

Diversity and Inclusion Action Plan 2024-27

Our Diversity and Inclusion Action Plan is a key lever to **achieving our workforce vision** set out in the [People Strategy 2024-27](#). Together, we will all take actions across the 4 pillars of the People Strategy – Wellbeing, Culture, Capability and Leadership – to **attract, grow, retain and harness the proud intersectional diversity of our people**. Our actions are **complemented by our Reconciliation Action Plan** and are informed by our unique context, contemporary practice, and whole of government priorities and strategies.

 **Diversity workforce targets**

Disability 7% by 2025 | First Nations 5% by 2030 | CALD SES reportable benchmark of 24% | Gender 40:40:20 representation

Wellbeing	Action	Area of Focus*
People Strategy Outcomes Working Safe We will put the health, safety and wellbeing of our people at the centre of our work and embed a positive safety culture. Working Well We will create working structures, systems and environments that enable our people to do their best work. Working with Purpose We will design great jobs and workplaces that make our people feel valued, engaged and impactful.	Managers and employees have regular conversations about what workplace adjustments, flexible working arrangements and support they need to do their best work and feel safe at work.	All employees
	Managers and employees implement the Working Well Framework, to foster a psychologically and culturally safe environment for our diverse workforce.	All employees
	Ensure appropriate support is provided within the People Branch for employees with disability to enable them to do their best work and feel safe in the workplace.	Disability, Neurodivergent
	Review the policy and processes to access workplace adjustments at all stages of the employee lifecycle and implement improvements.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Ensure reporting avenues for bullying, harassment, and discrimination are not limited by real and / or perceived barriers to reporting.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Provide resources that support the wellbeing of our diverse workforce and their lived experiences.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Maintain memberships with peak diversity organisations, using their expertise and networks to support to strengthen our diversity and inclusion activities.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Encourage employees to share their diversity data in the HR systems by promoting the benefit of data and how it supports informed decision making.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent
Culture	Action	Area of Focus
People Strategy Outcomes Building identity We will define who we are and how we connect with each other through our shared purpose,	Managers and employees prioritise and invest time in promoting the value of diversity and inclusion by engaging with inclusion events, stories, and learning opportunities.	All employees
	Implement guidance materials to support selection panels improve the use of Affirmative Measures, and knowledge of the RecruitAbility, Identified positions processes.	First Nations, Disability, Neurodivergent
	Identify opportunities and enhance our recruitment approaches to model diversity and inclusion at each stage and improve candidate experience throughout the recruitment process.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages

ethos, values and behaviours. Curiosity and Courage We will harness opportunities by taking a curious and considered approach. We will be courageous and safely engage with risk. Cultivating Inclusion We will foster an environment where diverse experiences are valued, different perspectives are encouraged and all people feel a sense of belonging.	Publish and promote guidance for selection panels to increase diversity in panel composition, flexible and inclusive recruitment practices and support merit-based decision making.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Implement an induction process demonstrating our commitment and actions relating to diversity and inclusion in our workplace.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Develop an equal remuneration policy that supports gender equality in the workplace.	All Genders
	Monitor and evaluate our progress by measuring our workforce and programs by demographic, where appropriate, and openly communicate the outcomes of our inclusion initiatives.	All employees
Capability	Action	Area of Focus
People Strategy Outcomes Workforce Planning We will understand and plan for the needs of our future workforce to attract, develop and retain people with the right skills, in the right place, in the right employment type and at the right time. Skilled and Confident Workforce We will attract and grow a skilled, adaptable, flexible and high performing workforce that embraces partnerships and technology to work in an efficient, innovative and collaborative way.	Managers and employees actively participate in, regularly discuss and record cultural capability development in performance agreements.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Managers and employees regularly discuss career development plans to support employees to actively manage their careers.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Hiring managers apply curiosity and use new and creative approaches to recruit, develop, retain and harness a workforce that reflects the rich diversity of Australia.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Design a cultural capability development program that provides all employees the core skills and knowledge of diversity, intersectionality, and inclusion.	First Nations, Disability, All Genders, CALD, LGBTQIA, Neurodivergent
	Publish a refreshed Diversity and Inclusion information hub on the intranet to promote resources, manager and employee tool kits, to develop inclusive capabilities across our workforce.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages
	Regularly communicate the family and domestic violence framework and available supports to employees and their managers to foster a safe environment where employees can access the supports they need.	All Genders
	Develop partnerships with the tertiary sector and non-government organisations to attract and develop First Nations peoples, people with disability and from culturally and linguistically diverse backgrounds, and women in male-dominated sectors.	First Nations, Disability, CALD, All Genders
	Provide and promote local, place-based networking events for diversity network employees to facilitate building of connections and belonging.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent
Leadership	Action	Area of Focus
People Strategy Outcomes Values-driven Leadership We will all act with integrity, transparency and accountability by embodying the APS Values; embedding a culture of openness that supports people to learn through experimentation, collaboration and agility.	Managers and employees include clear actions to support diversity and inclusion in performance agreements, APS Census action plans and Division/Branch business plans.	All employees
	Promote visibility of Diversity Champions, for example to encourage publishing content on their own professional social media channel with a focus on sharing insights and celebrating and championing diversity and inclusion.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent
	Diversity Champions actively participate in APS-wide interagency diversity champion networks and work together with the Champion cohort to promote a collaborative, integrated and intersectional approach to diversity and inclusion.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent
	Enhance our mentoring program to improve participation, empowering employees to develop their leadership skills, seek career support and facilitate two-way learning.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages

