

Diversity, Equity and Inclusion Strategy

2025–32

Acknowledgment

Fire Rescue Victoria acknowledges Aboriginal and Torres Strait Islander peoples as Traditional Owners of Country across Australia.

We recognise their ongoing connection to lands, waters and cultures and pay our respect to Elders past, present and future.

Advancing reconciliation and the right to self-determination for Aboriginal and Torres Islander peoples provides a foundation for all diversity, equity and inclusion commitments and communities to grow.

Contact

For more information about this document or if you require this document in an alternate format for accessibility purposes contact FRV's Diversity and Inclusion team via email: inclusion@frv.vic.gov.au.



Contents

Message from the Commissioner	4
Strategic context	6
What is diversity, equity and inclusion?	8
The opportunity to strengthen our foundations and thrive	9
Our DEI Strategy	10
Tailored action plans for growth	17
Our responsibilities, implementation and monitoring	18
Our DEI Strategy at a glance	22
Appendices	24

Message from the Commissioner

Our vision at FRV is to be a modern, professional and inclusive fire and rescue service.

As Fire Rescue Commissioner, I am deeply committed to supporting our people, who are essential to realising this vision. Only together, can we create an organisation where everyone feels empowered to thrive and be their best. An organisation where diverse voices are heard and valued.

Fire Rescue Victoria's (FRV) inaugural Diversity, Equity and Inclusion Strategy 2025-2032 (DEI Strategy) outlines the actions we will collectively take to build a psychologically safe, inclusive and respectful workplace.

Our DEI Strategy directly supports our implementation of the FRV Strategic Plan 2022-32, FRV Outcomes Framework and the *Fire Services Reform implementation plan* – all of which recognise the importance of building a culture of inclusivity in creating a modern fire and rescue service that is trusted by Victorians.

The DEI Strategy is centred on the foundations of leadership, culture, people and community and prioritises the experience and needs of our people. Importantly, it was designed with their input and reflects our organisational values – respect, teamwork, accountability, integrity and a commitment to serving our community.

Together, we have an opportunity through our DEI Strategy to make both meaningful and generational change. I have no misconceptions of the work ahead of us to prevent and address behaviours that detract from our values and erode our culture. We all have a role to play in creating the FRV we want to leave for those who follow.

I am confident that with this DEI Strategy we will create the FRV we all want for the future – a psychologically safe, respectful and inclusive organisation that provides exemplary fire and rescue services across Victoria and truly reflects the diversity of the communities we serve.

I look forward to reporting on our achievements.

A handwritten signature in dark blue ink, reading "Gavin Freeman". The signature is fluid and cursive, with a long horizontal line extending to the right.

Gavin Freeman AFSM
Commissioner
Fire Rescue Victoria



Strategic context

Strengthening our future

FRV is unwavering in its commitment to building a modern, inclusive and resilient fire and rescue service – one that not only reflects, but actively strengthens the diverse communities we serve. Our DEI Strategy aligns with the FRV Strategic Plan 2022–32, reinforcing our mission to drive safer, stronger and more connected communities.

The DEI Strategy is informed by the lived experiences and the expectations of our people, engagement with key stakeholders and an evolving external landscape. It is designed to ensure that FRV not only meets its legislative and strategic obligations but also leads with authenticity, accountability and impact.

At the heart of our Culture Transformation Plan, which supports the DEI Strategy, is the principle of 'everyday trust' — the foundation of strong relationships within our workforce and with the communities we serve. Diversity, equity and inclusion are central to fostering this trust, ensuring that every individual within FRV can thrive, contribute and feel a sense of belonging.

By harnessing the power of our differences and embedding a culture of respect, fairness and inclusion, we are securing the future-readiness and resilience of our workforce. This commitment ensures FRV remains agile, responsive and prepared for evolving challenges, while fostering a workplace that is not only trusted by, but truly representative of, the communities we serve.

