Australian Government

IP Australia

DIVERSITY AND INCLUSION STRATEGY
2023 - 2026

FROM INCLUSION TO BELONGING
DELIVERING IMPACT, CUSTOMER SERVICE, CAPABILITY AND INNOVATION

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ACKNOWLEDGEMENT OF COUNTRY

IP Australia respectfully acknowledges the Traditional Custodians of the land on which we work throughout Australia. We pay our respects to Elders, past, present and emerging. We acknowledge the Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationship to the land, waters and seas and their rich contribution to society. We particularly acknowledge all Aboriginal and Torres Strait Islander people with disability and their carers.

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MESSAGE FROM THE DIRECTOR GENERAL

I am pleased to present our Diversity and Inclusion Strategy 2023-2026 (this Strategy). The Strategy was developed in consultation with all employees including our Employee Networks, Executives and stakeholders across the Agency.

Our vision is to have a world leading IP system that builds prosperity for Australia. We can't deliver on that vision without reaping the innovation and diversity of thought, experience and skills that comes from embracing diversity and ensuring we are truly inclusive.

Our Strategic Corporate Plan identifies our strategic objectives – to deliver impact, provide excellence in accessibility and service to customers, nurture the right capabilities to meet the challenges of an uncertain world, and innovate and adapt to provide contemporary customer and employee experiences.

This Strategy focuses on our employees to enable us to deliver on our vision. In many ways our workforce is already diverse and a reflection of our community, and this strategy focuses on the areas where we can do more, so we can create an environment where all employees feel that they belong.

For this Strategy to succeed, I recognise that inclusion is more than just achieving targets; there must be visible leadership and accountability, supported by each individual employee. I encourage you to engage with the Strategy and consider the role you can play as an individual, a supervisor or leader, in implementing our actions and embedding a sense of belonging.

I look forward to working with each of you as we continue to build a more diverse, inclusive and accessible workplace that will continue to put IP Australia at the forefront of innovation for Australia's future.

Michael Schwager
Director General, IP Australia

COMMITMENT

To create an inclusive culture, all employees, at all levels of the agency, will have to demonstrate their personal commitment. To show our commitment we need to reflect critically on our own behaviour, encourage a diversity of ideas, engage in deep listening and hold one another to account.

We are committed to:

- a diverse and inclusive workplace where all employees are valued, accepted, respected and empowered
- providing opportunities for people to connect and feel a sense of belonging
- a fair and flexible workplace where all employees are encouraged to contribute and are provided the opportunity to reach their full potential
- identifying and removing barriers to enhance the workplace experience for all employees
- creating psychologically and culturally safe environments in which employees feel safe to share their perspectives and know their ideas are valued and differences are welcomed.

PRINCIPLES

Principles guide our approach to diversity and inclusion ensuring that our actions are intentional and aligned to our values. The following principles support our vision and priorities.

We value:

- Inclusive work practices and culture
- Building an inclusive and diverse workforce, understanding that this requires determination and effort
- Cultural capability and recognise it is essential at all levels
- Individual accountability to adopt and foster inclusive workplace behaviours.

"DIVERSITY IS HAVING A SEAT AT THE TABLE. **INCLUSION** IS HAVING A VOICE **AND BELONGING** IS HAVING THAT VOICE HEARD"

Liz Fosslien

WHERE ARE WE NOW?

IP Australia is an Australian Public Service (APS) Agency of around 1200 employees. Our current workforce is largely based in Canberra and Melbourne.

Our previous Diversity and Inclusion Strategy (2019-22) delivered on the foundation of a workplace culture that values diversity and inclusion. The achievements and activities undertaken as part of the previous strategy resulted in a positive impact on attitudes and how employees experience the workplace, although it did not result in measurable change in representation or attraction rates.

A snapshot of our current status:

- We currently have six employee networks covering different diversity streams and seven Executive Champions
- We have a Diversity and Inclusion Policy and associated guidance material
- We are in the implementation stage of our Innovate Reconciliation Action plan (RAP) 2020-2023
- Launched our Access and Inclusion Plan 2023-2026
- In the development phase of our Indigenous Engagement Strategy 2023.

Our **diversity focus areas** are:

- Aboriginal and Torres Strait Islander peoples
- People from culturally and linguistically diverse (CALD) backgrounds
- People with disability (and carers)
- Gender
- LGBTQA+
- Mental health
- Neurodiversity.

Over the period of the previous strategy, the APS Census results showed an increase in the number of employees who believe that IP Australia supports and actively promotes an inclusive workplace culture (from 83% in 2019 to 87% in 2022).

It is recognised that many people identify across multiple dimensions and communities and that those people may face exponentially greater challenges and barriers.