Purpose-driven Leadership We will maintain a strong performance leadership culture underpinned by behaviour and outcomes-based performance. We will ensure clear line of sight from our people to our purpose, embrace ambiguity, and make decisions at the lowest appropriate level.	Continue to participate as members of the Champions of Change Coalition to contribute to improving gender equality in workplaces and society across industries and sectors and learn from contemporary practice.	All Genders
	Managers and employees conduct ‘listen, learn and take action’ approaches to share and understand the diverse experiences of employees.	First Nations, Disability, All Genders, Carers, CALD, LGBTQIA, Neurodivergent, All Ages

* We recognise the intersectionality of membership of diversity groups.

Evaluation and reporting

Process	Owner	Description
Monitor, address and evaluate local people and culture risks	Senior Executive Service (SES) Executive Level employees	Identify and monitor local people and culture risks, including the implementation of actions in this plan, and develop short-term local strategies, to manage risks, encourage engagement and promote inclusion.
Monitor and evaluate	Organisation Design Branch	Analyse and report on workforce and culture data to monitor overall workforce health and risks, including: - preparing an annual report for the Executive Board, and - facilitating a strategic discussion at the Diversity, Inclusion and Advisory Committee and People, Culture and Engage Committee on a bi-annual basis.
Determine strategic people and culture initiatives	Organisation Design Branch and People Branch	Actively monitor progress and consider actions required to make progress towards strategy outcomes, including, facilitating a bi-annual discussion with People and Communications Division executive to review and confirm priority initiatives, taking into account views and diverse perspectives from the organisation.

Roles and responsibilities

Roles	Responsibility
Executive Board	- Oversee the implementation of the People Strategy, the Diversity and Inclusion Action Plan and strategic resource management decision making. - Sponsor the actions of the Diversity and Inclusion Plan. - Promote shared ownership and accountability through their Senior Executives for the Action Plan.
People, Culture and Engagement Committee	- Provide strategic input into the development and implementation of the Diversity and Inclusion Action Plan initiatives. - Provide business insights and intelligence on evolving people and culture risks and priorities. - Continue to be transparent in Diversity and Inclusion Advisory Committee reporting to provide an avenue of accountability.
Diversity and Inclusion Advisory Committee	- As representatives of their diversity networks, share broad perspectives and lived experience to inform the actions in the plan. - Contribute strategic discussion into the development and implementation of the Action Pan initiatives. - Provide representation at the People, Culture and Engagement Committee to input into discussions. - Support and champion the Action Plan and its implementation.
Senior Executive Service	- Champion the Diversity and Inclusion Action Plan. - Promote and drive the action of the Diversity and Inclusion Action Plan. - Ensure employees take shared ownership and accountability for Strategy outcomes. - Plan, develop, implement and resource management initiatives and decision-making at the Division and Branch level.
People Managers	- Promote and drive the action of the Diversity and Inclusion Action Plan. - Ensure employees take shared ownership and accountability for the Diversity and Inclusion Action Plan outcomes. - Plan, develop, implement and resource management initiatives and decision-making at a local team level.
People and Communication Division	- Lead the development and implementation of the Diversity and Inclusion Action Plan. - Ensure actions reflect workforce priorities and risks through a data and consultation informed approach, including external expert organisations and associations. - Inform and enable Action Plan implementation. - Monitor evolving risks and priorities and recommend implementation changes. - Monitor and report on progress.
Employee networks	- Share lived experience and aspirations for our workplace for consideration in the Action Plan and implementation of its initiatives. - Promote engagement in consultation on the Action Plan and implementation of its initiatives. - Lead implementation of the development and implementation of initiatives, where appropriate.



