OUR VISION

A diverse and inclusive Austrade in which all our people feel valued, respected, and are able to bring their full selves to work to help the delivery of Austrade’s vision.
FOREWORD
FROM OUR CEO


As CEO, I want Austrade to be a workplace where every employee is energised to do their best work in delivering on our vision.

Valuing diversity and inclusion is a critical component to realising this. An Austrade where everyone feels they can bring their whole selves to work is an Austrade where staff are more able to reach their talent and leadership potential.

From a client perspective, diversity and inclusion also enables us to build a workforce that reflects the diverse businesses we work with. This, in turn, should help us achieve more and better business outcomes.

If we are to continue delivering high-quality services to our clients, we need to work together more effectively by valuing and drawing on different mindsets and experiences.

Diversity and inclusion is a business imperative I actively advocate. I particularly call on my senior colleagues to join me in this journey. As cultural influencers, the Senior Executive will be expected to actively contribute to driving diversity and inclusion.

Austrade is an organisation that spans the globe and is therefore uniquely positioned to realise the aims of this strategy. I am confident that, together, we will.

Dr Stephanie Fahey
Chief Executive Officer
Austrade
I commend this strategy to all staff members.

I am proud of the work that has been done so far but, more importantly, I am excited about the positive cultural changes we will achieve together as an organisation.

The next phase of my journey at Austrade won’t allow me as much time as I would like to continue as a Champion. I will, however, still contribute where I can and proudly watch us grow as an employer of choice.

Lastly, I want to congratulate Nicola Watkinson on taking over the role of Lead Diversity Champion. I know she is a passionate supporter of diversity and inclusion so I am excited to see what she achieves in this space.

Nick Nichles
Chief Operating Officer

Nicola Watkinson
Lead Diversity Champion

Catharine O’Ryan
Disability Champion

Kelly Sims
LGBTI+ Champion

Daniel Boyer
Gender Champion

Chris Rees
Indigenous Champion
i am
AUSTRALIA
JAMIE MANSELL
WHAT IS DIVERSITY?

Workplace diversity is understanding, accepting, and valuing differences between people, including those:

- of different races, ethnicities, genders, ages, religions, disabilities, and sexual orientations
- with differences in education, personalities, skill sets, experiences, and knowledge bases.

My Identity

My perspective

(how I see and interpret the world)
WHAT IS INCLUSION?

Inclusion is creating a workplace culture where all employees feel like they can bring their whole selves to work each day.
It’s who we are and aligns with our values:

**Generosity of spirit**

By working with people from different backgrounds and with different experiences and working styles, we learn and get another view. Diverse views make for better decisions, helping one another grow and thrive.

**Innovation**

Harnessing inclusion and diversity to drive innovation will create a culture that enables people to contribute something unique. This will help us to drive the agency forward and position us to better adapt to the world of work that is forever changing.

**Collaboration**

Inclusion is a bridge – a way to connect diverse perspectives. Understanding, valuing and respecting differences that clients, communities and colleagues present will only enable us to better connect.

**Transparency**

We will promote greater inclusion by increasing transparency about our diversity policies, targets and progress.
“A diverse and inclusive workplace is important not just for reasons of equity and fairness, but also for improving organisational performance.”

Dr Martin Parkinson PSM, Secretary, Department of Prime Minister and Cabinet
CURRENT SNAPSHOT

Diversity

Gender

Senior Executive Staff (SES)

42% FEMALE

58% MALE

Disability

Aboriginal and Torres Strait Islander (ATSI)

0.75% Representation across the agency

0.75% Reported ATSI representation across the agency

2% Representation of staff in leadership positions (SES)

0% Reported ATSI representation in leadership positions (SES)

* Data captured from HR Systems as at 31 December 2018. Diversity data will be updated every six months.
In the 2018 APS Census 59% of the workforce said they speak a language other than English at home.

65% of LGBTI+ staff agree Austrade is an inclusive workplace whereas 74% of remaining staff agree to the same statement.

