



Australian Government

Australian Trade and Investment Commission

# DIVERSITY & INCLUSION STRATEGY

Supporting our staff to bring their whole selves to work



## Disclaimer

This report has been prepared by the Commonwealth of Australia represented by the Australian Trade and Investment Commission (Austrade). The report is a general overview and is not intended to provide exhaustive coverage of the topic. The information is made available on the understanding that the Commonwealth of Australia is not providing professional advice.

While care has been taken to ensure the information in this report is accurate, the Commonwealth does not accept any liability for any loss arising from reliance on the information, or from any error or omission, in the report.

Any person relying on this information does so at their own risk. The Commonwealth recommends the person exercise their own skill and care, including obtaining professional advice, in relation to their use of the information for their purposes. The Commonwealth does not endorse any company or activity referred to in the report, and does not accept responsibility for any losses suffered in connection with any company or its activities.

We would like to thank the following staff who have agreed for their image to be published in this document:

- Kelly Turnbull
- Naomi Smith
- Anamika Mishra

*Images courtesy of [Wayne Quilliam](#).*

- Sonia Keda
- Joel Smouha

*Images courtesy of [Andre & Dominique](#).*

Copyright © Commonwealth of Australia 2021



The material in this document is licensed under a Creative Commons Attribution – 4.0 International licence, with the exception of:

- the Commonwealth Coat of Arms
- the Australian Trade and Investment Commission’s logo
- any third party material
- any material protected by a trade mark
- any images and photographs.

More information on this CC BY licence is set out at the creative commons website: <https://creativecommons.org/licenses/by/4.0/legalcode>.

## Attribution

Before reusing any part of this document, including reproduction, public display, public performance, distribution, dissemination, communication, or importation, you must comply with the Attribution requirements under the CC BY licence. Enquiries about this licence and any use of this document can be sent to: [advisory@austrade.gov.au](mailto:advisory@austrade.gov.au).

## Using the Commonwealth Coat of Arms

The terms of use for the Coat of Arms are available from the It’s an Honour website ([www.itsanhonour.gov.au](http://www.itsanhonour.gov.au)).

Publication date: December, 2021.

# Our aim

The aim of our Diversity and Inclusion Strategy is simple; to make Austrade a place where our:

- people feel respected and valued
- workplaces are safe
- workforce is diverse and inclusive
- global agency is high performing

## Our why

We take our global position and influence seriously and consider diversity and inclusion to be a top strategic priority. We believe that by unlocking the power of D&I as an enabler of business performance and organisational health, Austrade can meaningfully contribute to the wider effort to revive economies, safeguard social cohesion, and champion human rights.

Successive studies show that the more diverse and inclusive an organisation is, the higher their levels of productivity and resilience. At a more granular level, high levels of D&I have been strongly linked to better decision-making,

