

Leadership is required across all levels of the organisation to drive DEI initiatives. Establishing and implementing a DEI Advisory Group that brings together a coalition of representatives from the ELT (or their nominees), chairs of employee reference groups, representing our communities with lived experience (for example disability), will help to drive change from the top.

Leaders play a key role in supporting work areas and addressing any potential equity challenges or risks and opportunities via their DEI leadership and practice. They help provide an authorising environment for all staff to initiate local inclusive practices and embed actions ensuring that the Plan is accessible and visible across the organisation and does not sit on a shelf. They will also have strategic oversight over DEI programs including mandatory reporting requirements, gender equity performance and the employee experience.

Alignment of Executive Champions to key DEI areas of practice

Executive Champions promote and champion accessibility and inclusion, advocate good practice relating to employment policies and processes and provide leadership to drive DEI employment initiatives and organisational change, to create inclusive workplaces that value diversity. The appointment of Executive Champions will help to promote, support, and communicate Triple Zero Victoria's efforts, provide strategic direction and have oversight on our performance.

Some areas of work that leaders could champion at Triple Zero Victoria include: Women in Information Technology, Women in Emergency Services, Neurodiversity, Disability, and Reconciliation. P&C (DEI) can provide expert advice to ELT members to help build competency in inclusive practice. Once established, executive champions would meet with the DEI Advisory Group, relevant working groups, or employee reference groups and DEI expert.

People & Culture

People and Culture (P&C) will provide dedicated and centralized expertise, succinct annual performance reports and dashboard data for each executive sponsor with an assessment against existing strategies (to measure their effectiveness) and key recommendations to inform, prioritise, further resource, improve or sustain the organisation's performance. Performance reports will be tabled annually to the ELT and DEI Advisory Group with high level recommendations to improve business and culture outcomes.

Employee Reference Groups

Employee reference groups, such as the Pride and Enablers Network will be encouraged to work with executive sponsors and P&C to identify and implement initiatives within the Strategy.

These networks comprise team members across the organisation with an interest in or lived experience of diversity. The lived experience of team members is an amazing resource for

any organisation when working toward increasing inclusion. Listening to our diverse voices is the best way to understand the day-to-day ways in which they are affected, how it informs their lives and how they can be supported to succeed at work

When we draw upon groups like the Employee Reference Group (ERG) Networks, they contribute insights to inform policies and procedures, practices and decision-making, providing benefits to the organisation by including our whole community in problem-solving and decision-making. This holistic engagement provides unique diverse perspectives and enables continuous improvement.
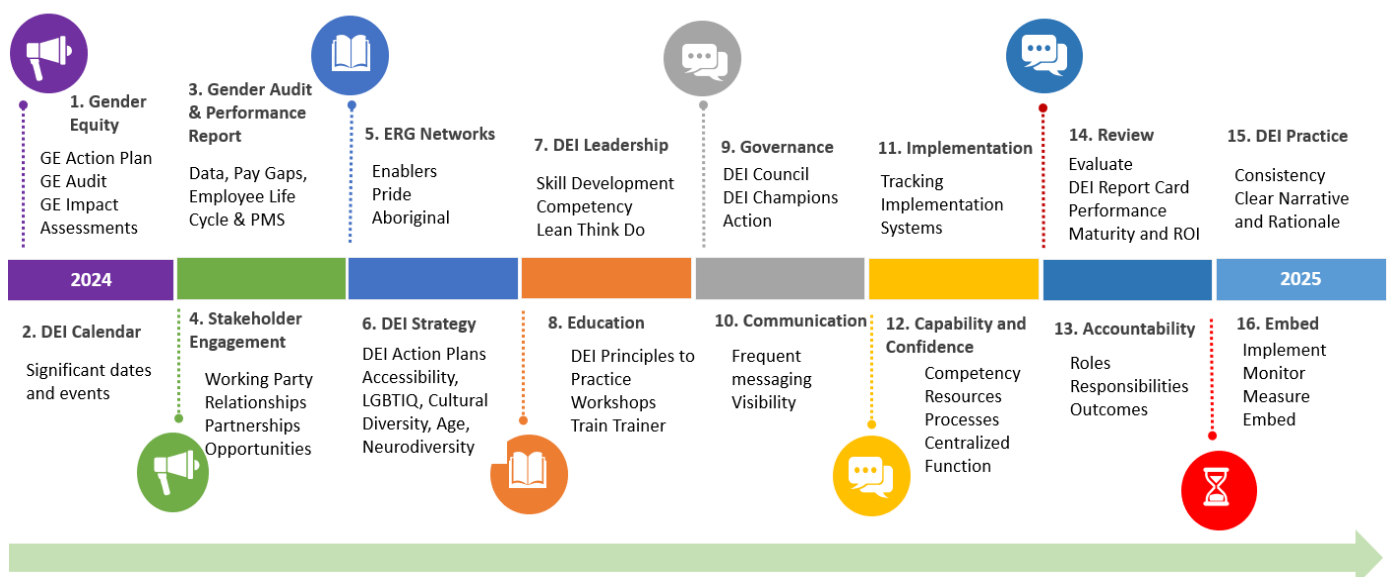
Our DEI Journey Map