19% of staff strongly agree that Austrade supports and actively promotes an inclusive workplace culture.

55% of staff agree that Austrade supports and actively promotes an inclusive workplace culture.

71% of staff agree their SES Manager supports the use of flexible working arrangements by all staff, regardless of gender.

27% of staff strongly agree that Austrade is committed to creating a diverse workforce.

53% of staff agree that Austrade is committed to creating a diverse workforce.
Snapshot of the contribution Austrade makes to supporting equality in the communities we serve

Gender
Export Awards 2018: 55th Australian Export Awards

**25%**

Of category winners were women.

**17%**

Of the overall finalist businesses were led by women.

Australian Indigenous Businesses

**Assisting Australian Indigenous businesses go international**
Currently implementing Austrade’s Strategy to better support Indigenous businesses succeed internationally.

**Women-only Business Exporting**
In 2018, Austrade engaged with 17% of businesses that were operated, owned or managed by female contacts.

**Landing Pad Programs**
27% of applications were from female applicants.

**Procurement**
Engaging with Aboriginal and Torres Strait Islander businesses by annually awarding 3% of all Commonwealth contracts to Indigenous-led suppliers.

Consistent with 2017 Export Awards
i am AUSTRADE

SARAH HARIZ
OUR INTERNAL STRATEGIC PRIORITIES

**Gender Equality**
Increase our representation of women in leadership positions. Drive gender equality across teams and Trade Commissioner positions.

**Aboriginal and Torres Strait Islander**
Increase representation of employees and build stronger relationships with Indigenous communities, and celebrating culture.

**Lesbian, Gay, Bisexual, Transgender, Intersex+ (LGBTI+)**
Build a culture of inclusion where LGBTI+ employees feel safe and can come to work and be themselves.

**Disability**
Invest in increasing our representation of employees with a disability and to support the employment, development and career progression of people with disability.

**Culturally and Linguistically Diverse (CALD)**
Maintain our level of representation, but aim to better leverage their skills, perspectives and experiences.

**Mental Health**
Create an all-inclusive culture that is accepting and responsive to Mental Health issues and challenges.
OUR EXTERNAL STRATEGIC PRIORITIES

As a client-focused agency, we want to make positive contributions to the community we serve. Our external focus is on gender equality, and supporting Australian Indigenous businesses in international engagement.

Gender Equality

Our aim is drive higher representation of women engaging and succeeding in international business.

Supporting Indigenous Businesses

Our aim is to help more Indigenous businesses engage internationally, as a way of contributing to the wellbeing and prosperity of Indigenous people through business.
OUR GLOBAL NETWORK

Esra Erdinc
Istanbul

Kevin Wang
Shanghai

Pierre Dubois
Houston

Nicola Watkinson
New York

Said Metwalli
Bogota

Benny Effendi
Jakarta

Andrea Gomez
Mexico City

Huong Ngo
Hanoi

Jodie Nixon
Canberra

Saori Tominaga
Osaka

John Atiamoah
Accra

Kevin Wang
INTERNAL STRATEGIC PRIORITIES

Gender Equality

Objectives

› to have 50 per cent of our Senior Executive Staff (SES) positions filled by women by 2021

› increase representation of women in General Manager, Trade Commissioner, and Senior Trade Commissioner roles

› have gender equality across teams

› all staff encouraged to access flexible working arrangements, regardless of gender

Approach

› develop and implement Women in Leadership talent development and mentoring programs, including secondment programs across public and private sectors

› Senior Executive to commit to the Panel Pledge and practice this in formal interaction, such as forums, panels and board meetings

› building partnerships across public and private sectors to share best practice, tap into programs and initiatives, and participate in cross-agency networks

› improving operating practices to achieve gender equality targets, including greater flexibility and work-life balance for people considering overseas assignments

› enhancing global policies to help parents share the responsibilities of child care, including adopting an ‘if not, why not?’ position to flexible work requests

› building and providing tools and resources to prepare for parental leave, staying in touch while on leave, returning to work and managing a career as a parent