Total headcount
1209

Data as of
30 June 2023

CALD **38%**	People with a Disability **4%**
Neurodiversity **10%**	Women **47%**
Aboriginal and Torres Strait Islander **1%**	LGBTIQA+ **9%**
Non-Binary **1%**	Men **53%**
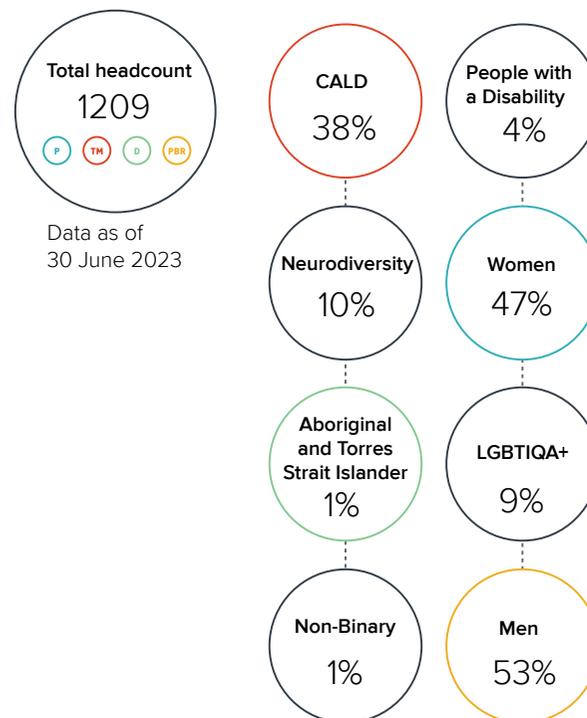
Demographic data collected from Aurion, except LGBTIQA+, Neurodiversity and Non-Binary representation. Data from 2023 APS Employee Census with a completion rate of 86%.

WHERE DOES OUR STRATEGY FIT?

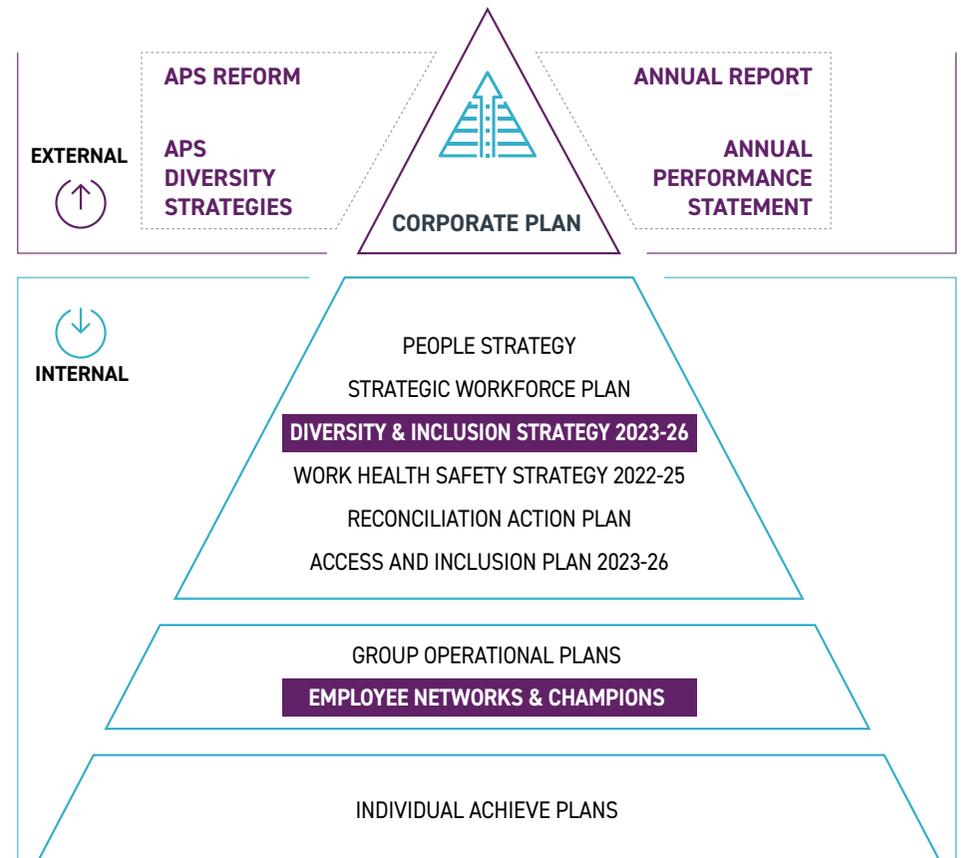In developing this Strategy we have given consideration to the commitments and values in the APS Diversity and Inclusion Strategies and the APS Reform. APS diversity strategies provide a foundation for building an inclusive and diverse APS and represent the Australian Government's continued commitment to increase the employment of Aboriginal and Torres Strait Islander people, people with disability and working to ensure all genders and people from diverse backgrounds have equal opportunity to make the most of their experience, skills and talent.

The Strategy supports the objectives of our Corporate Plan, People Strategy and the Strategic Workforce Plan. It is underpinned by our Innovate Reconciliation Action Plan (RAP) and our Access and Inclusion Plan with the aim to support and increase representation of Aboriginal and Torres Strait Islander peoples and people with disability in the workplace. The Strategy elevates the key actions to a strategic level under four focus areas: Attraction, Employee Experience, Inclusive Leadership and Celebration and Connection.

In the context of the APS Reform, and as part of the dynamically changing work environment, the Strategy and the APS Reform have common initiatives and goals to support more inclusive workplaces:

- Strengthen behaviour and outcomes-based performance management, starting with SES (APS Reform Priority 1, outcome 1 aligns with our Inclusive Leadership focus area).
- the APS's employee value proposition is attractive (APS Reform Priority 3, outcome 5 links to our Attraction focus area)
- develop a strategy to increase access to flexible and remote work across the APS (APS Reform Priority 3, outcome 5 aligns to our Employee Experience focus area)
- setting the standard for equity, inclusion and diversity (APS Reform Priority 3, outcome 6 relates to our Attraction focus area).

