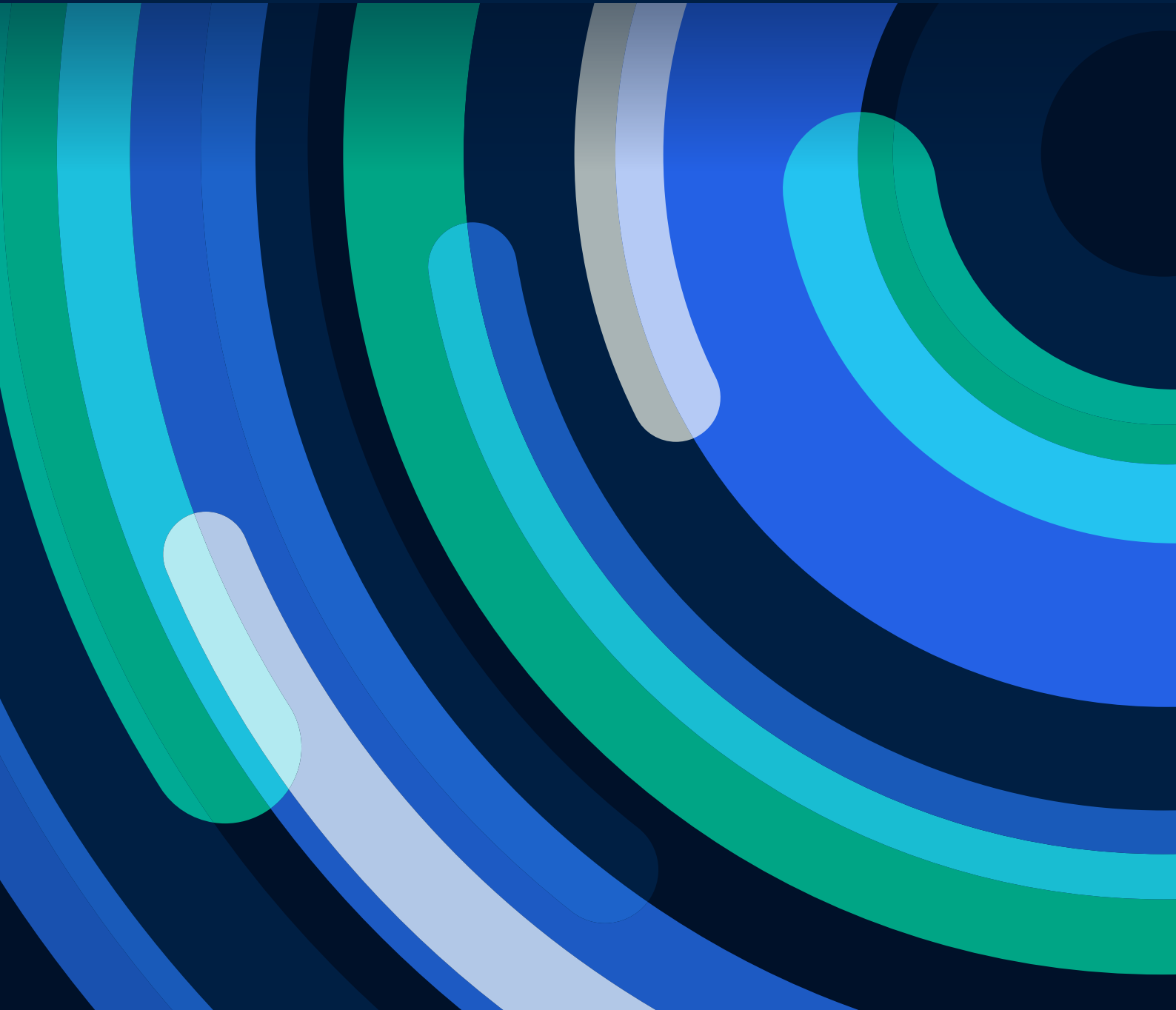Australian Government

Bureau of Meteorology

Diversity and Inclusion Action Plan

2024–27

Acknowledgement of Country

The Bureau acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, water, sky, and community.

We pay respects to Elders past and present, acknowledge and celebrate the unique living cultural knowledge and practices of Aboriginal and Torres Strait Islander peoples as essential to connection, protection and caring of Country.

Contents

Message from the Chief Executive Officer

I am delighted to share the Bureau of Meteorology's Diversity and Inclusion Plan 2024-2027. This plan outlines our priorities and actions to strengthen the Bureau's diversity and inclusion ambitions and ways of working to amplify our collective strengths and the potential of our unique workforce.

As an agency that plays a critical role in supporting the safety, security and prosperity of all Australians, a diverse and inclusive workplace is vital to our success.

We have made positive progress over recent years to provide a safe, diverse, respectful, flexible, and inclusive work environment by:

- Establishing the Bureau's First Nations Office in 2024 and transitioning to our next Innovate RAP 2025-27 to strengthen our commitment to reconciliation and outline our focus for the next two years.

- Implementing the Bureau's Enterprise Agreement in 2024 with strong provisions, policies, and consultation practices that consider the needs of our diverse workforce to enable their success, foster a positive inclusive workplace that values difference in all aspects of working with others, and promote employment equity.

- Celebrating our vibrant and diverse workforce through the Bureau's Recognised Days calendar and supporting our Employee Diversity Networks to amplify the voices they represent so their needs are reflected in our policies, programs and action plans

- Consistently achieving high employee engagement rates and perceptions of inclusion in the APS Census and Culture surveys.

My goal is for us to continue to work together on our shared commitment and priorities, recognising the immense potential of creating conditions that unlock the strengths, ideas, skills, and lived experiences of every Bureau employee. This will enable us to design and deliver services successfully in partnership, benefiting all Bureau staff, the organisation as a whole, and the communities we serve.

Everyone has a role to play in delivering the action plan, and it requires a commitment at all levels and at all locations if we are to enhance inclusion and increase the diversity of our workforce in line with the communities we serve.

Enhanced governance and delivery partnerships will promote our commitment and coordinate diversity and inclusion initiatives across the organisation. The action plan also seeks to empower leaders to make informed decisions about their team's strengths and gaps, and encourage regular reflection and incremental improvements to our practices.

I ask everyone in the Bureau to reflect on why diversity is important to your success, read the action plan, agree on goals based on unique individual and team needs, and then make a start.

Let's keep working hard to strengthen the positive experiences of inclusion for our diverse workforce, contributing to our organisation's ongoing success.

Dr Andrew Johnson PSM FTSE FAICD
CEO and Director of Meteorology

Why diversity and inclusion is important to us

Our unique workforce is essential to delivering products and services that enhance the lives of all Australians, and we will continuously strengthen our practices and ways of working to achieve business priorities and ensure everyone in our workforce can be successful at work.

Creating an environment where colleagues feel safe, included and valued empowers them to be themselves, learn, contribute to the team's success, and seek opportunities to reach their professional potential.

Leaders and teams in our organisation who see the benefits of inclusion are those who have been willing and accountable to create constructive work environments and cultures for critical thinking and high performance that empowers all team members. All colleagues want to be successful and there are multiple ways of being successful together.