The DEI Strategy translates this commitment into action, delivering targeted initiatives and tailored action plans that reinforce our dedication to a safe, inclusive and values-driven organisation. Through this work, we are shaping a fire and rescue service where diversity is a catalyst for excellence, trust is earned through action, and every individual is empowered to make a lasting impact.



FRV Values:

- We serve the **Community**
- We value **Teamwork**
- We have **Integrity**
- We show **Respect**
- We are **Accountable**

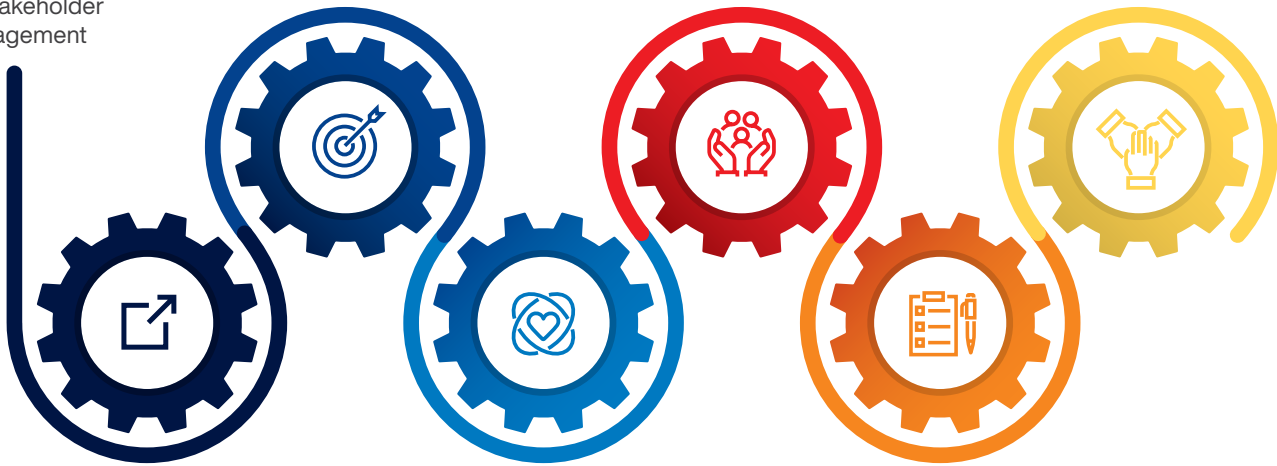
Internal drivers

Experience & expectations of our people and stakeholder engagement

FRV Strategic Plan

DEI Strategy

A thriving, resilient workforce, strengthened by our differences



External drivers

Community and government expectations

Culture Transformation Plan

Tailored action plans for priority diversity groups

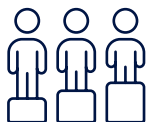
What is diversity, equity and inclusion?¹



Diversity

Do we have the right people in the room?

Diversity is what makes each person unique and includes our backgrounds, personality, life experiences, generational experiences and beliefs. It is a combination of the visible and invisible differences that shape our experience of the world.



Equity

Do we all have the same conditions in the room?

Equity recognises that each person has different circumstances and allocates the resources and opportunities needed to reach an equal outcome.



Inclusion

Are all ideas heard in the room?

Inclusion respects and values the inherent worth and dignity of all people. Inclusion occurs when people feel a sense of belonging regardless of their personal characteristics, circumstances or background

“It means equity in opportunity, access and treatment. It’s about having a workforce that's representative of our community; a workplace that's free from conscious, unconscious and systemic bias; providing accommodations and support to enable people to do their roles and perform at their best.”²

¹ See Appendices for a full list of definitions relevant to the DEI Strategy.

² FRV Gender Equality Act Focus Group participant contributions, 2022

The opportunity to strengthen our foundations and thrive

Our growth and aspirations are strengthened by foundations of effective leadership, a focus on continuous improvement and by providing a psychologically safe working environment.

FRV's primary purpose is to keep Victorian communities safe. To achieve this, we need to be as diverse and varied as the communities we serve. Achieving inclusion, as a diverse organisation, benefits our people, organisation and our community.