EXTERNAL ↑

APS REFORM

APS DIVERSITY STRATEGIES

CORPORATE PLAN

ANNUAL REPORT

ANNUAL PERFORMANCE STATEMENT

INTERNAL ↓

PEOPLE STRATEGY

STRATEGIC WORKFORCE PLAN

DIVERSITY & INCLUSION STRATEGY 2023-26

WORK HEALTH SAFETY STRATEGY 2022-25

RECONCILIATION ACTION PLAN

ACCESS AND INCLUSION PLAN 2023-26

GROUP OPERATIONAL PLANS

EMPLOYEE NETWORKS & CHAMPIONS

INDIVIDUAL ACHIEVE PLANS

WHAT IS OUR VISION?

Our strategic vision is to create a workplace culture that strives for a sense of belonging.

This Strategy will:

- increase our representation of diverse employees
- implement inclusive contemporary practices and elevate employee experience
- further embed our cultural maturity including safety
- increase our inclusive leadership capability
- celebrate the unique perspectives, experiences, and talents of our diverse workforce.

Moving from an inclusive workplace to one in which everyone feels that they belong, is at the heart of this Strategy. We aim to create an environment where every employee feels a sense of connection, acceptance, and belonging, regardless of their background, gender, ethnicity, abilities, or any other dimension of diversity.

By fostering an inclusive environment, we unlock the full potential of our employees, drive innovation, encourage creativity, collaboration and productivity. We will also attract and retain top talent, enhance employee experience, and position IP Australia as an employer of choice.

An inclusive workplace culture has benefits for everyone. The positive impacts of this Strategy will be felt by all our people, not just those who are members of the identified diverse groups.

Creating a culture of belonging allows employees to feel safe, respected and able to thrive at work. The outcome will be a workplace where all employees can participate fully and be supported to perform their role, connect with colleagues and have opportunities to contribute, develop and reach their full potential.

Partners

We will continue to partner with a number of external independent, not-for-profit organisations. These partnerships provide us with access to unique research, exciting events, comprehensive resources and unrivalled expertise across the diversity and inclusion spectrum.

- The Australian Network on Disability
- Diversity Council of Australia
- Pride in Diversity.

"BELONGING IS THAT FEELING OF CONNECTEDNESS TO A **GROUP OR COMMUNITY.** IT'S THE SENSE THAT YOU'RE **PART OF SOMETHING."**

Tracey Bower

OUR APPROACH

Our strategic vision: from **inclusion** to **belonging**

Our 4 focus areas are an intersectional approach to support our Diversity and Inclusion Strategy 2023-26. This supports our strategic vision to move from an inclusive workplace to one in which everyone feels that they belong.
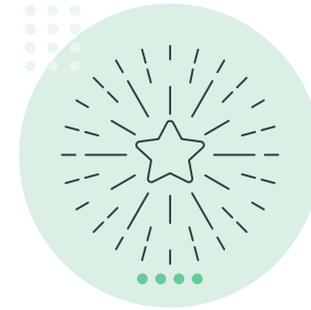
Attraction

Employee Experience

Inclusive Leadership

Celebration & Connection

FOCUS AREA ONE: **ATTRACTION**

Our goal is to build a diverse workforce through increasing the representation of different diversity groups at every level of our Agency.

A diverse workforce will provide us with increased diversity of thought resulting in greater productivity, creativity and innovation.

We will succeed when we attract a diverse range of candidates so that we can deliver on our vision, meet business needs and reflect the community we serve.

Pathways

- We will provide accessible and inclusive pathways into the Agency through entry level programs.
- We will develop and promote flexible and adaptable entry level programs and career pathways for diverse candidates at various levels.

Marketing and Employee Value Proposition (EVP)

- We will consider how candidates see us as an employer to ensure we promote an inclusive and flexible workplace.
- We will develop new approaches for advertising vacancies that use a wider range of platforms and partner organisations to reach diverse audiences.

Review and update our recruitment processes

- We will acknowledge and address unconscious bias in our recruitment and engage with a broader pipeline of talent.
- We will support and train hiring managers and selection panels to engage with candidates from diverse backgrounds.
- We will ensure our recruitment and on-boarding processes are welcoming, inclusive, accessible and culturally safe.
- We will target candidates with disability and Aboriginal and Torres Strait Islander peoples through Affirmative Measures (AM) processes and create AM merit pools for use across the Agency.

"

I joined IP Australia under the affirmative measures stream to become a trade mark examiner. I have epilepsy, which has meant a lot less job experience on my resume previous to working at IP Australia.

When I started, I talked to someone about my triggers and support I'd need to work comfortably and safely. I've changed divisions within the agency several times, and all my supervisors have been supportive and understanding of my situation and days I have needed to take off at short notice.

I've never felt like I've been an issue or don't belong at IP Australia.

Cash Dolan, Trade marks and Designs

FOCUS AREA TWO: **EMPLOYEE EXPERIENCE**

Our goal is to move the experience of employees in the workplace to feeling a sense of belonging at IP Australia. It is our goal to provide a workplace where difference is welcomed and everyone feels safe, included, valued, respected, empowered and accepted at work.