Diversity encompasses both the visible and invisible aspects of our workforce. We are committed to recruiting from the broadest talent pool to bring together a wide range of insights, perspectives, and strengths. This diversity is essential for navigating complex business challenges and enhancing the lives of customers from all backgrounds. Representation is also crucial, as individuals are more likely to aspire to and succeed in roles where they see themselves reflected.

Prioritising inclusion has helped us unlock the potential of our diverse workforce, and many recent business initiatives have benefited greatly from the diverse strengths and backgrounds of our team members, leading to innovative solutions, improved outcomes for our organisation, and high employee engagement.

We are dedicated to continuously strengthening inclusion, ensuring all colleagues are engaged, valued for their unique contributions, and supported to thrive. We recognise that the comfort to be ourselves and access to opportunities are not equally distributed, creating unintentional advantages and disadvantages that we may not be aware of.

No organisation is a finished product, and we are committed to ensuring all colleagues see themselves reflected in the Bureau, feel respected for who they are, supported to be their best, and know their unique contributions are valued. This supportive environment for our unique workforce empowers everyone to achieve business outcomes and respond to new challenges for our organisation and customers.

As a federal government agency, the Bureau's Diversity and Inclusion Action Plan is informed by the Australian Public Service (APS) Integrity Framework and APS diversity and inclusion strategies, targets, and actions outlined in the APS Culturally and Linguistically Diverse Employment Strategy and Action Plan, Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024, the APS Disability Employment Strategy 2020-2025, and the APS Gender Equality Strategy 2021-2026.

We recognise the importance of the voice, strengths, and perspectives of Aboriginal and Torres Strait Islander peoples and the key role they play in our success. We are committed to working together to achieve the outcomes outlined in the Bureau's Innovate Reconciliation Action Plan (RAP) 2025-27 to strengthen relationships and improve employment equity, for the benefit of our work environment, our communities, and for all Australians.
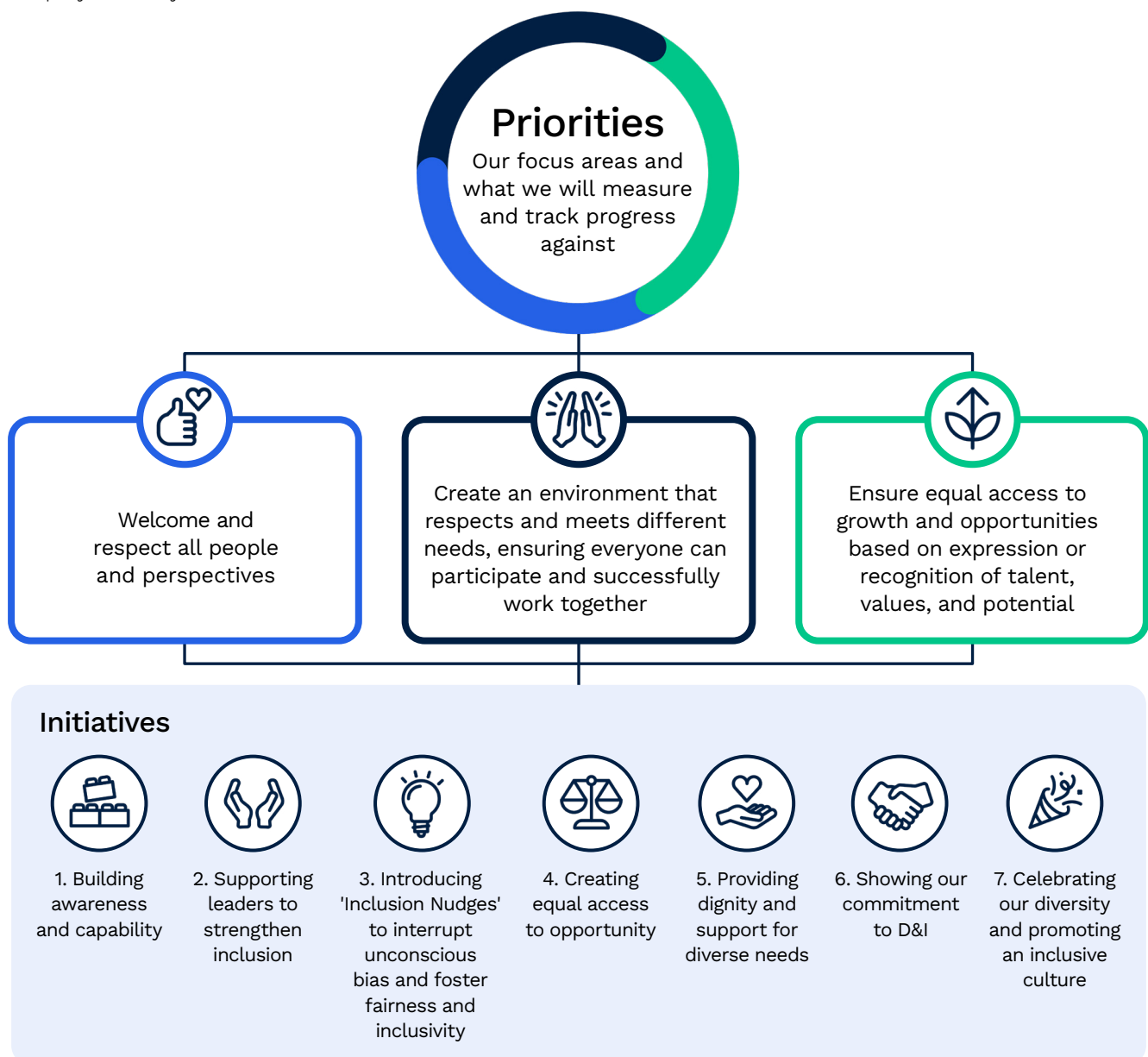
Consultation with our people

We extend our thanks to our Bureau colleagues for their invaluable contributions to developing our Diversity and Inclusion (D&I) Action Plan and their commitment to our organisation's success. This plan is the result of extensive consultations, co-designing actions, and establishing partnerships to deliver initiatives and track progress.

We have sought to understand and support our unique and diverse workforce, and the consultation process included analysing workforce composition, trends across the employee life cycle, APS Census results, equality performance indicators, current D&I programs, and extensive feedback from over 300 colleagues about their experiences and ideas.

A working group with broad representation across business groups, role classifications, and employee diversity networks then used this baseline and feedback to agree on priorities and co-design initiatives. The Executive Team has provided further feedback and have endorsed the action plan, demonstrating their commitment and support to drive meaningful change.

Priorities
Our focus areas and what we will measure and track progress against

Welcome and respect all people and perspectives

Create an environment that respects and meets different needs, ensuring everyone can participate and successfully work together

Ensure equal access to growth and opportunities based on expression or recognition of talent, values, and potential

Initiatives

1. Building awareness and capability

2. Supporting leaders to strengthen inclusion

3. Introducing 'Inclusion Nudges' to interrupt unconscious bias and foster fairness and inclusivity

4. Creating equal access to opportunity

5. Providing dignity and support for diverse needs

6. Showing our commitment to D&I

7. Celebrating our diversity and promoting an inclusive culture

What we heard

We gathered hundreds of ideas to improve experiences, finding common ground to ensure all colleagues feel included. Key themes include treating everyone with respect, strong team connections, flexible and supportive ways of working, and transparent opportunities for development and progression. Colleagues from diverse backgrounds shared further invaluable insights. Here are the key themes that emerged.