It makes us stronger, more effective and more reflective of the communities we serve by:

Creating a thriving workforce and rewarding employee experience

When we prevent and reduce the risk of bias, exclusion and discrimination, we can provide the best experience and support our people's wellbeing.

We have a proud and longstanding history of service to the community, enabled by our culture of teamwork and trust. We also acknowledge that we have more to do to prevent and address behaviours that detract from our values and erode our culture.

FRV recognises behaviours that positively contribute to building our culture. We are deeply committed to building a workplace that is psychologically safe, inclusive and respectful for all our people.

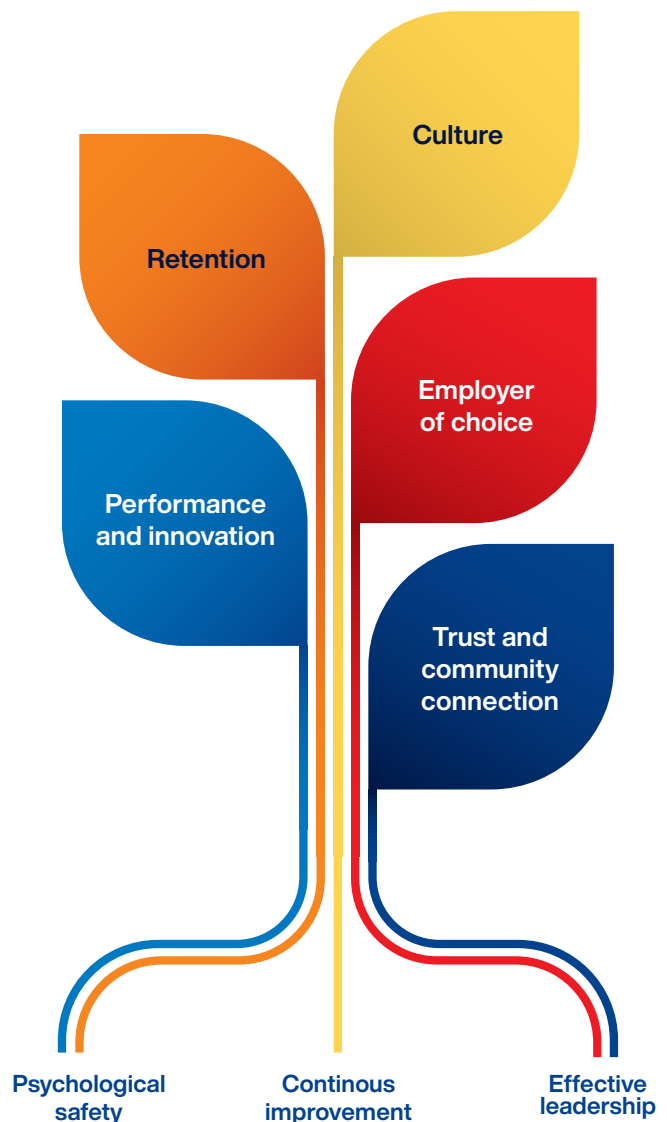
Increasing workforce performance and effectiveness

When people can be their authentic self and feel like they belong, we are truly capable of reaching our potential as an organisation. Diversity of skills, ability, identity and experience increases innovation, performance and service to the community.

We will continue to make progress towards being an organisation reflective of the community we serve, and work to reduce the systemic barriers that still exist to inclusion.

Increasing community resilience and trust

To meet the ever-changing needs of the Victorian community, we need to better understand who they are and the challenges they face. When we reflect the community we serve, we continue to build trust and capability, and enable more inclusive community engagement and service provision.



Our DEI Strategy

Vision

Thriving workforce, strengthened by our differences

To be a modern, inclusive and professional fire and rescue service where diversity is an asset, inclusion is a lived experience, and every individual feels valued, supported and empowered to contribute their unique perspectives and talents.