By providing a more inclusive employee experience and a workplace where employees feel like they belong, we will retain our diverse valued talent and increase productivity and innovation. We will succeed when we create a workplace with increased retention of our diverse employees which will provide greater productivity and continue to build our reputation as an employer of choice.

Flexible Work

- We will create a culture where all employees can access flexible work in a way that supports their work and life balance and meets operational requirements.
- We will encourage flexible working which allows employees to manage their own circumstances with dignity.

Allyship and story-telling

- We will increase awareness and celebration of difference through story-telling.
- We will promote the use of inclusive language across all internal and external communications.

Accessibility

- We will implement the Access and Inclusion Plan to embed accessibility as business as usual.

Support

- We will promote and support reasonable workplace adjustments and internal support systems to assist all employees to do their jobs effectively, in a way that suits them, and reach their full potential.
- We will provide more information about entitlements and supports that allow employees to meet their individual needs.
- We will provide support, information and evidence-based suggestions, learning and career development opportunities and increase manager capability to support employees from under-represented groups.

Learning and Career opportunities

- We will provide a range of learning and career development opportunities for all employees in an inclusive, flexible and accessible way.
- We will explore upward mobility opportunities for our diverse talent.
- We will review our existing programs to identify barriers, ensure relevance and accessibility.
- We will increase cultural capability, awareness of difference and what defines unacceptable behaviour through bystander intervention and accountability.

EMPLOYEE EXPERIENCE

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Upon starting at IP Australia, I discovered an organisation that, compared to other private sector and government agencies I have experienced, is inclusive and welcoming to all.

The numerous different networks at IP Australia give voice, support, and education to all. I see IP Australia acknowledging they are not perfect and are trying to move forward as an organisation to become better.

I, for my part, will continue my journey and will strive each day to be supportive to all who need support and inclusive to all.

Chris Bolton, Trade marks and Designs
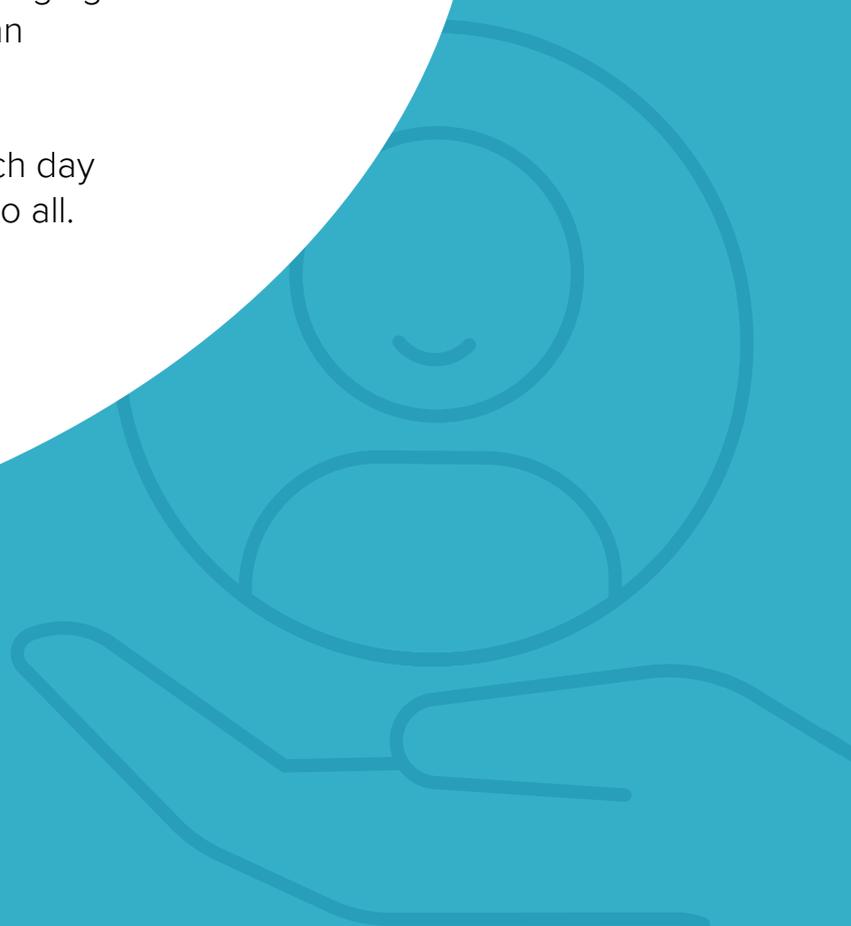
FOCUS AREA THREE: **INCLUSIVE LEADERSHIP**

Our goal is visible leadership, engagement and accountability in our workplace. It is only with active and engaged leaders that we can move our workplace culture from inclusion to belonging.

Leaders have an exponential impact on employee retention and experience. Inclusive leaders will create a safe environment for employees to raise concerns knowing that they will be listened to, and complaints handled appropriately. This will improve team productivity, wellbeing and engagement.

We will succeed when we have confident, capable inclusive leaders who listen to everyone, respect different views and take into account everyone's perspectives before taking action.

Formal learning

- We will provide development opportunities to build inclusive leaders and enhance manager capabilities to lead diverse teams through coaching, reverse mentoring and embedding inclusive leadership learning.