D&I commitment

Demonstrating a commitment to D&I through regular communication about why it is important to the organisation.

A holistic view

Leveraging the many ways we can be successful together with a focus on performance outcomes, regardless of how we achieve them. We are all unique with diverse identities, backgrounds, lived experiences, perspectives and strengths. When we understand the diversity in our teams and the dynamic nature of people's full lives, we can explore ways to support all colleagues to fully participate and bring their best to collaborate and meet work goals.

Managing for inclusion

Valuing traits of curiosity, empathy, cultural awareness, and humility. Encourage learning from constructive debates and exposure to diverse views and talents. Notice the distribution of participation in collaborations and be alert to who is showcased and celebrated. A lot of subtle things can happen to make someone who has something unique and helpful to contribute at work be limited in how they can do that. This can create a reinforcing cycle that hinders their performance and development.

Equal access to opportunities

Untapping the unique strengths of each team member so they can have opportunities to develop and progress. This involves understanding and addressing demographic tendencies in our ways of working that create artificial barriers for some groups. It also means encouraging employees to advocate for themselves in a way that is mutually beneficial for them and the organisation.

Our action plan

Maturity level 1: Compliance

Action 1: Know our legal obligations that guide our behaviour and conduct as an APS employee

Exploration	Who	Initiative category	Learning type	Availability
Read about **Integrity in the Australian Public Service Framework** for information about the values that guide our behaviour and conduct, elements of the Integrity Framework, responsibilities for all Bureau colleagues in how we respect and work with each other, and where to seek support about bullying, harassment, and discrimination.	All	1	Formal learning and guidance	Now, on demand
Complete the **eLearning Integrity module** in Bureau Essentials to learn about the APS Code of Conduct, Values and Employment Principles, and responsibilities for all colleagues.	All	1	Formal learning and guidance	Now, on demand
Complete the relevant **Respect at Work training** to learn about the factors that can lead to increased risk of sexual harassment, and discover information about 'positive duty' for leaders, and expectations.	All	1	Formal learning and guidance	Now, on demand

Action 2: Access demographic reporting across the employee life cycle to make informed insights

Exploration	Who	Initiative category	Learning type	Availability
Watch Breeze News or visit the D&I Hub to read the Bureau's **Commonwealth Public Sector Gender Equality Report** and learn about workforce management statistics about appointments, promotions, resignations, parental leave, workforce composition, and remuneration.	All	4	Reports	Now, see schedule
Reflect on **gender equality performance**, identify focus areas, and implement a plan (#1 workforce composition, #2 governing bodies, #3 equal remuneration between men and women, #4 policies and actions relating to flexible working arrangements supporting employees with family or caring responsibilities, #5 consultation actions, and #6 policies and actions to prevent and respond to sexual harassment).	Senior leaders	4	Reports, resources on the job, targeted support	Now, see report schedule. Resources and support, from 2025

Action 3: Know our legal obligations and provisions for individual support requests and arrangements

Exploration	Who	Initiative category	Learning type	Availability
Read information about **workplace adjustments processes** and **Enterprise Agreement provisions** to ensure employees with disability can perform their job free from barriers relating to Workplace Adjustments, Fitness for Duties, and Early Intervention and Rehabilitation.	All	5	Formal learning and guidance	Now, on demand
Read information about **Enterprise Agreement diversity and equity provisions** that recognise and embrace diversity of our workforce and commitments that all employees and leaders support employment equity through flexible work arrangements, breastfeeding, and a range of leave types (annual, bereavement, cultural, personal/carers, parental).	All	5	Formal learning and guidance	Now, on demand

Action 4: Know our legal obligations to provide accessible and inclusive digital and physical work environments

Exploration	Who	Initiative category	Learning type	Availability
Learn about legal requirements for providing **accessible digital content and communicating effectively with people with disabilities** to ensure equal access, following the Web Content Accessibility Guidelines WCAG 2.1 AA.	All	5	Formal learning and guidance	Now, on demand
Read information about legal requirements for **accessibility in premises**, as outlined in the Disability (Access to Premises – Buildings) Standards 2010 (travel paths, signage, entrances, lifts, access to office floors, doors, steps, meeting rooms, workstations, storage, toilets, kitchens, breastfeeding, evacuation processes).	All	5	Formal learning and guidance	Now, on demand

Maturity level 2: Changing mindsets and behaviours

Action 1: Build cultural awareness about diverse cultures and backgrounds

Exploration	Who	Initiative category	Learning type	Availability
Explore what's available on Breeze under **Learning and Development, the D&I Hub, and the Diversity Employee Network pages** to align with goals to build understanding and respect across diverse cultures, identities, and backgrounds.	All	1	Formal learning and guidance	Now, on demand

Action 2: Enhance communication skills to include and make the most of diverse voices and skills

Exploration	Who	Initiative category	Learning type	Availability
Attend an informal **Workshop for Allies** series, hosted by the D&I Action Plan Working Group, to foster shared responsibility for making workplaces safer and more inclusive through dialogue and information sharing.	All	1	Formal learning and guidance	2025, see schedule

Action 3: Access workforce composition data and indicators to enable deeper insights

Exploration	Who	Initiative category	Learning type	Availability
Read about **enterprise workforce trends and progress** in Breeze News updates, the D&I Hub, and the Bureau's Annual Report and the APS State of the Service Report.	All	2	Reports	Now, see schedule
Read the **Business Group reports** provided about your respective group to understand workforce composition and trends.	All	2	Reports	Now, see schedule

Action 4: Access employee perceptions of inclusion to enable deeper insights

Exploration	Who	Initiative category	Learning type	Availability
Read **Culture Action Plan Pack guidelines** to review Census results, gain insights about inclusion markers, and identify focus areas.	Leaders	2	Reports, learning on the job	Now, see schedule

Action 5: Build leader capability to strengthen inclusive practices in teams

Exploration	Who	Initiative category	Learning type	Availability
Read the **Inclusive Practices Leader Guide and Toolkit** to reflect on demographic data and perceptions of inclusion and learn core skills and strategies to improve inclusion.	Leaders	2	Reports, learning on the job, targeted support	2025 on demand, support as arranged

Action 6: Provide targeted support to broaden career success for diverse groups

Exploration	Who	Initiative category	Learning type	Availability
Learn about the **Australian Government Indigenous Apprenticeships Program and Australian Government Graduate Pathways** for Aboriginal and Torres Strait Islander peoples starting their career in the Australian public service.	All	4	Formal learning and guidance	Now, on demand
Learn about the **APSC Affirmative Measures and Recruitability scheme** to attract applicants with disability for any vacancy to address underrepresentation. Learn about the **APSC Affirmative Measures scheme to attract Aboriginal and Torres Strait Islander peoples** for any job vacancy to address underrepresentation.	All	4	Formal learning and guidance	Now, on demand