Mission

Create an inclusive culture at FRV by embedding trust, equity and respect into our daily actions and decisions, ensuring our people and the communities we serve feel safe, represented and empowered.

DEI Strategic pillars



Leadership

Adaptable and accountable

We have adaptable, accountable and values-led leadership, role-modelling the desired behaviours.



Culture

Inclusive and values-driven

We have a psychologically safe and inclusive workplace culture where everyone can be their authentic self and feel they belong.



People

Diverse, thriving and empowered

We are a diverse and thriving workforce that represents the community we serve and we are empowered to contribute fully.



Community

Trusted and agile

We are a modern and trusted fire and rescue service that has the agility and capability to best meet the needs of all Victorians.

Priority diversity groups

We prioritise six diversity groups and their intersectionality based on a greater risk of discrimination, exclusion and other systemic barriers in the workplace and in society.

Women



Aboriginal and Torres Strait Islander peoples



Multicultural people



People with disability



LGBTQIA+ people



Children, youth and mature-aged people



Our principles for implementation

People-centred and values-based

We will deliver fit-for-purpose initiatives that are receptive and responsive to the unique needs of our people and aligned to our organisational maturity. We will deliver initiatives that are guided by our values.

Sustainable and agile

We will deliver initiatives that engage our people with dignity, care and respect, and strive to deliver meaningful and sustained outcomes. We tailor and adapt our services to meet the needs of Victoria's diverse communities, including those most vulnerable.

Evidence based

We will use good practice, data and insights to create impactful solutions. We will be informed by the voice of our people and key stakeholders through meaningful engagement and consultation.

Intersectional

We will take an intersectional approach and recognise that our people's lives and experiences are shaped by different aspects of their identity and diversity.

Equity based

We will take an equity-based approach, giving our people the support, access and opportunities that enable them to thrive.

“We're a public service organisation, and it's important to reflect society; diversity increases resilience both in the community and at work; it makes FRV more capable, more relevant and more efficient to serve the community in every aspect; for FRV to succeed in future, the staff demographic needs to reflect the community it serves”.³

³ FRV Gender Equality Act Focus Group participant contributions, 2022

Pillar 1

Leadership



Adaptable and accountable

We have adaptable, accountable and values-led leadership, role-modelling the desired behaviours.

Objectives and key initiatives

Build leadership capability for inclusion

- 1.1 The inclusion of DEI-related key performance indicators (KPIs) into performance plans of Executive Officers
- 1.2 The establishment of a FRV DEI governance structure and resource plan to support effective implementation of the DEI Strategy and associated action plans
- 1.3 The delivery of DEI leadership training to support a capability uplift

Strengthen sector collaboration

- 1.4 Continue to collaborate with CFA on developing a psychologically safe and inclusive culture across both agencies
- 1.5 Participate in cross-sector initiatives such as Champions of Change Coalition and Emergency Management Victoria

High level success indicators

- 100% of Executive Officers have DEI-related KPIs
- 80% of leaders have undertaken DEI training
- Our learning and development program provides opportunities for our people to build their diversity and inclusion capability
- FRV's commitment to DEI is communicated internally and externally
- FRV DEI governance structure and resource plan is established, and progress is reviewed twice a year
- DEI-related actions are included within FRV's Annual Report and directorate business plans
- We will actively meet our requirements under the *Gender Equality Act 2020 (Vic)*, our commitment with the Reconciliation Action Plan (RAP) 2022–24 and our Child Safety Framework and be publicly accountable for our success
- Regular meeting schedule between FRV and CFA has been established and FRV continues to be an active contributor in cross-sector initiatives

Pillar 2

Culture



Inclusive and values-driven

We have a psychologically safe and inclusive workplace culture where everyone can be their authentic self and feel they belong.