Visibility and engagement

- We will have Executive Champions for promoting and supporting the different diversity streams.

Recognition

- We will introduce a Director General award category for Excellence in Inclusive leadership.

Representation

- We will work towards increasing representation of different diversity streams at senior levels by providing pathways, coaching and mentoring.

Psychological safety

- We will embed psychological safety and mental health considerations into our internal systems and processes to support employee wellbeing.

Performance and Capability

- We will include performance goals that relate to culture, diversity and inclusion as elements of expected behaviours in Achieve plans for all employees.
- We will define capabilities expected of leadership roles and include inclusive leadership attributes in role descriptions to demonstrate inclusive leadership capability is valued.

"

For me, inclusive leadership is about recognising my lived experience, unconscious bias, and limitations around understanding whether others feel included. I can then apply this recognition to take an empathetic approach in being inclusive and look to model the right behaviors, create a safe working environment and ask questions seeking the views of others.

Being an inclusive leader is knowing each of my team members as individuals and finding what works best for them, whatever their circumstances may be and acknowledging their contributions to the team.

I don't believe there is a one size fits all approach, and as people, we are all different. So, keep an open mind and reflect.

Gavin Lovie, Customer Experience Group

FOCUS AREA FOUR: **CELEBRATION AND CONNECTION**

Our goal is to build a connected workplace with shared values and a respectful and inclusive culture where everyone feels like they belong.

Celebrations build connection, increase cultural competence and result in greater innovation, performance and productivity. A workplace with shared experiences and values also leads to people feeling safe and having a sense of belonging.

We will succeed when we provide the opportunity for employees at all levels to be involved in diversity and inclusion activities, to take responsibility for building their own understanding, for acknowledging and respecting difference and demonstrating a welcoming and inclusive culture.

Connection and events

- We will provide opportunities to make meaningful connections with our colleagues even when we are not in the office.
- We will hold regular events to recognise and celebrate significant days relating to various cultures and diverse groups.

Employee networks

- We will ensure ongoing support and promotion of employee networks and allyship.
- We will value and recognise the contributions our employees make to these networks and the cultural load that some employees carry in educating and supporting the broader agency in building capability.

Story-telling and communication

- We will use internal and external communication tools to increase awareness of diversity through story-telling.
- We will provide psychologically safe and accessible platforms to share stories and experiences.

Cultural learning opportunities

- We will provide a range of learning opportunities including immersive experiences.

Collaboration

- We will work with our partners and across the APS to share and support diversity and inclusion initiatives, events and employee networking.
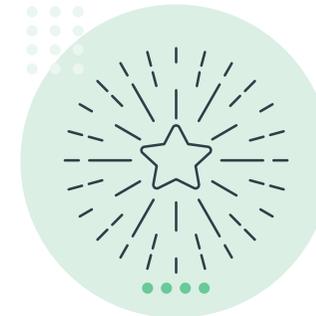
CELEBRATION AND CONNECTION

"

I've been at IP Australia for almost 4 years but only found out about the CALD network recently. In my beginning days here, I felt alone and like an outsider with no one to relate to.

Now, I've joined the CALD network and have been happy to be involved with organising the Harmony Day event where we had a panel of people from many cultures talking about their experiences.

After this and my own experiences, I can see that we need to be more visible at IP Australia to have more of an impact, but it is a valuable contribution to our agency.

Clarissa Ng, Patents
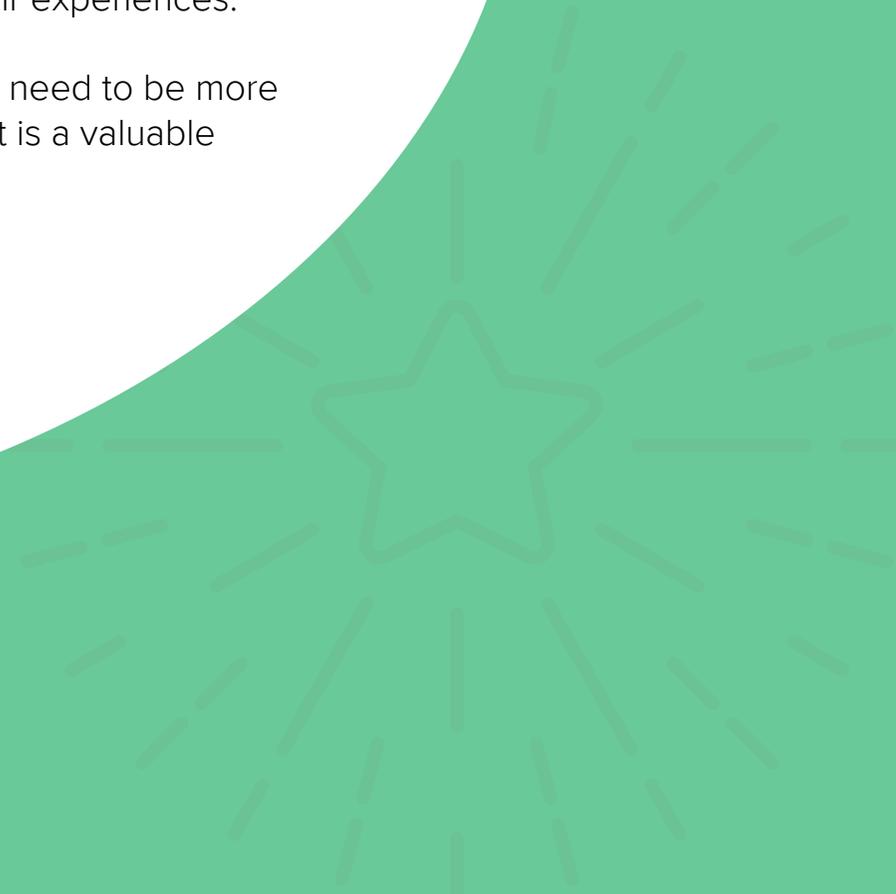
HOW WE WILL MEASURE SUCCESS?