› myth busting and awareness raising to promote equal opportunities, including internal and external success stories

› further developing organisational capability to support flexible work arrangements, including a flexible working toolkit for managers and staff

› developing an inclusive language guide and exploring whether there is any bias in the present recruitment processes.
Aboriginal and Torres Strait Islander

Objectives

- achieve and exceed at least 2.5 per cent representation of Indigenous employees by 2021
- an Indigenous Trade Commissioner by 2021

Approach

- the Indigenous Champion and employees to collaborate on the development and implementation of a new Reconciliation Action Plan
- developing and implementing attraction, entry level and retention programs, as well talent and career pathways for Indigenous employees
- developing a formal mentoring program for existing Indigenous staff, with a view to increasing representation in senior roles
- building partnerships across public sector agencies, state and territory governments, non-government organisations and the private sector, to share best practice. This includes linkages to DFAT’s work with Department of Human Services on developing apprenticeships and graduate programs and the Department of Education on traineeships
- improving mechanisms for capturing diversity data as part of the employee on-boarding process and encouraging employee identification as one of the diversity groups by eliminating biases and driving an inclusive culture
- developing an inclusive language guide and exploring whether there is any bias in the present recruitment processes.
Lesbian, Gay, Bisexual, Transgender And Intersex + (LGBTI+)

Objectives

› increase from 65 per cent the proportion of LGBTI+ staff who agree we are inclusive*

› establish a greater presence of Austrade as a LGBTI+ employer

* The 2018 APS Staff Census Survey results indicated that 74 per cent of Austrade staff agreed we are inclusive, whereas only 65 per cent of LGBTI+ agreed the same.

Approach

› building partnerships across public sector agencies, non-government organisations and the private sector to share best practice, tap into programs and initiatives, and participate in cross-agency networks

› becoming a member of Pride in Diversity to support Austrade’s efforts in being an inclusive and supportive LGBTI+ employer

› developing a survey for LGBTI+ staff on issues and challenges of identifying at Austrade

› improving mechanisms for capturing diversity data as part of the employee on-boarding process and encouraging employee identification as one of the diversity groups by eliminating biases and driving an inclusive culture

› demonstrating strong leadership in supporting LGBTI+ inclusion

› developing an inclusive language guide and exploring whether there is any bias in the present recruitment processes

› create an allies network within Austrade.
Disability

Objectives

› increase the proportion of employees who identify as having an ongoing disability, beyond three per cent

› increase the proportion of employees who identify as having an ongoing disability within leadership positions (EL2-SES) beyond 2 per cent

Approach

Expanding pathways to employment at Austrade for people with a disability through:

› development and implementation of ‘Ability Accessibility Action Plan’

› improving processes, procedures and reporting around the RecruitAbility scheme

› participating in APS-led employment programs to source interns and/or graduates with a disability

› reviewing work practices to eliminate or reduce barriers which prevent full participation at work, and identifying roles and employment opportunities for people with a disability

› developing a formal leadership mentoring program for staff with a disability

› implementing communication activities to raise disability awareness, including myth busting, awareness raising and sharing internal and external success stories to promote equal opportunities

› improving mechanisms for capturing diversity data as part of the employee on-boarding process and encouraging employee identification as one of the diversity groups by eliminating biases and driving an inclusive culture

› developing an inclusive language guide and exploring whether there is any bias in the present recruitment processes.
Culturally and Linguistically Diverse

Objectives

› increase the representation of employees onshore from culturally and linguistically diverse backgrounds beyond 30 per cent

› improve the representation of cultural diversity within the leadership of Austrade

› increase from 65 per cent the proportion of CALD English-speaking only staff who agree we are inclusive*

Approach

› developing and implementing operating practices that enable Austrade to tap into knowledge and experiences of our culturally diverse workforce

› ensuring that the Employee Assistance Program (EAP) providers are culturally competent

› improving mechanisms for capturing diversity data as part of the employee on-boarding process and encouraging employee identification as one of the diversity groups by eliminating biases and driving an inclusive culture

› developing an inclusive language guide and exploring whether there is any bias in the present recruitment processes.