Objectives and key initiatives

Foster a culture of belonging

- 2.1 Delivering year-round fit for purpose DEI training and learnings to help create a psychologically safe and inclusive workplace culture (addressing bias, inclusive language and behaviour, and bystander action)
- 2.2 Continue to deliver the workplace behaviour training program
- 2.3 Embed 'everyday trust' into daily practices through training, workshops, and storytelling that highlight diverse perspectives
- 2.4 Promoting education and awareness by supporting selected awareness days such as International Women's Day, NAIDOC Week, International Day for the Elimination of Racism, International Day of People with Disability and IDAHOBIT Day

Promote equity and inclusion in our valued ways of working by

- 2.5 Reviewing and embedding DEI principles into our policies, systems, processes, practices and worksites

High level success indicators

- 50% (or minimum 30% critical mass) of our people have completed DEI foundational training and the number of people taking effective bystander action increases
- Completion numbers of our people undertaking workplace behaviour compliance training increases and complaints decrease over time
- Results of policy, process and worksite reviews and inclusion gap analysis are addressed, helping to make DEI business as usual
- Inclusion calendar and associated participation briefs developed and implemented
- Engagement with awareness raising events has increased and our people demonstrate improved knowledge and awareness of others with diverse backgrounds

Pillar 3

People

Diverse, thriving and empowered

We are a diverse and thriving workforce that represents the community we serve and we are empowered to contribute fully.



Objectives and key initiatives

Enhance workforce diversity

- 3.1 Reviewing and enhancing recruitment, onboarding, development, and promotion processes and practices with a focus on reducing bias, working towards community representation and adopting an intersectional approach
- 3.2 Establishing inclusive support networks for our allies and our people who belong to underrepresented groups in the workplace
- 3.3 Implementing a system that enables the voluntary sharing of demographic diversity data from our people, tracking trends over time
- 3.4 Continuing to provide tailored support for individuals, teams and directorates, including through Women Support Coordinators, with a focus on intersectionality, retention and employee lifecycle transition points

High level success indicators

- FRV's workforce demographic baseline is established and gradually becomes more representative of the community
- The all-inclusive support networks are established and become a trusted engagement mechanism for DEI at FRV
- Quarterly reporting of deidentified employee diversity data and other HR metrics demonstrate a positive shift in workforce demographics
- Improvement is shown in annual reporting on intersectional inclusion data broken down by each priority diversity group compared with overall survey data
- DEI needs of our people and directorates are supported in a timely and effective way
- Special measures recruitment and employment processes are established
- Women Support Unit continue to expand programs and partnerships to increase recruitment, retention and promotion of women firefighters

Pillar 4

Community



Trusted and agile

We are a modern and trusted fire and rescue service that has the agility and capability to best meet the needs of all Victorians.

Objectives and key initiatives

Build agile and responsive services

- 4.1 Undertaking community engagement activities to create trust and build shared understanding
- 4.2 Tracking community perception/satisfaction data regarding FRV service provision, including people from groups that are at greater risk of discrimination and exclusion in society
- 4.3 Participating in benchmarking initiatives to develop a positive reputation as an employer of choice for people from groups that are at greater risk of discrimination and exclusion in society
- 4.4 Intersectional needs are considered by FRV when developing new worksites, programs, products, policies and services we provide to the Victorian community
- 4.5 Supporting and leveraging our Multicultural Liaison Officers and Women Support Unit in engaging with diverse community groups

High level success indicators







- Community engagement initiatives are tailored, effective and well-regarded
- Community perception data of FRV is positive, from members of groups that are at greater risk of discrimination and exclusion in society

To create a workplace that is inclusive of our community, we commit to:

- completing at least one national bench-marking tool (i.e. Diversity Council Australia's Inclusion@Work Index, Australian Disability Network's Access and Inclusion Index, Australian Workplace Equality Index, etc) over the life of our DEI Strategy
- incorporating the needs of people from groups at greater risk of discrimination and exclusion for new worksites, products, policies and services.