Action 7: Provide demographic reporting across the employee life cycle to make informed insights and take action

Exploration	Who	Initiative category	Learning type	Availability
Read **current reports about workforce trends and tendencies for demographic segments** (women, Aboriginal and Torres Strait Islander Peoples, employees with disability and from culturally and linguistically diverse backgrounds).	Leaders	4	Formal learning and guidance	Now, see schedule

Action 8: Mature services for new individual support needs, providing dignity and increased choice

Exploration	Who	Initiative category	Learning type	Availability
Navigate **complex individual support requests** during recruitment, onboarding, and changing life circumstances, prioritising dignity, increasing choice and reducing restraint to ensure colleagues are connected and valued. Access support if needed.	Leaders	5	Learning on the job, targeted support	2025 on demand, support as arranged

Action 9: Provide new starters with an awareness of our commitment and support

Exploration	Who	Initiative category	Learning type	Availability
Read the **Onboarding Guide** and the **Bureau's Strategy** and **Annual Report** to learn about the Bureau's commitment to diversity and inclusion.	All	6	Formal learning and guidance	Now, on demand
Attend the **D&I Induction Workshop** to learn more about the Bureau's commitment, current initiatives, support available, and how to join a Diversity Employee Network.	All	6	Formal learning and guidance	Now, see schedule

Action 10: Communicate the organisation's D&I commitment to employees, stakeholders, and the communities we serve

Exploration	Who	Initiative category	Learning type	Availability
Encourage **regular conversations** about our D&I commitment in teams to promote awareness and learn about the progress of initiatives by reading **Breeze News updates**. Read standard guidance to communicate our organisation's D&I commitment in digital resources and email auto signatures.	All	6	Formal learning and guidance	Now, on demand
Ensure the **Bureau's commitment and action plans are visible and consistently communicated** in teams and on Breeze, the Bureau's website, external channels, job advertisements, and social media.	Leaders	6	Formal learning and guidance, targeted support	Now on demand, support as arranged

Action 11: Update signage, guidance and templates to communicate the organisation's commitment and efforts

Exploration	Who	Initiative category	Learning type	Availability
Read **comprehensive guidance to communicate our organisation's D&I commitment**, reflecting the D&I Action Plan 2024-27 and Innovate RAP 2025-27, and approved images, signage, and other artefacts.	All	6	Learning on the job	2025 on demand

Action 12: Attend an event to celebrate the diversity of the workplace and foster an inclusive culture

Exploration	Who	Initiative category	Learning type	Availability
Attend an event on the **Bureau Recognised Days calendar**, hosted by the Diversity Employee Networks to promote understanding, respect, and inclusion across diverse cultures, identities, and backgrounds and foster inclusion with all employees.	All	7	Formal learning and guidance	Now, see schedule

Action 13: Share information about your personal identity and allyship

Exploration	Who	Initiative category	Learning type	Availability
Make an informed choice about information that you are comfortable to share about your **personal identity**. Refer to standard corporate guidance about auto signatures, digital backgrounds, and office environments. Areas to explore are flexible ways of working and availability, aspects about your personal identity such as pronouns, and allyship.	All	7	Formal learning and guidance	Now, on demand
Make an informed choice to **update personal information in your HR records in EBS** on Breeze under Equity and Diversity to improve data accuracy and assist the organisation to make informed decisions. Strict laws and ethical standards are met about how personal data is stored and used to protect against exposure or misuse of personal information.	All	7	Formal learning and guidance	Now, on demand
Show your commitment to a safe and inclusive work environment by wearing an **allyship lanyard** (Aboriginal and Torres Strait Islander lanyards are worn by colleagues who have completed all CORE eLearning modules and Pride lanyards can be worn without training and LGBTQIA+ eLearning is highly recommended).	All	7	Formal learning and guidance	Now, on demand

Maturity level 3: The way we do business

Action 1: Enhance communication skills to make the most of diverse voices and skills

Exploration	Who	Initiative category	Learning type	Availability
Learn core skills and strategies to **understand and bridge differences** using research-based content and scenarios to try in your interactions.	All	1	Formal learning and guidance	2026 on demand

Action 2: Strengthen inclusive leadership practices

Exploration	Who	Initiative category	Learning type	Availability
Encourage reflection, discussion, and exploration with peers about celebrations and focus areas. Use the **Leader Peer-Group Workshop Discussion Guide** for a structured approach.	Leaders	2	Learning on the job, targeted support	2026 on demand, support as requested

Action 3: Build capability to interrupt unconscious bias and foster fairness and inclusivity

Exploration	Who	Initiative category	Learning type	Availability
Learn ways bias occurs at work and core skills and strategies to **steer unconscious habits and make small changes**. Use research-based content and relatable scenarios without training that focus on asking questions, rethinking routines, hearing perspectives, and building trust.	All	3	Formal learning and guidance	2026 on demand

Action 4: Mature reporting across the employee life cycle to make informed insights

Exploration	Who	Initiative category	Learning type	Availability
Reflect and address artificial barriers for development and opportunity for demographic segments with a focus on unconscious bias, favouritism, and assumptions and unwritten rules for success. Use an **Equal Access Evaluation Pack** for a structured approach.	Leaders	4	Reports, learning on the job, targeted support	2026 on demand, support as requested

Action 5: Mature our understanding of experiences of inclusion for diverse groups and provide targeted support to broaden opportunities for career success

Exploration	Who	Initiative category	Learning type	Availability
Identify diverse talent pipelines by assessing practices in 1:1s, recruitment, development, and work opportunities. Use an **Inclusion Evaluation Pack** for a structured and objective approach to equalise access, clarify cultural fit and performance criteria, and create transparency about assignments	Leaders	4	Learning on the job, targeted support	2026 on demand, support as requested
Provide support for diverse colleagues to make empowered choices about their development and career path, focusing on self-advocacy, networking, development, reflection, and feedback. Use **Coaching and Mentoring Guide For Diverse Colleagues** for a structured approach.	Leaders	4	Learning on the job, targeted support	2026 on demand, support as requested
Reflect on ways to enhance inclusive recruitment, ensure hiring processes value diversity, have strategies in place to manage bias, and enable diversity of talent to be sourced, assessed, selected, and appointed. Establish an **interview panel pool** of colleagues with recognised capabilities.	Leaders	4	Learning on the job, targeted support	2027 on demand, support as requested

Action 6: Mature accessible and inclusive digital and physical work environments, prioritising dignity

Exploration	Who	Initiative category	Learning type	Availability
Create **accessible and inclusive office spaces and environments** that prioritise dignified access and provide spaces that consider a broad range of cultures, sensory needs, and working styles.	All	5	Learning on the job, targeted support	2026 on demand, support as requested
Assist with efforts by the working group to identify a site and conduct a **Dignified Access review** and make agreed physical and work environment adjustments to uplift accessibility and inclusion.	All	5	Targeted support	2026, see schedule

Action 7: Update signage, guidance and templates to communicate the organisation's commitment

Exploration	Who	Initiative category	Learning type	Availability
Encourage conversation with colleagues and visitors about **Safe and Welcomed Here signage** to promote a working environment where aspects that make us unique are welcomed and celebrated.	All	6	Learning on the job	2027 on demand, see schedule

Action 8: Share information about your personal identity and allyship

Exploration	Who	Initiative category	Learning type	Availability
Read guidance about how to **communicate personal information and allyship**, learn what can help make colleagues feel welcomed, and ensure self-expression is balanced with corporate standards and code of conduct.	All	7	Learning on the job	2025, on demand

Governance and Partnerships Model

Strong governance and partnerships help to promote our commitment, drive progress as a shared responsibility, and provide consistency in our initiatives at an enterprise level. Regular progress reviews of the D&I Action Plan 2024-27 ensure it is flexibly updated to meet the Bureau's evolving business needs and not lose its currency on key priorities. Time horizons for deliverables are aligned to D&I maturity and will be flexibly updated according to budget considerations, Group plan priorities, feedback, and resourcing.