Measuring our workplace inclusion maturity and progress towards belonging will require ongoing evaluation, and multiple assessment methods will be used to gain a comprehensive understanding of our success. We will use:

- The inclusion maturity matrix for each business area to measure how their employees are feeling and what has been achieved. This will form part of Operational Workforce planning to identifying areas of priority/focus to work towards belonging.

- A diversity and inclusion survey conducted annually to measure our progress towards an inclusive workplace and to benchmark against external public and private sector organisations and internally.
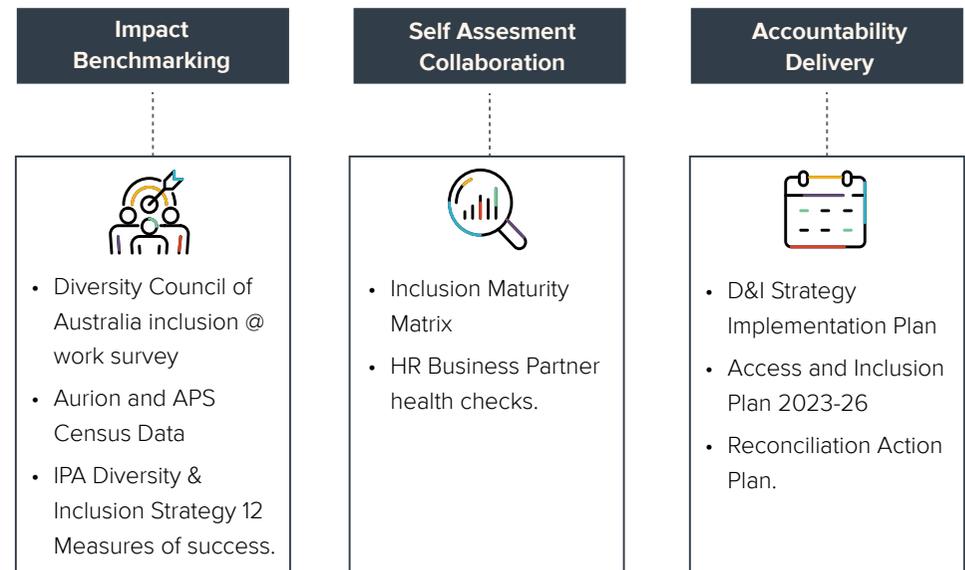
- The APS Census data to provide an annual update of a range of demographics and a small range of inclusion and behaviour questions, which can be benchmarked against other APS agencies at the Agency level and identity issues and priorities at lower levels.

Impact Benchmarking

- Diversity Council of Australia inclusion @ work survey
- Aurion and APS Census Data
- IPA Diversity & Inclusion Strategy 12 Measures of success.

Self Assesment Collaboration

- Inclusion Maturity Matrix
- HR Business Partner health checks.

Accountability Delivery

- D&I Strategy Implementation Plan
- Access and Inclusion Plan 2023-26
- Reconciliation Action Plan.

Governance and reporting

Human Resources will report against the Strategy actions by:

	Workforce Strategy Committee	Champions	DRIVE and employee networks	All staff
Timing	Yearly	Bi-annually	Bi-annually	Yearly
Format	An overarching dashboard against the focus areas and a report describing progress against deliverables in individual Action plans.	An overarching dashboard against the focus areas. Each Champion will have a report against actions for their own Diversity Stream.	An overarching dashboard against the focus areas.	An overarching dashboard against the focus areas.
Primary accountability	Human Resources	Human Resources	Human Resources	Human Resources