* The 2018 APS Staff Census Survey results indicated that 74 per cent of Austrade staff agreed we are inclusive, whereas only 65 per cent of CALD English-only speakers agreed the same.
Mental Health

Objective

› eliminate or reduce barriers which prevent full participation at work

Approach

› continue to develop a supportive workplace which accepts that, statistically, up to 20 per cent* of our employees will experience a mental health challenge in any given year

› provide staff and managers with training and resources to encourage mental health awareness

› build the skills and confidence of employees to approach others who they may be concerned about

› develop and implement a return to work or stay at work plan to support employees with mental health conditions

› internally promote significant awareness events, such as R U OK? Day and Mental Health Week.

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ROY MUSITANO
EXTERNAL STRATEGIC PRIORITIES

Gender Equality

Objective

› provide services and greater opportunities and support to drive higher representation of women engaging and succeeding in international business.

Approach

Implement strategies and action plans that will increase representation of women in:

› providing women-only business missions
  – support women-only business missions (either led by Austrade or the minister) as part of the campaign to increase participation across the board

› building Landing Pad programs
  – target specific sectors, and promote and encourage more women to participate in Landing Pad programs

› developing Export Awards
  – review policies and nomination categories to promote and encourage more women to apply for the Export Awards
  – drive higher female participation in the Export Awards by working with the states and territories to drive their recruitment of female entrants

› women-owned businesses
  – provide tailored support to women-owned businesses that are looking to export to markets where restrictions may apply, therefore increasing representation of women in the marketplace.
Indigenous Businesses

Objectives

› help more Indigenous businesses engage and succeed internationally

› exceed Austrade’s minimum target of awarding 10 contracts annually, with a collective 2.5 per cent total contracts arranged to Indigenous suppliers through the Commonwealth Indigenous Procurement Policy

› increase commitment to recognising and acknowledging the traditional land owners.

Approach

› proactively engage with Indigenous businesses and provide assistance to help develop their export capability and identify opportunities to internationalise

› identify further opportunities for Indigenous businesses as part of the Northern Australia work

› align ourselves to relevant departments and organisations that are currently working successfully with and providing services to Indigenous businesses

› work towards a minimum of 10 contracts annually with Indigenous businesses by seeking Indigenous suppliers through the Commonwealth Indigenous Procurement Policy

› incorporate recognition of traditional land owners into business as usual.
SUCCESS MEASURES

Ensuring that we deliver on our Diversity and Inclusion Priorities

Bi-annual updates will be provided to the Austrade Executive on progress against the Diversity and Inclusion Action Plan.

Bi-annual progress updated against the Action Plan and interesting facts will be shared with Austrade employees on our intranet site.

Our diversity and inclusion measures will continue to evolve as Austrade’s data and information management, analytics and reporting practices mature.

It is likely that the measures we use will change throughout the life of this strategy, however a combination of the following mechanisms will be used:

› diversity metrics recorded in the Austrade Human Resource Management System – diversity groups representation across Austrade

› results from the APS Employee Census across the areas of diversity and inclusion – employee assessment of Austrade having diverse and inclusive culture

› results of our client work recorded in the Austrade Client Relationship Management System – number of Women-Led and Indigenous Businesses we work with, and the type of activities they are involved in

› procurement activity from the Austrade Procurement Management System – number of Indigenous suppliers we work with.
LEADERSHIP

Everyone in the agency has a role to play and is responsible for supporting a diverse, accessible and inclusive workplace. Austrade Senior Executive Staff (SES) are committed to driving and proactively contributing to the development of diverse and inclusive culture at Austrade.

Austrade SES will continue to champion Austrade Values and key behaviours relating to contributing to an inclusive and diverse workforce.
FOR MORE INFORMATION

Diversity and Inclusion Portal

diversity@austrade.gov.au