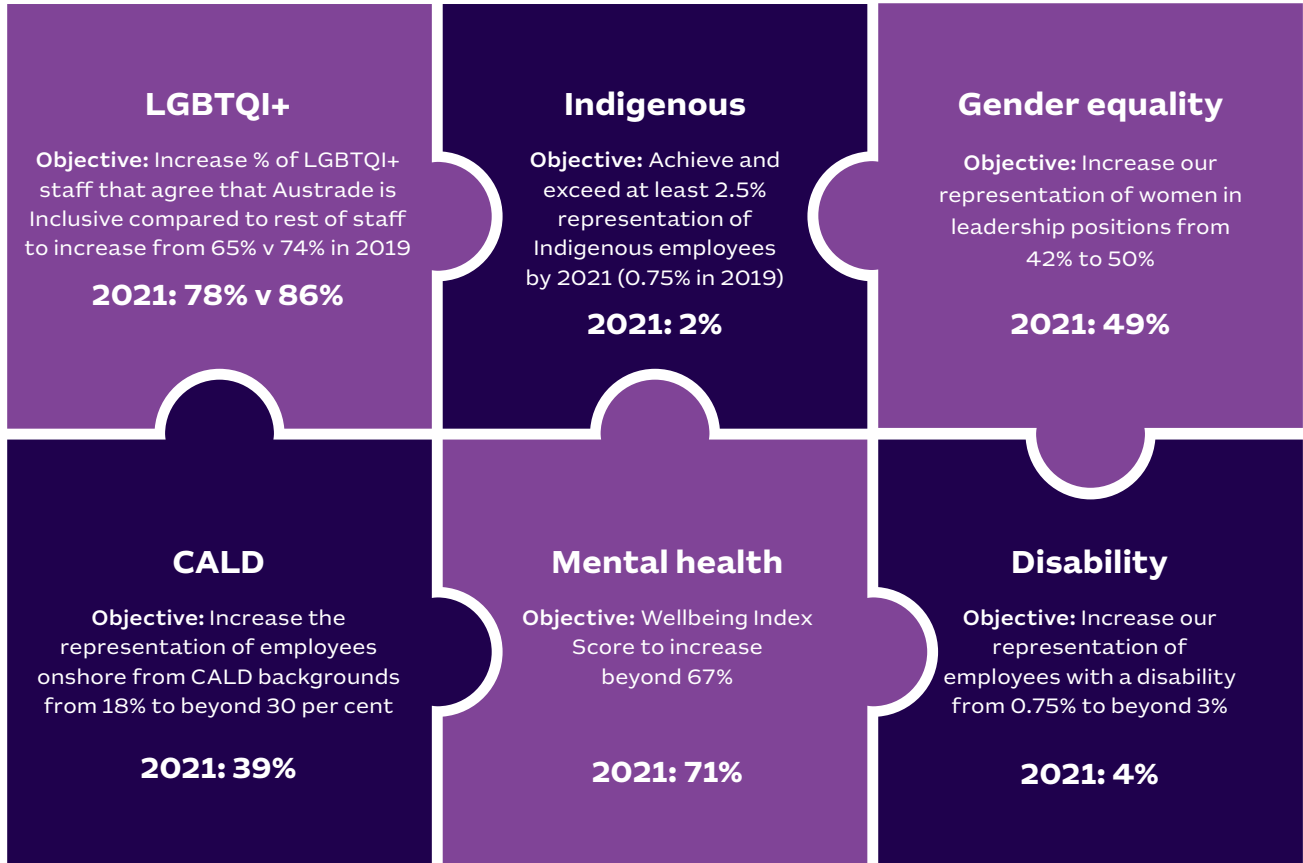
innovation, and better team collaboration. Our continued commitment to promoting diversity, inclusion, and equity is critical to our success.

This simple, measurable strategy aims to better leverage the diversity which comes from our global footprint. This is what makes us unique and successful. What we are doing differently in this iteration is setting out how Austrade will build a culture where everyone can bring their whole selves to work and feel a true sense of belonging and purpose. This is also our roadmap for how we will strengthen our position as an employer of choice and drive awareness of our unique clients and their stories.



## Our diversity journey so far

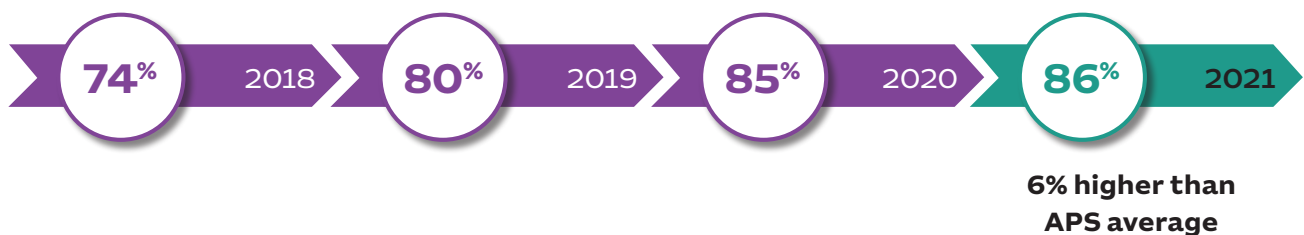
### 2019-2021 diversity and inclusion strategy results



#### Other achievements

- Reconciliation Action Plan – Innovate Level (2)
- Indigenous Trade Commissioner appointed
- SES Diversity Champions and Networks x 6
- 23 D&I Activities held in 2020-2021 and participation in 4 D&I recruitment programs

#### % of Austrade staff agree that Austrade is an inclusive agency...



## What will we do differently?

We need to build upon the momentum achieved at Austrade and create new ways to think and talk about diversity in a post-pandemic world. We will focus on belonging, inclusion, behaviours, equity of opportunity for all, and increasing diversity across the agency and client profile. Leaders need new skills to enable belonging, equity, and inclusion in the workplace. Finally, we need scalable ways to ensure that our diversity and inclusion initiatives avoid common mistakes and are solid and sustainable.