APPENDIX A
Definitions

Common terms	What we mean when we use them
Diversity	When we talk about diversity at IP Australia, we are referring to the unique traits and characteristics that make us different from one another; the visible differences such as gender, age, language, ethnicity, religion, Aboriginal and Torres Strait Islander identity, cultural background and disability, the way we think, sexual orientation, level of education, socio-economic background, personality and marital status. We recognise that some are non-visible differences. Many characteristics make up an individual and make them unique.
Inclusion	Inclusion is how we embrace diversity and foster a culture that values people's unique backgrounds, experiences and perspectives so that they feel respected and valued and able to be themselves at work. For instance, inclusion occurs when people of different backgrounds, experiences, perspectives and abilities, are included on committees, consulted, and invited to comment.
Inclusive leadership	Inclusive leadership is the mindsets, knowledge, skills and behaviours that leaders use in an effective and inclusive agency.
Intersectionality	Intersectionality refers to the crossover in the way a person identifies. For example, a person's experience may be shaped by their ethnicity, gender and sexuality. This overlap or combination of differences makes up a person's unique identity and is different for everyone. The point of understanding intersectionality is to understand that a person may experience a variety of privileges, discrimination or exclusion simultaneously.
Intersectional approach	This strategy recognises that people are intersectional and some common barriers or approaches are experienced broadly across many diversity streams. By addressing common barriers and making the workplace more inclusive we will reduce the intersectional impact.
Equity	Equity is treating people fairly but differently. Equity promotes fairness by identifying differences and allocating resources based on need.
Equality	Equality is treating people the same regardless of differences. Although all people are given equal treatment, it assumes all people are starting from the same place. It can result in unequal outcomes if some have inherent advantage.
Belonging	Belonging is a feeling of connectedness to a group or community. It's the sense that you're part of something. You feel close and thoroughly accepted by your people. Belonging is more than just being part of a group; it is also tied to a set of shared beliefs or ideals. To truly feel a sense of belonging, you must feel unity and a common sense of character with and among members of your group.
Neurodivergent/ Neurodivergent	Neurodivergent is a non-medical term that describes the person and refers to people whose brains develop or work differently for some reason. Neurodiversity is the concept, that describes that people experience and interact with world around them in different ways. The term is often used to refer to neurological differences including Autism, ADHD, Dyslexia and others.
Psychological safety	Psychological safety is a shared belief the environment is safe to take risks and be vulnerable. People feel valued, able to express ideas and ask questions, and do not feel they will be punished for speaking up.
LGBTIQA+	Representing the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual and other sexually or gender diverse.

APPENDIX A
Definitions

Common terms	What we mean when we use them
Disability	The definitions of disability vary. The *Disability Discrimination Act 1992* (the Act) defines disability as: a) total or partial loss of the person's bodily or mental functions; or b) total or partial loss of a part of the body; or c) the presence in the body of organisms causing disease or illness; or d) the presence in the body of organisms capable of causing disease or illness; or e) the malfunction, malformation or disfigurement of a part of the person's body; or f) a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or g) a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour. The Act includes disability that: • presently exists • previously existed but no longer exists • may exist in the future • is imputed to a person (meaning it is thought or implied that the person has disability but does not). The United Nations Convention on the Rights of Persons with Disabilities offers the following statement: 'Persons with disabilities include those who have long term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others. Disability results from an interaction between a non-inclusive society and an individual.'
Carer	The term 'carer' refers to anyone who spends time providing unpaid care, help or assistance for family members or others. This could be providing care to a child or adult, with or without disability.
CALD	Refers to people who identify as from a culturally and/or linguistically diverse background. In most contexts it means persons who identify as having 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.
Cultural safety	Cultural safety is about creating an environment that is safe for people of all cultural backgrounds. This means there is no assault, challenge or denial of their identity and experience.
Cultural capability	Cultural capability refers to the skills, knowledge, behaviours and systems that are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner.

Inclusion maturity matrix
Self Assessment Tool

An inclusion maturity matrix provides a structured representation of the stages of evolution of inclusion across our Agency, to highlight what has been achieved or implemented across the 4 focus areas. This is a self-assessment tool to support each Group in defining where we are on the path from inclusion to belonging. Group's may be at different levels of maturity for the 4 focus areas and will form part of yearly Operational Workforce planning.