The figure below is presented to highlight four aspects of our approach.

- Significant and comprehensive planning which has been in train since 2023.

- DEI indicators for organisational sustainability and success
  - Visibility leadership
  - Strong evidence base
  - Governance structure
  - Strategic and streamlined approach aligned with business goals
  - Creating an authorizing environment
  - Competency and Consciousness
  - Centralized expertise and resources

- Understand systemic approach is required to progress DEI and that all actions are interconnected.

- To achieve our aims DEI is a long-term commitment is required.

Journey Map
DEI Program of Work 2024-2025

1. Gender Equity
GE Action Plan
GE Audit
GE Impact Assessments

3. Gender Audit & Performance Report
Data, Pay Gaps, Employee Life Cycle & PMS

5. ERG Networks
Enablers
Pride
Aboriginal

7. DEI Leadership
Skill Development
Competency
Lean Think Do

9. Governance
DEI Council
DEI Champions
Action

11. Implementation
Tracking
Implementation
Systems

14. Review
Evaluate
DEI Report Card
Performance
Maturity and ROI

15. DEI Practice
Consistency
Clear Narrative
and Rationale

2024 | **2025**

2. DEI Calendar
Significant dates and events

4. Stakeholder Engagement
Working Party
Relationships
Partnerships
Opportunities

6. DEI Strategy
DEI Action Plans
Accessibility,
LGBTIQ, Cultural
Diversity, Age,
Neurodiversity

8. Education
DEI Principles to Practice
Workshops
Train Trainer

10. Communication
Frequent messaging
Visibility

12. Capability and Confidence
Competency
Resources
Processes
Centralized Function

13. Accountability
Roles
Responsibilities
Outcomes

16. Embed
Implement
Monitor
Measure
Embed

Overview of Triple Zero Victoria stakeholders

Diversity, Equity, & Inclusion (DEI) is a strategic business strategy that drives return on investment, and it is not only a P&C strategy. Successful DEI execution requires collaboration with different functions, support to drive change while actively engaging everyone within an organization. When everyone feels responsible and accountable for creating an inclusive organization, DEI is more likely to succeed[10].

Key roles and responsibilities of Triple Zero Victoria stakeholders

The figure below show the Diversity, Equity, & Inclusion (DEI) stakeholders and some of the areas of responsibility tin driving the DEI plan.

[10] https://www.linkedin.com/pulse/does-diversity-equity-inclusion-dei-only-belong-human-kwarteng

DEI Maturity Model - Australian Human Resources Institute

The AHRI Diversity, Equity Inclusion Maturity Model[11] offers a comprehensive view of the progression of an organisation through different stages of maturity in their approach to diversity and inclusion principles and practices. We measure our progress on a five-stage maturity model. Every year, we are looking to build our DEI maturity. We recognise that this takes time and concerted effort. As this DEI Plan is our first, we are confident that our long-term commitment and the actions we have in place will achieve this.