2025 Days of Significance Calendar

Date	Significance	Tier	Supported by	Strategic Significance
8 March	International Women's Day	1	Gender Equity Network	APS Gender Equality Strategy 2021-26 Action Area 6: Leveraging our external influence. 6B: Agencies will demonstrate leadership on gender equality beyond their workplace in their relationships with industry and communities.
17 - 23 March	Harmony Week	1	CALD Network	APS CALD Employment Strategy Headline action 2: cultural understanding – experiences and contributions of CALD employees are shared and greater intercultural understanding harnesses the wealth and depth of expertise available
17-24 March	Neurodiversity Celebration Week	1	Neurodiversity Network	APS Reform Priority reform 3: An APS that is a model employer – setting the standard for diversity and inclusion.
2 April	World Autism Awareness Day	2	Neurodiversity Network	APS Reform Priority reform 3: An APS that is a model employer – setting the standard for diversity and inclusion. APS Disability Employment Strategy 2020-25 Action 6: Improve disability awareness and confidence to create an inclusive culture. National Carers Strategy 2024-34 Priority outcome area 1: Government, community and services see and value carers, recognise their expertise and contribution, and create an environment that enables carers to identify at the earliest opportunity. Objective 1: Carers are identified, recognised, respected and valued.

15 May	Global Accessibility Awareness Day	2	Dis/Ability and Carers Network	APS Disability Employment Strategy 2020-25 Action 6: Improve disability awareness and confidence to create an inclusive culture.
17 May	International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT)	1	Pride Network	APS Reform Priority reform 3: An APS that is a model employer – setting the standard for diversity and inclusion.
21 May	World Day for Cultural Diversity for Dialogue and Development	2	CALD Network	APS CALD Employment Strategy Headline action 2: cultural understanding – experiences and contributions of CALD employees are shared and greater intercultural understanding harnesses the wealth and depth of expertise available.
27 May to 3 June	National Reconciliation Week (includes Anniversary 1967 Referendum and Mabo Day)	1	First Nations Network	Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 Item 1.6: Promote reconciliation amongst all Australians by continuing to acknowledge, promote and guide employees on Aboriginal and Torres Strait Islander cultural events and significant celebrations Reconciliation Action Plan 2025-27 Action 2: DEWR will build relationships through celebrating National Reconciliation Week and 2.3: funding for annual hybrid face-to-face/online NRW programs of events across all DEWR sites, with a focus on educating staff on our shared history and engaging with local culture. Closing the Gap. Priority Reform 3, 59e: Support Aboriginal and Torres Strait Islander cultures.
6 to 13 July	National NAIDOC Week	1	First Nations Network	Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 Focus area 1: Cultural Integrity 1.6: Promote reconciliation amongst all Australians by continuing to acknowledge, promote and guide employees on Aboriginal and Torres Strait Islander cultural events and significant celebrations. Reconciliation Action Plan 2025-27 Action 7: build respect for Aboriginal and Torres Strait Islander cultures, histories and achievements by celebrating NAIDOC Week