Focus Areas	1 AWARE Passive and reactive in understanding	2 COMMITTED Accepting, appreciating and purpose-driven	3 INTEGRATED Valuing, reflective and transformational	4 EMBEDDED Competent and sustainable
Attraction	There is awareness of benefits of diversity and inclusion but largely focused on demographics.	Diversity and inclusion are identified as key values for the Group.	There is a sophisticated understanding of diversity and inclusion and how it links to business strategy and planning.	Diversity and inclusion are actively considered in all decisions under a 'if not why not' approach.
	Use of Affirmative Measures recruitment is ad hoc and not well understood. Participation in external specialised recruitment programs is rare.	Affirmative Measures recruitment is used in most bulk recruitment rounds with support of Recruitment team. Some participation in external specialised recruitment programs.	Affirmative Measures are confidently used in more externally advertised vacancies. Hiring managers and panels are confident using inclusive recruitment practices.	Affirmative Measures are confidently used in most externally advertised positions. All employees are confident with inclusive recruitment practices.
	Promotion of IPA as inclusive workplace is present in advertising material and on internet.	The Employee Value Proposition (EVP) is inclusive and is used to target a range of diverse candidates.	All advertising and external facing content is inclusive.	IPA is seen as an Employer of Choice for inclusion. Innovative and accessible strategies used to attract more candidates.
Employee Experience	Employees are aware there are ways to raise concerns and are encouraged to do so through HR though do but do not always feel safe to do so.	Employees feel included and believe the workplace will support them if they raise concerns. The message that discrimination and inappropriate behaviour is not tolerated is reinforced regularly.	Employees are actively included and feel confident to raise issues in their work area. Reports of inappropriate behaviour are low and accountability is part of performance expectations.	Employees feel safe and they belong. Inappropriate behaviour is proactively addressed, and positive inclusive behaviour is consistently modelled.
	Accessibility requirements are reviewed through a Dignified Access Assessment.	Accessibility is seen as important and is usually considered in meetings, new projects and programs.	Accessibility is standard practice and is automatically considered as part of all planning for meetings, projects and new programs.	All employees experience an inclusive and accessible workplace and feel confident to raise any issues and be themselves at work.
	Additional supports, conditions of employment are provided but inconsistently applied and not well understood across the business. Targeted learning opportunities are provided for some diversity issues.	Additional supports, conditions, policies are created to support inclusion. Regular training across both general and targeted diversity areas is delivered and diversity and inclusion forms part of management programs.	Diversity and inclusion are part of everyday business and are considered a key value of the agency. Some targeted learning and career opportunities are developed for people with diverse needs.	Different ways of working and thinking are encouraged. Flexibility is available to all employees. Diversity and inclusion are considered as part of all learning, career development programs.
Inclusive Leadership	Limited leadership involvement or commitment.	Inclusive leadership is identified as a key capability. Leaders have goals and responsibility for diversity and inclusion.	Leaders are held accountable for creating an inclusive workplace and enabled with inclusive leadership skills.	Leaders demonstrate inclusive leadership holistically and consistently.
	Managers and supervisors are aware of the importance of inclusive leadership practices and managing diverse teams.	Managers and supervisors willingly engage in inclusive leadership practices, model inclusion and proactively seek to become more inclusive leaders.	Leaders at all levels have strong knowledge of diversity and inclusion and integrate it in all activities.	Diversity and inclusion is considered in all decisions and planning.
	Executive Champions are visible.	Executive Champions are actively engaged. All leaders own, communicate and are held accountable for supporting diversity and inclusion as part of their individual Achieve plans.	Executive Champions are actively involved. Leaders have developed a strong understanding of how diversity and inclusion links to business outcomes.	All leaders are confident working with diverse teams, challenging the status quo, looking for innovative solutions and embracing diversity.
Celebration & Connection	Networks are actively arranging awareness activities and events for significant days, with support from HR.	Networks proactively arrange awareness activities and events for significant days independent of HR. Accessibility is considered in event planning.	Events and celebrations occur regularly and are driven by the networks and business areas rather than HR.	Events and activities are driven by the employee networks and business areas, taking an intersectional approach.
	Employee networks are somewhat visible, but membership is small and governance is developing. Many employees don't attend as they feel 'time poor'.	Networks are well-established and proactive. Employees feel the need to justify time spent in diversity and inclusion activities.	Strong collaboration and intersectional connections across employee networks.	Difference is actively embraced. Employees feel they have lots of opportunities to connect and celebrate with other employees across the business.
	Intersectional activities are limited.	Intersectional activities across networks are more frequent.	Events and celebrations are well-attended. Managers encourage participation.	Events and celebrations occur regularly and are well-attended and employees and managers feel like it is a good use of time.

Our 12 measures of success

Focus Area	Our success will be measured by	Specific targets by December 2026
Attraction	1. An increase in representation across the diversity streams.	• Indigenous: 5% across all classifications • Disability: 7% across all classifications
	2. Increased representation across all diversity streams in EL2 and above classifications.	• 33% of employees at EL2 and above identify as CALD. • 3% of EL1 and above identify as Aboriginal and Torres Strait Islander employees. • 3% of SES identify as Aboriginal and Torres Strait Islander employees.
	3. Increase in use of Affirmative Measures (AM) processes used internally to establish merit pool.	At least one bulk recruitment round held annually using AM.
Employee experience	4. A reduction of negative responses to the following questions in the APS census 2026: a) "*During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?*" b) "*During the last 12 months, have you been subjected to harassment or bullying in your current workplace?*"	A reduction from the following: a) From 7% (2023) to 4% or less of respondents (by 2026), responded positively. Results will also be identified against gender, age and race. b) From 6% (2023) to 3% or less of respondents (by 2026), responded positively.
	5. Positive responses to the following questions in the APS census 2026: "*My agency supports and actively promotes an inclusive workplace culture.*"	From 89% (2023) to above 92% of positive responses (by 2026) to the APS Census.
	6. Accessibility and flexibility of learning and development programs.	All programs will be reviewed during the period of the Strategy and assessed for accessibility. Where issues are identified these will be rectified or an alternative will be sourced.

Our 12 measures of success

Focus Area	Our success will be measured by	Specific targets by December 2026
Inclusive leadership	7. Completion of Inclusive leadership offerings.	80% of EL1s and EL2s complete programs offered relating to Inclusive leadership. Positive feedback following offerings is received.
	8. Positive responses to the following questions in the APS census 2026: *"My supervisor actively ensures that everyone can be included in workplace activities."*	From 87% (2023) to above 90% of positive responses (by 2026) to the APS Census.
	9. Positive responses to the following question in the APS census 2026: *"My supervisor invites a range of views, including those different to their own."*	From 85% (2023) to above 90% of positive responses (by 2026) to the APS Census.

Focus Area	Our success will be measured by	Specific targets by December 2026
Celebration and connection	10. Across IP Australia events are celebrated and acknowledged across all diversity areas.	At least 12 significant events each calendar year.
	11. Participation in immersive experiences such as Jawun and other immersive learning experiences per year.	IP Australia will offer up to four immersive or cultural awareness raising activities promoted and supported each calendar year.
	12. Active participation in APS networks and maintaining professional memberships.	Maintain membership with AND, DCA and Pride in Diversity each year. Active engagement in APS networks and activities.