## Baseline data

In this iteration of our strategy, we aim to further enhance accountability through better defined and consistent measurement of D&I indicators. By listening to the voices and lived experiences of our people and global networks, we can create belonging. Through feedback from our employees, Champions, networks, people forums and the responses in agency-wide surveys over the last five years, we have been able to measure employee sentiment and diversity figures to identify gaps and roadblocks to embedding D&I.



## An integrative, evidence-based approach



### AUSTRADE D&I STRATEGY 2022-2025

Our strategy is based on a comprehensive review of our agency culture and an external benchmarking process. This process measured both quantitative data and qualitative experiences of our people.

The resulting framework includes a series of interventions grouped under five key focus areas:



- **Belonging** – build psychological safety, trust, and transparency



- **Reputation** – promote our diverse business engagement and celebrate diversity and inclusion publicly



- **Accountability** – create leadership targets, empower D&I Champions and Ally networks



- **Values & Behaviours** – promote inclusive language, allyship, target discrimination and bullying, and align values to expected behaviours



- **Equity** – enable equality of opportunity through fairness and transparency

## Our definition of BRAVE in a D&I context:

We don't want to play it safe and remain compliant in this space. We want to be innovative, question norms, and embed inclusion for all, not just a privileged few.

We do that by:

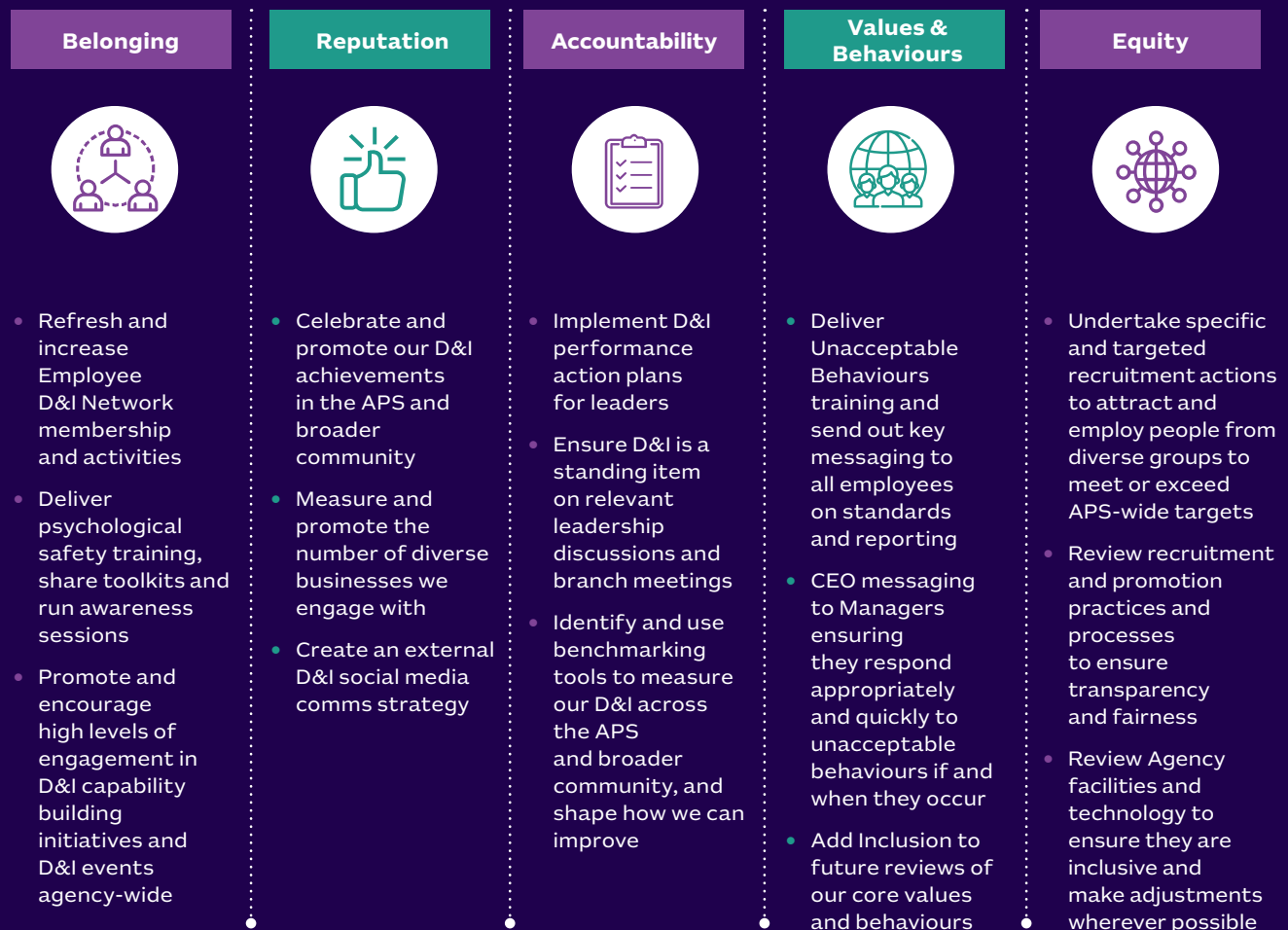
- having hard conversations
- soliciting feedback
- acknowledging, and addressing bias
- showing vulnerability
- asking for diverse viewpoints
- defending or promoting others
- acting with integrity, even if it is unpopular