				Closing the Gap. Priority Reform 3, 59e: Support Aboriginal and Torres Strait Islander cultures.
29 August	Wear it Purple Day	2	Pride Network Partnering with Dept of Education Pride Network	APS Reform Priority reform 3: An APS that is a model employer – setting the standard for diversity and inclusion.
October	ADHD Awareness Month	2	Neurodiversity Network	APS Reform Priority reform 3: An APS that is a model employer – setting the standard for diversity and inclusion. APS Disability Employment Strategy 2020-25 Action 6: Improve disability awareness and confidence to create an inclusive culture
12 to 18 October	National Carers Week	1	Dis/Ability and Carers Network	National Carers Strategy 2024-34 Priority outcome area 1: Government, community and services see and value carers, recognise their expertise and contribution, and create an environment that enables carers to identify at the earliest opportunity. Objective 1: Carers are identified, recognised, respected and valued.
19 to 25 October	Invisible Disabilities Week	2	Dis/Ability and Carers Network	APS Disability Employment Strategy 2020-25 Action 6: Action 6: Improve disability awareness and confidence to create an inclusive culture.
October/ November	Frocktober and Movember	2	Gender Equity Network	APS Gender Equality Strategy 2021-26 Action 6B: demonstrate leadership on gender equality beyond their workplace in their relationships with industry and communities). DEWR will partner with external organisations to raise awareness and support research for ovarian cancer and men's health.
20 November	Transgender Day of Remembrance	2	Pride Network	APS Reform Priority reform 3: An APS that is a model employer – setting the standard for diversity and inclusion.

3 December	International Day of People with Disability	1	Dis/Ability and Carers Network	APS Disability Employment Strategy 2020-25 Action 6: improve disability awareness and confidence to create an inclusive culture
18 December	International Migrants Day	2	CALD Network	APS CALD Employment Strategy Headline action 2: cultural understanding – experiences and contributions of CALD employees are shared and greater intercultural understanding harnesses the wealth and depth of expertise available

Days of Significance

The department celebrates days of significance for diversity cohorts throughout the year to celebrate, connect, raise awareness, foster respect and reflect on intent of these important days. The Days of Significance are nominated by our employee-led diversity networks in consultation with their members, and are aligned to broader APS and Commonwealth strategies and policies. There are many global awareness days each year covering a diverse range of important causes including those that are culturally significant to our workforce. The Days of Significance calendar is not intended to capture them all. Other important days are recognised and shared through the calendars on the diversity network's intranet pages.

Days of Significance events are managed using a 2-tiered approach. The table below describes each tier and the roles and responsibilities.

	Chairs	Diversity and Inclusion	Communications	Champions	Secretary / Deputies
Tier 1 A flagship event celebrated across the department. Broadcasted from the theatre, may involve an external guest speaker or entertainment. Includes SES sponsorship and involvement. Promoted externally on social media.	Role: Advisor - Identify the Day of Significance - Provide advice and input on speakers, key themes and messages, share event ideas - Keep network members informed	Role: Project Lead - Develop, design and plan the event - Develop the key messages and talking points - Consult with the network Chairs and Champions - Project manage and deliver the event	Role: Logistics - Develop communications plan including internal and external channels - Develop communications content and publish - Provide event logistics for example AV, bookings, design services and calendar invites - Coordinate executive attendance	Role: Advocate - Provide senior level support and visibly participate in the event - Promote, educate and advocate for the event - Send out promotional communications to support the strategic intent	Role: Sponsor Demonstrate commitment to diversity, equity and inclusion through visible participation at the event (e.g. as a master of ceremonies, thought leader, panel host)
Tier 2 These 'events' are celebrated across the department in different forms for example a webinar, intranet news article or video. These events do not require the Theatre or sponsor involvement.	Role: Project Lead - Identify the preferred event format and plan on a page - Develop the key messages - Coordinate with Diversity and Inclusion and Communications - Keep network members informed	Role: Advisor - Provide advice and input on event format, key themes and messages, share event ideas - Partner with the network to support the delivery	Role: Logistics - Provide advice on channels and logistics - Review communications content and publish - Provide event logistics for example AV for webinars, publish articles - Raise profile of the event with the Executive	Role: Advocate - Provide senior level support and visibly participate in the event if required - Promote, educate and advocate for the event - Send out promotional communications to support the strategic intent if required	Role: Advocate - Provide senior level support and visibly attend the event if required - Promote, educate and advocate for the event across Group