The Model should be viewed not as a static structure but as a vibrant ecosystem where each level supports and enhances the others. Leading organisations implement all three levels concurrently. TZV is well on its DEI journey at Level 2 and is working to reach Level 3 by 2027.

The Model represents the multifaceted nature of DEI efforts within organisations, in particular: DEI maturity is not a static achievement but a dynamic state that requires ongoing commitment and action. Each level integrates the strengths of the previous one, ensuring a robust and sustainable DEI culture. Organisations such as Triple Zero Victoria must continually assess and enhance their DEI initiatives to adapt to new challenges, opportunities and legal requirements. As society and social debate moves, there are opportunities and challenges, and good DEI practice is always open to finding better ways to have a positive impact.
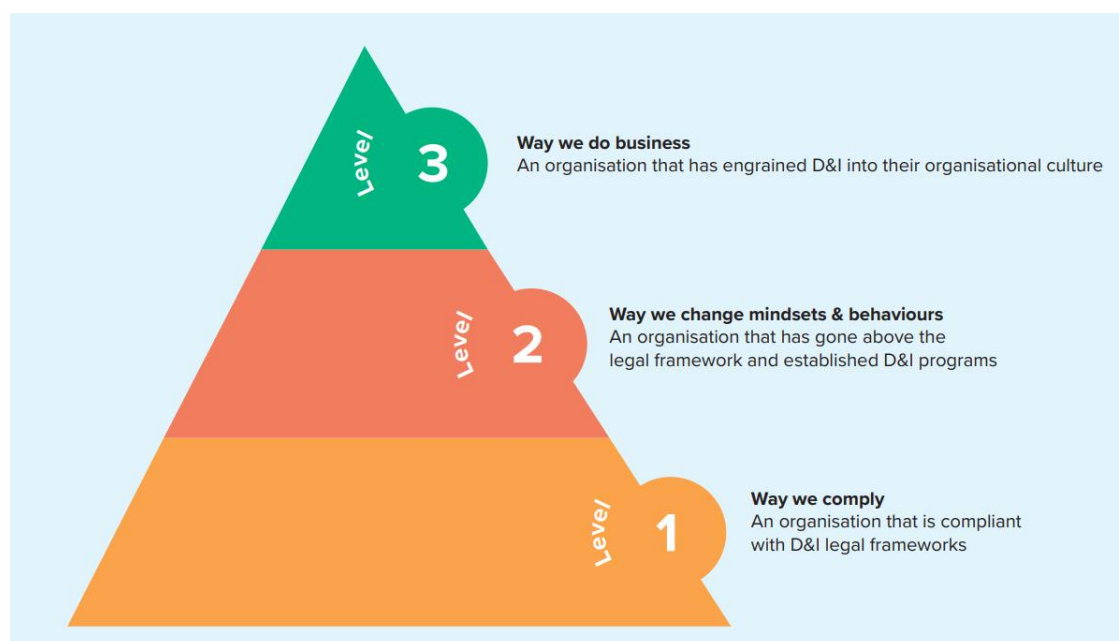
Level One - Way we comply. Level one is the minimum legal requirement for Australian organisations. Level one organisations comply with government-mandated legislation and policy but have yet to implement DEI initiatives beyond the minimum required. However, with

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[11] *Ref: AHRI DEI Futures Paper Oct 2023*

commitment, effort and ongoing improvement, legal compliance provides the basis for further development.

Level Two - Way we change mindsets and behaviours. A level two organisation has moved beyond a tick-box approach, gaining leadership commitment, and is implementing good governance practices to drive greater DEI. It has established DEI strategies, processes, practices, programs, and policies. However, it has yet to unlock the full business benefits that level three organisations enjoy, but is well on its way and, given adequate time and effort, its culture will shift and evolve.

Level Three – Way we do business. A level three organisation has ingrained DEI in the DNA of their organisation and the business impacts are evident. DEI is leader and employee-led, supported by all and is a critical part of its wider operational strategy. Level three organisations become leaders and change-makers, ultimately giving back to the community through advocacy and support for others on the journey.