This work will be underpinned by data, measurable targets, practical actions, ongoing feedback, and external benchmarking exercises.

## Diversity and Inclusion is everyone's business and business as usual

Together, we all have a role to play in creating a respectful, inclusive, and psychologically safe workplace and service that supports both our clients and employees. An inclusive and diverse agency is a strong and productive agency which is resilient to change and attracts the best talent in the world. It takes bravery to call out unacceptable behaviours in the workplace and we want to ensure people feel safe and empowered to do so.

Your ongoing reflections and feedback will help us shape this strategy and ensure this plan is fit-for-purpose and felt by all, and we encourage you to engage with our programs, training, and opportunities throughout the lifecycle of this strategy and beyond.



## Measures

<b>B</b>	<b>Belonging</b>	At least 90% of people tell us they feel respected and belong at Austrade*	Measures of respect and belonging sentiment in 6 diversity focus areas are comparable with the Austrade average.	Rates of diversity identification in our HR system are comparable to APS Census results.
<b>R</b>	<b>Reputation</b>	5% increase in Diverse Business representation on Exceleerate program (Women/Indigenous/Disability/CALD/LGBTQI+)	Top 10 APS Agency for Inclusion and Wellbeing*	Inclusion Employer of Choice status – DCA Inclusion@Work Index  Achieve Stretch Reconciliation Action Plan Status
<b>A</b>	<b>Accountability</b>	All leaders have D&I Performance Goals	All D&I Champions have active networks and action plans with targets	At least 90% of Austraders feel their Manager promotes and supports Inclusion and Diversity*
<b>V</b>	<b>Values &amp; Behaviours</b>	Reduction of incidences of bullying and harassment from 15% yes or unsure to below 2%*	Increase in reporting levels from 35% to over 95% reporting unacceptable behaviours*	Discrimination rates reduce from 9% to below 2%*
<b>E</b>	<b>Equity</b>	Collect and measure D&I exit survey feedback	Increased diversity % across Levels EL1-SES (Women/Indigenous/Disability/CALD/LGBTQI+)	At least 90% of employees tell us Austrade is an Inclusive Agency*

\*APS Census Data

## Governance

Whilst the success of this strategy is the responsibility of our entire Austrade workforce, the following positions and groups have specific responsibilities for implementing, maintaining, and reviewing the Diversity and Inclusion Strategy:

- The **Chief Executive Officer** is the main advocate for implementation and accountability.
- The **Champions and Employee Networks** will champion D&I at the executive leadership level and represent diverse voices within Austrade.
- The **Chief People Officer** is responsible for managing, reviewing, and evaluating the D&I Strategy, and reporting on its progress. Reviews should be conducted annually or where there is an Agency change.
- The **Inclusion and Wellbeing Team** is responsible for development, coordination and evaluation of the D&I Strategy.

- All **managers** are responsible for championing D&I in their teams, leading by example and setting expectations for inclusive behaviour and practices.
- All **employees** are responsible for championing D&I in the Agency, respecting and actively including each other.

### For more information contact:

Inclusion and Wellbeing Team – [diversity@austrade.gov.au](mailto:diversity@austrade.gov.au)

Visit the **D&I HUB** page for more details.

### Related strategies:

- People Strategy
- Wellbeing Strategy
- WHS Strategy
- Future of Work Strategy



Australian Government

Australian Trade and Investment Commission

[austrade.gov.au](http://austrade.gov.au)

**AUSTRALIA**