Governance

D&I Advisory Group

Responsible for the direction of diversity and inclusion priorities at an enterprise level and monitoring the progress and effectiveness of the D&I Action Plan. Proactively drive inclusive workplace conversations and discussions about D&I issues. Flexibly update the action plan priorities in accordance with budget and group plans.

D&I Action Plan Working Group

Responsible for leading the delivery of agreed priorities and actions in the D&I Action Plan. Proactively work in partnership with stakeholders and Employee Diversity Networks to design, develop and review initiatives, with an aligned approach.

Provide updates on the delivery of actions and against success measures

Report trends and needs

OD D&I Forum

Responsible for the implementation of deliverables that require input to improve inclusive design practices for the Organisational Development (OD) Program that oversee programs, policies, processes and services across the employee life cycle.

Delivery

Employee Diversity Networks

Responsible for peer support and connection for diverse groups (see next page) and hosting events to celebrate diversity, sponsored by an Executive Diversity Champion and General Manager co-champion. Amplify voices of the group they represent to promote respectful and inclusive work environments and equal access to opportunities so they can reach their full potential.

Employee-driven and led

Group membership

D&I Advisory Group

Members include the Executive Diversity Champions, supported by General Manager 'co-champions' for each network, and representation from key senior stakeholders in Organisational Development, Property Services, Data and Digital, and Communications.

Meet half-yearly with papers tabled at Executive Team meetings in April and October.

D&I Action Plan working Group

Members include D&I action plan delivery leads, Employee Diversity Network leads, and key delivery stakeholders.

Meet quarterly (Mar, June, Sep, Dec)

OD D&I Forum

Members include a representative from each relevant team in Organisational Development:

- People Connect
- People Partners, Change and Transformation
- People Solutions
- Workforce Planning and Reporting
- Workplace Relations & Wellbeing

Meet quarterly (Feb, May, Aug, Nov)

Employee Diversity Networks

Members include colleagues with shared identities, backgrounds or lived experience. Allies welcome where indicated (*). Meet every 2 months.

Network	Purpose
Accessibility*	Supporting colleagues with accessibility needs relating to disability, sensory, neurodiversity, and age
Gender Equality*	Supporting colleagues of all genders
Indigenous	Supporting colleagues who are Aboriginal and Torres Strait Islander peoples
Multicultural*	Supporting colleagues from culturally and linguistically diverse backgrounds (CALD)
Storm Pride LGBTQIA+*	Supporting colleagues who identify as LGBTQIA+

Tracking our progress

The baseline provides us with a way to measure our progress and impact, ensuring we identify pockets of excellence and focus areas.

The diversity of our workforce

The Bureau has strong representation of colleagues from culturally and linguistically diverse backgrounds and people who identify as LGBTQIA+. Women, people with disability, and Aboriginal and Torres Strait Islander peoples are underrepresented.

We aim to better understand trends and equality indicators, with a focus on providing environments that attract and retain a diverse workforce. We see potential in understanding high attrition rates of women in senior roles and expanding our focus to provide greater access to opportunities and career progression for diverse groups and remove artificial barriers.

Self-identification gaps suggest a higher representation of people with disability and Aboriginal and Torres Strait Islander peoples. Additionally, 6% of respondents reported being neurodivergent and 12% were unsure.
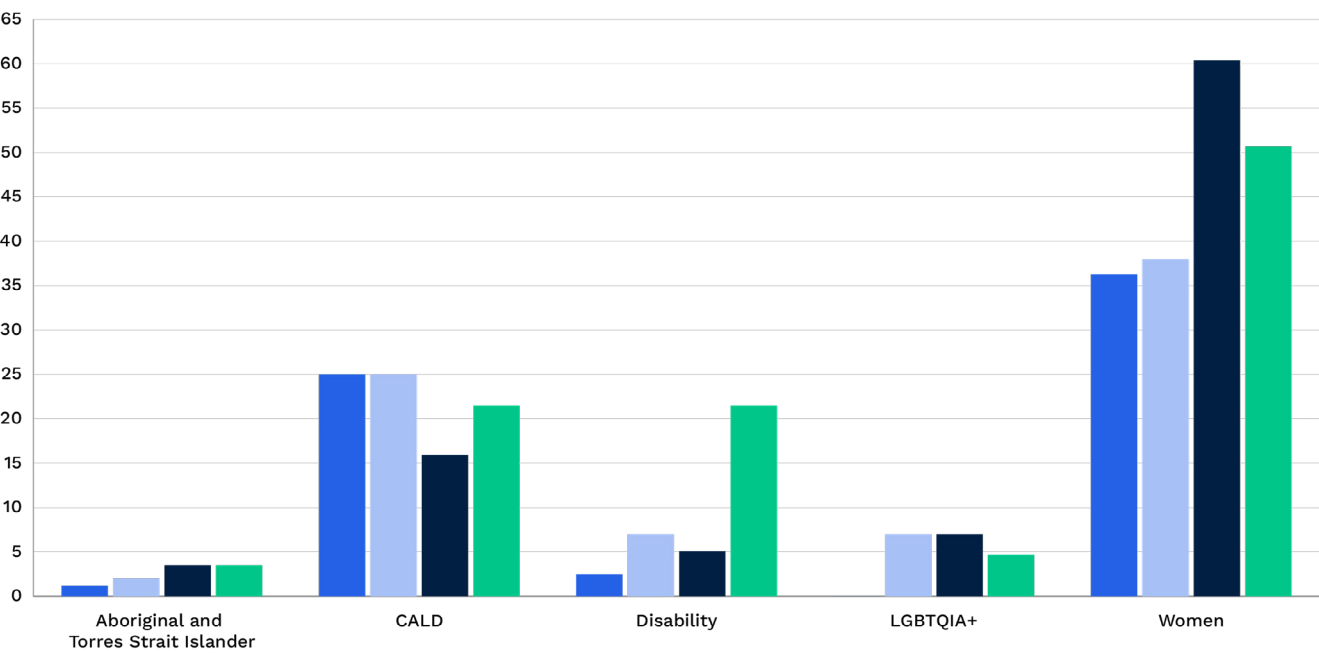
Source	Aboriginal and Torres Strait Islander	CALD	Disability	LGBTQIA+	Women
Bureau (HR system)	1.2%	25.0%	2.5%	Data not collected	36.3%
Bureau (Census)	2.0%	25.0%	7.0%	7.0%	38.0%
APS (Census)	3.5%	15.9%	5.1%	7.0%	60.4%
Aus. population	3.5%	21.5%	21.5%	4.7%	50.7%

We are committed to improving the accuracy of our demographic data by building safety and trust, and focusing on the following indicators to show that we are strengthening the diversity of our workforce:

- Workforce composition meets internal and APS employment targets.
- Reduced gaps of self-disclosure of personal information in HR and Census results.
- Reduced experiences of discrimination.
- Equity indicators reviewed regularly, and discrepancies addressed.
- Improved perceptions of inclusion in our workforce in the APS Census survey.

