

Energy Safe Victoria Reflect Reconciliation Action Plan

May 2026 – October 2027



Note on the document design

This document was designed by a First Nations-owned and operated creative agency.

The design used throughout the document represents the interconnected elements of energy, people, systems and Country, and our shared responsibility for energy safety. The design was created for the Energy Safe Victoria Reflect Reconciliation Action Plan 2026 and cannot be reproduced.

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Acknowledgement of Country

Energy Safe Victoria acknowledges and respects 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.

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A statement from the Victorian Energy Safety Commission and Energy Safe CEO

As Victoria's energy safety regulator, our purpose is clear: to prevent harm and promote safe energy use to protect lives, homes and communities. As a statutory authority, we recognise that how we carry out this role, including the relationships we build, is just as important as the standards we oversee.

Reconciliation is about people, truth and trust. For many First Nations peoples, regulation and government systems have not always represented safety or fairness. We recognise the enduring impacts of this history and the importance of approaching our work with care and respect. It is within this context that we present Energy Safe's first Reflect Reconciliation Action Plan (RAP).

This Reflect RAP marks the beginning of our formal reconciliation journey. Our focus is on building strong foundations through reflection, learning and engagement. At this stage, our priority is to listen, strengthen our understanding of Aboriginal and Torres Strait Islander histories and cultures, and consider how our work intersects with First Nations communities across the state.

The energy transition presents both opportunity and responsibility. As new technologies, infrastructure and systems are rolled out across Country, we must ensure our approach to safety, engagement and decision-making is culturally informed and inclusive. This requires humility and a genuine commitment to strengthening relationships with First Nations peoples.

Our RAP centres on four foundational areas: relationships, respect, opportunities and governance. We will take practical steps to improve the cultural capability of our people, develop connections with First Nations stakeholders, and review our policies and processes to ensure reconciliation is embedded in how we operate; not treated as a parallel initiative.

We thank the members of our Reconciliation Action Planning Group for their commitment and thoughtful contributions to the development of this plan. This RAP represents the first step in our journey: an important period of internal reflection and preparation that will build the knowledge and structures necessary to engage meaningfully and respectfully with First Nations peoples in the future.



We also understand that true reconciliation requires sustained effort, transparency and accountability. We approach this work with openness and a determination to learn, improve and contribute in practical ways.

We are pleased to present Energy Safe's Reflect RAP and reaffirm our commitment to advancing reconciliation together in a way that strengthens both community safety and community trust.

Handwritten signature of Leanne Hughson in black ink.

Leanne Hughson
CEO
Energy Safe Victoria

Handwritten signature of Monique Conheady in black ink.

Monique Conheady
Commissioner
and Chair

Handwritten signature of Michelle Groves in black ink.

Michelle Groves
Commissioner
and Deputy Chair

Handwritten signature of Sarah McDowell in black ink.

Sarah McDowell
Commissioner

A statement from the CEO of Reconciliation Australia



Reconciliation Australia welcomes Energy Safe Victoria to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Energy Safe Victoria joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Energy Safe Victoria to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Energy Safe Victoria, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

The Victorian Energy Safety Commission is established under the Energy Safe Victoria Act 2005 and is known as Energy Safe Victoria (Energy Safe). We are Victoria's independent safety regulator for electricity, gas and pipelines. Our role is to ensure Victorian gas and electricity industries – including the renewable energy sector – operate safely. We also license electricians and educate the community about energy safety.

Energy Safe employs around 280 staff. According to our 2025 People Matter Survey, with nearly 200 respondents, one person identified as an Aboriginal and/or Torres Strait Islander person. We hope to see an increase in this number through the actions outlined in this RAP.

To date our reconciliation activities have been ad hoc and include:

- Information sharing and event attendance during National Reconciliation Week and NAIDOC Week
- Acknowledgement of Country in meetings and presentations
- Procuring services from First Nations businesses
- Support for Aboriginal artists through artwork hire via Artbank Victoria
- Development of a social procurement policy, which is currently underway.

In August 2025 Energy Safe accepted an invitation to participate in the Better Regulation Victoria First Peoples Project. Aboriginal and Torres Strait Islander people engage with regulators in several contexts: as Traditional Owners exerting cultural rights, as service providers, as businesses and as individuals. They appear as informants, regulated entities and as third parties impacted by regulatory decisions.

The First Peoples Project team is engaging with Traditional Owner Corporations and Aboriginal Community Controlled Health Organisations on behalf of Victorian Government regulators in a culturally safe way. The project seeks to achieve the following outcomes:

- Aboriginal people feel safe and supported when dealing with Victorian regulators
- Aboriginal voices and outcomes are elevated in regulatory decision making
- Victorian regulators enable Aboriginal businesses to thrive
- Aboriginal people find fulfilling careers working in Victorian regulators.



Our head office is located at Southbank, on the lands of the Wurundjeri People – but we work across the entire state of Victoria, which encompasses these traditional lands¹:

- Bunurong People
- Dja Dja Wurrung People
- Eastern Maar People
- First People of the Millewa-Mallee, being Latji Latji and Ngintait Traditional Owners
- Gunaikurnai People
- Gunditjmara People
- Taungurung People
- Wadawurrung People
- Wamba Wemba People
- Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Nations
- Wurundjeri People
- Yorta Yorta People

1. Source: <https://achris.vic.gov.au/weave/wca.html> on 5 November 2025

Our RAP

Energy Safe staff come from many countries and ethnicities, and we value a workplace that is culturally safe for everyone. We acknowledge the systemic injustices experienced historically and today² by Australia's First Nations peoples. We want our visitors, customers and stakeholders to feel welcome, respected and that they have been treated equitably.