Employment targets

The Bureau is committed to a workforce that represents the communities it serves. The following internal targets have been established:

- Aboriginal and Torres Strait Islander peoples: 1.5% by 30 June 2025, with consistent incremental improvement to reach 3% by 30 June 2028 (APS target 5% by 2030)
- People with disability: 3% by 30 June 2025, with consistent incremental improvement to reach 5% by 2028 (APS target 7% 2027).
- People from culturally and linguistically diverse backgrounds: APS target 25% at the Executive Level 2 and Senior Executive Service (SES) levels by 2029.
- Women: 38.5% by 30 June 2025, with consistent incremental improvement to reach 45% by 30 June 2028 (there is no APS target).

Key priority scorecard

Welcome and respect all people and perspectives

Measures	Baseline 2023-24
1. Bureau workforce composition meets APS employment targets and internal targets at an enterprise level.	1. See p19 for further details
2. Composition of the workforce sees a progressive increase of women in STEM and senior roles (SES and Executive).	2. Women in STEM – Bureau 28.6% / APS 36%. Women in senior roles (Exec level 2 and above) Bureau 39% / APS 50%
3. Reduced gaps of self-disclosure of personal information in HR and Census results.	3. 4.5% gap people with disability / 0.8% gap Aboriginal and Torres Strait Islander peoples
4. Reduced experiences of discrimination.	4. 7% (APS Census Q44)
5. Equity indicators reviewed and discrepancies addressed	5. Average total remuneration gender pay gap 3.1% and 0.0% (median in favour of men *)
6. Improved perceptions of integrating differences and diversity: a. I receive the respect I deserve from my colleagues at work b. The Bureau is committed to supporting a workforce that comprises a diverse range of people, based on their individual characteristics, values, beliefs and backgrounds	a. 81% (APS Census Q38d) b. 81% (APS Census Q10 BoM)

*Gender pay gap is a useful proxy for measuring and tracking gender equality. It is the difference in average earnings between men and women in the workforce

Create an inclusive environment

Measures	Baseline 2023-24
Improved perceptions of decision making and psychological safety:	
a. My supervisor invites a range of views, including those different to their own	a. 85% (APS Census Q22i)
b. I suggest ideas to improve our way of doing things	b. 91% (APS Census Q20g)
c. My agency supports and actively promotes an inclusive workplace culture	c. 81% (APS Census Q26h)
d. My supervisor actively ensures that everyone can be included in workplace activities	d. 84% (APS Census Q22g)
e. I actively engage in and promote activities that foster an inclusive work environment where everyone feels respected, connected, valued for their contributions, and has opportunities to develop and progress	e. 76% (APS Census Q11 BoM)

Equal access to growth and opportunities

Measures	Baseline 2023-24
1. Improved perceptions of fair treatment and belonging:	
a. I am satisfied with the recognition I receive for doing a good job	a. 70% (APS Census Q20c)
b. My supervisor is invested in my development. My manager and I have discussed my career goals in the last 12 months	b. 75% (APS Census Q22e) / 74% (APS Census BoM Q8)
c. I believe my immediate supervisor cares about my health and wellbeing	c. 89% (APS Census 39e)
d. I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	d. 87% (APS Census Q20l)
2. Improved understanding of workforce trends	2. Women in leadership (32% composition, 35% promotions, and 53% attrition)
3. Improved access to flexible work arrangements	3. Part-time leadership women 12 | men 9
4. Improved access to parental leave	4. Leadership primary / secondary parental leave (women 15 and 0 / men 1 and 7)

Getting started

We have provided a quick overview of how to get started using a '4Ps' approach and what leaders and teams can do straight away:

Prepare

People

Priorities

Practise

For more guidance and resources, please see the [D&I Hub on Breeze](#).

Prepare

The process

The preparation stage is about getting your foundations right and involves getting clear about why diversity and inclusion is important, considering compliance obligations, and creating a case for strengthening D&I efforts.
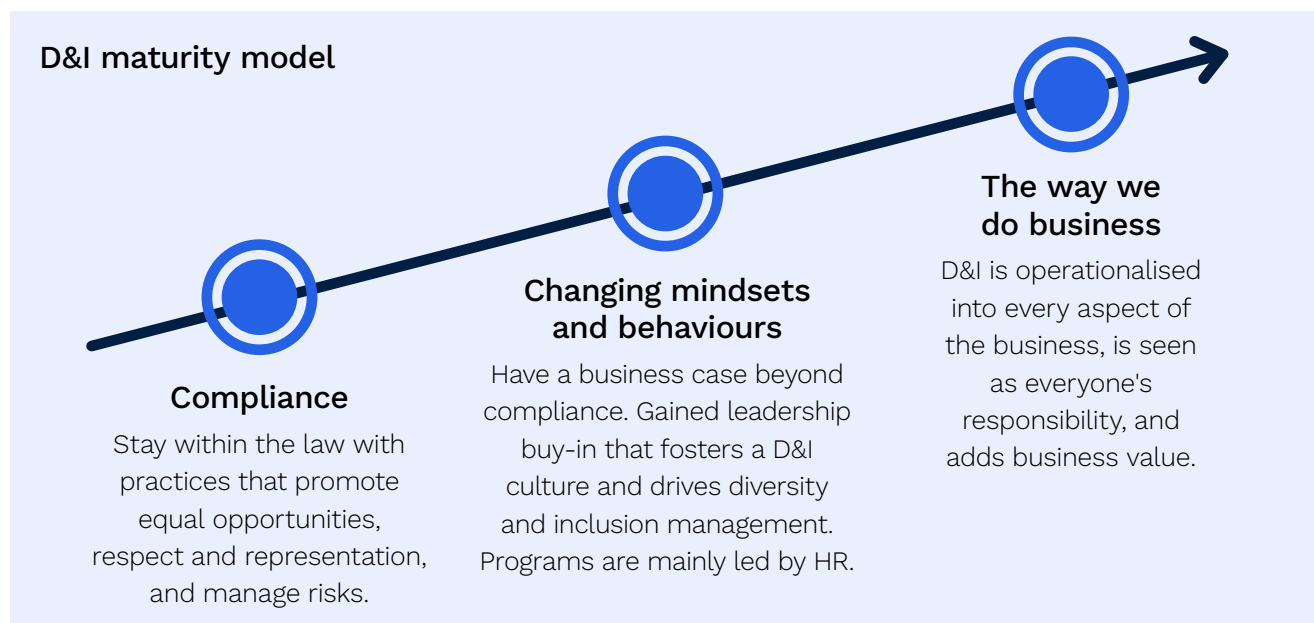
Measuring D&I maturity

We encourage you to start by using the D&I maturity model (below) that is designed to help organisations and teams benchmark and improve their current practices, moving through stages from compliance with legal requirements to an inclusive workplace and culture.