We intend to learn more about the world's oldest continuous culture and celebrate their customs and traditions. We recognise we have much to learn before we are ready to engage meaningfully with First Nations peoples about how we can support self-determination and ensure our work does not contribute to ongoing injustices. At this stage of our RAP journey, we commit to the internal reflection required to equip us for future action.

Our General Manager People and Culture, Kristy Atlana, is our RAP Champion and Chair of the Diversity and Inclusion (D&I) Council. Our RAP Working Group reports to the D&I Council, which is responsible for the governance of our RAP. The RAP Working Group includes representatives from all divisions of our business, with each member a reconciliation advocate within their own teams. The Chief Executive Officer, Leanne Hughson, will report on the RAP at meetings of the Victorian Energy Safety Commission to ensure accountability at the highest level of our organisation.

Our reconciliation activities

A Reflect RAP, under Reconciliation Australia's RAP framework, helps prepare an organisation to engage in reconciliation meaningfully. Energy Safe's first RAP will help us build a strong foundation for future action by exploring where we are now and how we can make reconciliation part of our everyday culture. Using the Reconciliation Australia template for a Reflect RAP we commit to action in four areas:

- **Relationships:** To achieve reconciliation, we need to develop strong relationships built on trust and respect, and that are free of racism.
- **Respect:** Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national identity.
- **Opportunities:** Equitable participation is crucial for the wellbeing of all peoples, including Aboriginal and Torres Strait Islander peoples.
- **Governance:** Strong governance is vital to turning good intentions into action to support the national reconciliation movement.

2. Yoorrook Justice Commission www.yoorrook.org.au

Relationships



Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2027	Engagement and Partnerships Manager
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, including learnings from the Better Regulation Victoria First Peoples Project.	October 2027	Partnerships, Sponsorship and Events Advisor
Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	NRW 2026 and 2027	Internal Communications Advisor
	2.2 RAP Working Group members to participate in an external NRW event.	NRW 2026 and 2027	RAP Working Group
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	NRW 2026 and 2027	CEO
Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	From May 2026	CEO
	3.2 Launch Energy Safe Victoria Reflect Reconciliation Action Plan on Country with smoking ceremony and Welcome to Country, with all staff invited.	May 2026	Engagement and Partnerships Manager
	3.3 Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2027	Engagement and Partnerships Manager
Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	September 2026	Employee Engagement Manager
	4.2 Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2027	Employee Engagement Manager

Respect



Action	Deliverable	Timeline	Responsibility	
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1	Develop a program for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2027	Employee Engagement Manager
	5.2	Conduct a review of cultural learning needs within our organisation.	April 2027	Learning and Development Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2026	Engagement and Partnerships Manager
	6.2	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	April 2027	Learning and Development Manager
	6.3	Acknowledgement of Country at the Energy Safe office and on digital platforms.	December 2026	Strategic Communications Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	NAIDOC Week 2026 and 2027	Internal Communications Advisor
	7.2	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.	NAIDOC Week 2026 and 2027	CEO
	7.3	RAP Working Group to participate in an external NAIDOC Week event.	NAIDOC Week 2026 and 2027	RAP Working Group

Opportunities



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2027	Employee Engagement Manager
	8.2 Review relevant policies and procedures related to recruitment and onboarding of staff to ensure they are culturally safe for Aboriginal and Torres Strait Islander people.	December 2026	Head of Human Resources
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Investigate Kinaway and Supply Nation membership.	December 2026	Procurement Manager
	9.2 Develop a social procurement policy that includes procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2027	Procurement Manager
	9.3 Procure services of a First Nations business to design this RAP document.	May 2026	Strategic Communications Manager

Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Maintain a RAP Working Group (RWG) to govern RAP implementation, which will report to Energy Safe's Diversity and Inclusion Council.	May 2027	Employee Engagement Manager
	10.2 Draft a Terms of Reference for the RWG.	May 2026	Employee Engagement Manager
	10.3 Aim to establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2027	RAP Working Group
Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	May 2026	Employee Engagement Manager
	11.2 Engage senior leaders in the delivery of RAP commitments.	May 2026	General Manager People and Culture
	11.3 Maintain a senior leader to champion our RAP internally.	April 2027	CEO
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2026	Employee Engagement Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Working Group, People and Culture
	12.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	RAP Working Group
	12.3 Communicate our RAP progress to internal and external stakeholders.	Each May annually	General Manager Public Affairs
Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	April 2027	RAP Working Group

Energy Safe Victoria

ABN 27 462 247 657

Head Office
Level 22, 2 Southbank Boulevard
Southbank Vic 3006

Postal address
PO Box 262 Collins Street West VIC 8007

Phone: 03 9203 9700

Email: info@energysafe.vic.gov.au

www.energysafe.vic.gov.au

For public enquiries about our RAP please contact

Position: Employee Engagement Manager

Phone: 03 9203 9700

Email: peopleandculture@energysafe.vic.gov.au