Measuring current state

Refer to page 20-22 to understand how the Bureau measures diversity and inclusion. Refer to your team's current data to get a sense of what is strong and what needs further attention.

The APS Census data links staff perceptions to the common traits and capabilities of inclusive leaders and teams. The list below contains common markers of inclusion outlined by Gartner in its research:

- **Fair treatment:** Employees at my organisation who help the organisation achieve its strategic objectives are fairly rewarded and recognised.

- **Integrating differences:** Employees at my organisation respect and value each other's opinions.

- **Collaborative decision-making:** Members of my team give fair consideration to ideas and suggestions offered by other team members.

- **Psychological safety:** I feel welcome to express my true feelings at work.

- **Trust:** Communications we receive from the organisation are honest and open.

- **Belonging:** People in my organisation care about me.

- **Diversity:** Managers at my organisation are as diverse as the broader workforce.

D&I maturity model

Compliance

Stay within the law with practices that promote equal opportunities, respect and representation, and manage risks.

Changing mindsets and behaviours

Have a business case beyond compliance. Gained leadership buy-in that fosters a D&I culture and drives diversity and inclusion management. Programs are mainly led by HR.

The way we do business

D&I is operationalised into every aspect of the business, is seen as everyone's responsibility, and adds business value.

Source: The Diversity & Inclusion Maturity Model is developed by the Australian Human Resources Institute (AHRI) to help organisations understand and improve their diversity and inclusion (D&I) practices. This model provides a framework for HR leaders and practitioners to measure their current D&I efforts and plan for future improvements. The Gartner Inclusion Index is a tool developed by Gartner to measure inclusion within organisations. It evaluates employee perceptions of inclusion across several dimensions, including fair treatment, decision-making, trust, and diversity.

![icon] People

The process

This stage is about promoting engagement, encouraging regular conversations, and building trust. Over time, leaders and teams will have a better understanding of experiences and can then make informed decisions about what is strong and what needs further focus and effort.

Building inclusion

Strengthening inclusion involves moving through a progressive path of using an "inclusion dial":

- When we ensure everyone is respected, it creates a foundation for all colleagues to be able to focus on performing their role and collaborate at a functional level. Colleagues cannot truly progress to the next level until they feel respected.

- When we ensure everyone is respected and connected, it improves the likelihood that all colleagues feel part of the team.

- When we ensure everyone is respected, connected and contributing, we value what is unique about each colleague to the team's success, celebrate their successes, and empower everyone to share their strengths, perspectives, skills, and experiences to solve novel and complex challenges.

- When we ensure everyone is respected, connected, contributing and progressing, their potential is more likely to be spotlighted and nurtured, which leads to an increased likelihood for opportunities to develop and take on challenging assignments and roles.

Building trust

Here are some suggested themes to discuss in your conversations to help get everyone to share their perspectives and build a shared understanding:

- **These conversations can be daunting.** It's normal to feel tension as we work towards a more truly inclusive work environment. Recognising this can help everyone feel more at ease.

- **Setting a clear commitment and rules.** A helpful approach is to value knowing what individuals and the team need to be successful. Ensure everyone can respectfully share experiences, opinions, and needs then work out how to best integrate those differences.

- **Inclusive traits:** Empathy, humility, and open-mindedness are crucial. Everyone is unique and brings their own strengths, backgrounds, preferred ways of working, and lived experiences. Respect that we all have different needs and capabilities. No one is expected to be an expert and what works for one person may not work for another. Criticisms and demands hinder progress.

- **There is no "one size fits all":** Reflect on the visible and invisible diversity of the team and the range of working and communication preferences. Also be alert to the changing flexibility and support needs that people may be navigating on any given day.

- **Be an ally:** Be clear about how personal information and support needs are handled to help people make informed decisions about what they share with the team and how they advocate for themselves (both formally and informally). Don't make assumptions, rescue, or speak on behalf of others.
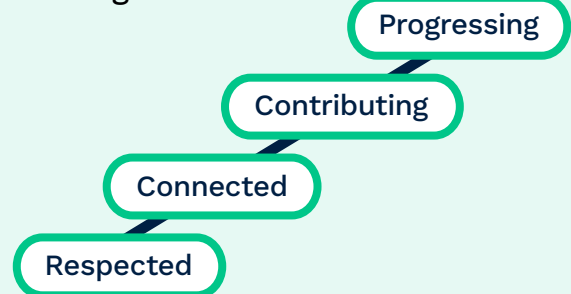
Diversity Council Australia uses a model to help organisations understand the progressive path to strengthen inclusion and work together to improve performance and wellbeing.
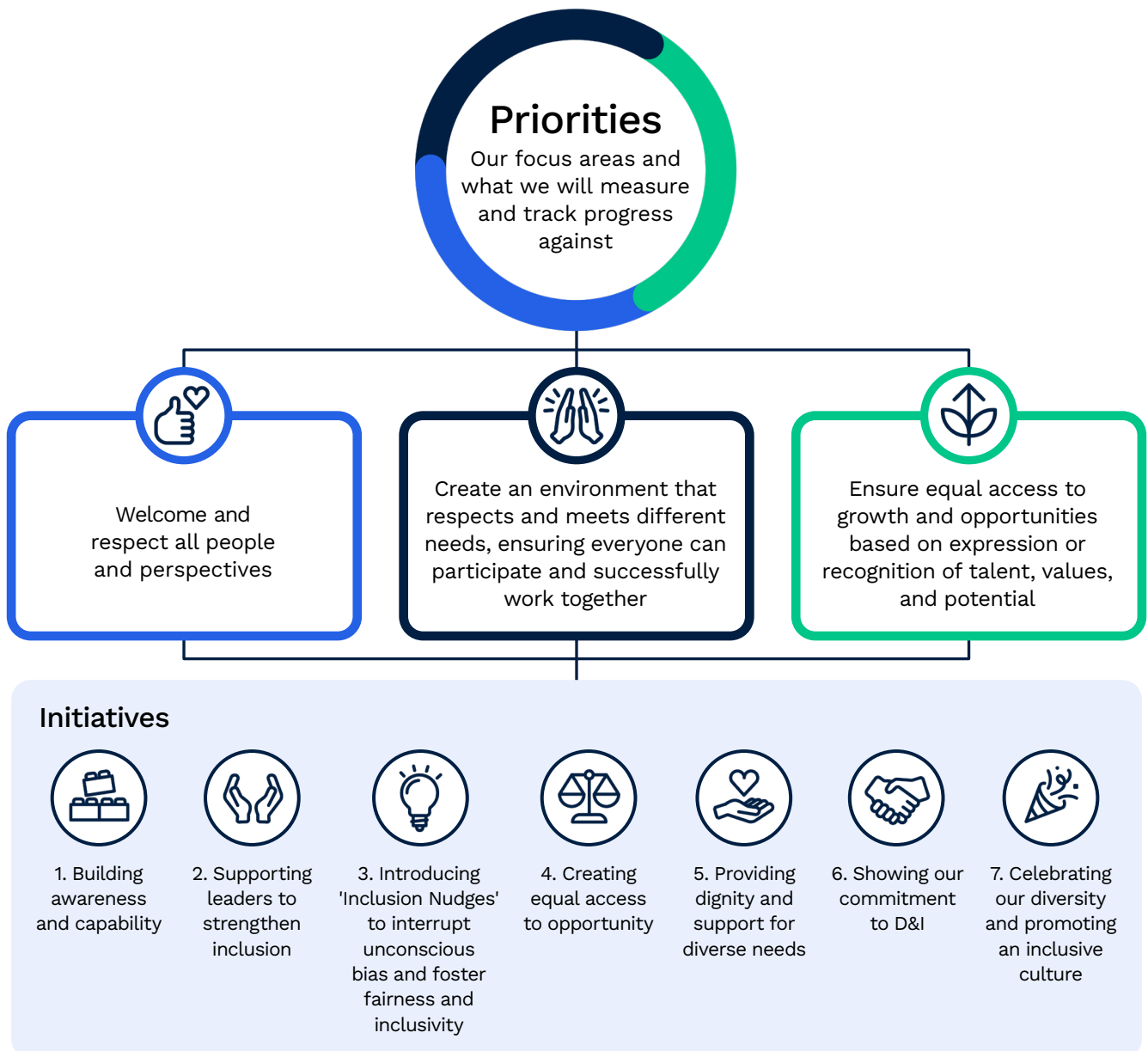
Priorities

The process

This stage is about taking a strategic approach using informed insights to then determine focus areas.

Use the priorities and initiatives (see below) as a guide for conversations. Explore the action plan on pages 7-15 and ensure focus areas are appropriate to the D&I maturity levels of the team.

Visit the D&I Hub on Breeze for access to learning, schedules, reports, resources, and support.

Priorities
Our focus areas and what we will measure and track progress against

Welcome and respect all people and perspectives

Create an environment that respects and meets different needs, ensuring everyone can participate and successfully work together

Ensure equal access to growth and opportunities based on expression or recognition of talent, values, and potential

Initiatives

1. Building awareness and capability

2. Supporting leaders to strengthen inclusion

3. Introducing 'Inclusion Nudges' to interrupt unconscious bias and foster fairness and inclusivity

4. Creating equal access to opportunity

5. Providing dignity and support for diverse needs

6. Showing our commitment to D&I

7. Celebrating our diversity and promoting an inclusive culture

Practise

The process

This stage is about empowering the team
to practise:

- Discuss how you will encourage learning
  according to agreed focus areas
  while balancing competing work demands.
- Allocate time to complete agreed training
  and attend workshops and events.
- Discuss what you want to be vigilant
  about during collaborations and decisions
  and encourage conversations.
- Schedule time to regularly reflect
  on progress, gather feedback, and
  refine approaches.

Apply traits and capabilities we are
renowned for in our STEM professions to
our D&I efforts. Value curiosity, diverse
strengths, and intellectual humility. Be
alert to who may not be thriving and what
might be going on. Make informed insights.
Experiment and generate interest and
enthusiasm to see how efforts turn out.

A common understanding of definitions and terminology

We define **diversity** as any difference between individuals and groups. It is primarily measured by attributes such as race, colour, sex, sexual orientation, breastfeeding, gender identity, intersex status, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction, social origin, and experiencing family and domestic violence (1, 2).

These characteristics are protected under Australia's **anti-discrimination** laws to ensure fair treatment and equal opportunities in various areas of public life, including employment and education. Unlawful workplace discrimination under the general protections in the Fair Work Act occurs when an employer takes adverse action against an employee or prospective employee because of one or more of these attributes (2).

The definition of diversity has broadened culturally to also include attributes such as neurodiversity and diverse sensory, thinking, communication, working, and learning styles, lived experiences, lifestyle, career status, tenure, socioeconomic factors, and more (1, 3, 4).

Equality occurs when everyone is valued and treated equally and recognising that a "level playing field" does not exist for some demographic segments, and **equity** is the next step along the equality continuum where we adjust practices to provide equal access to employment, full participation, and opportunity. This involves removing artificial barriers and offering support to enable people to work successfully, develop and progress in their own ways (5). Workplaces are increasingly recognising that no one is defined by a single aspect of their identity and consider the impact of compounding forms of discrimination and exclusion, known as **intersectionality** (1, 4).

An **inclusive culture** creates conditions that impact how engaged and committed a diverse group of people work together to improve performance and wellbeing. Colleagues who experience high levels of inclusion report feeling respected for who they are, connected to their team, and seeing themselves as an important part of the organisation's success. Because they are valued, they are more likely to have access to opportunities to develop and progress in their roles and careers (1).

Aboriginal and Torres Strait Islander peoples is a term used when referring to the collective first peoples or nations of peoples of Australia (1).

Accessibility refers to the design and provision of products, services, environments, and information in a way that ensures people with disabilities can access and use them effectively, independently, and with dignity. Accessibility is about removing barriers and creating an inclusive environment where people with disabilities can participate fully in all aspects of life (1).

Culturally and Linguistically Diverse (CALD) refers to people who have a cultural background outside of the predominant Anglo-Australian culture/heritage, for example in cultural/ethnic identity, language, country of birth, heritage/ancestry, national origin, race, and/or colour (5).

Disability refers to persons who have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities (3).

Gender equality occurs when every single person has every single chance of reaching their full potential and there are equal outcomes for women, men, and gender-diverse people (1).

LGBTQIA+ is a term that encompasses a diverse range of identities and orientations to describe individual's sexual orientations, gender identities, and expressions, including lesbian, gay, bisexual, transsexual, intersex, queer or questioning, asexual/aromantic, and many others that may not be fully captured by existing language, highlighting the rich diversity within these communities (1).

Multicultural refers to having a mix of people from different cultural backgrounds and it can include differences in cultural/ethnic identity (how we identify ourselves and how others identify us), language, country of birth, religion, heritage/ancestry, national origin, and/or race, colour (1).

Neurodivergent refers to individuals whose brains function differently from what is considered typical or standard. This includes conditions such as autism, ADHD, dyslexia, and others (1, 6).

Neurodiversity refers to the diversity of human brains and minds, recognising that variations in cognitive functioning are natural and valuable. This term encompasses both neurotypical and neurodivergent individuals, highlighting the broad spectrum of cognitive and sensory functioning within the human population (1, 6).

References

1. Diversity Council Australia: Diversity and Inclusion
2. Fair Work Ombudsman: Protection from discrimination at work
3. Australian Disability Network: What is disability?
4. Human Rights Commission: Equality and equity
5. Respect at Work: Culturally and linguistically diverse
6. Health Direct Australia: Neurodiversity and neurodivergence