Tailored action plans for growth

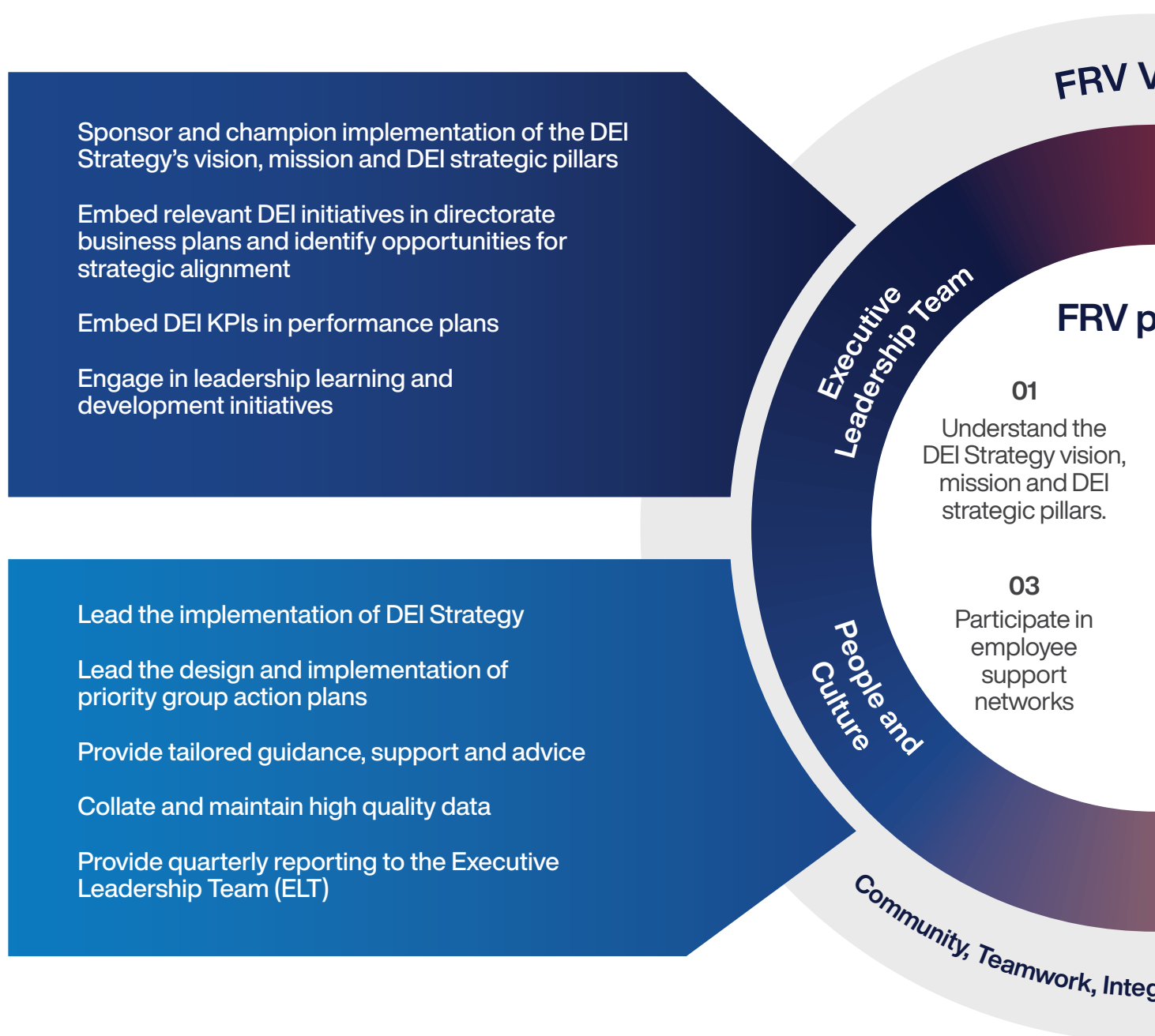
In addition to the objectives and key initiatives outlined under the DEI strategic pillars, our DEI Strategy will include tailored action plans for priority diversity groups that will detail specific objectives, initiatives and measures of success.

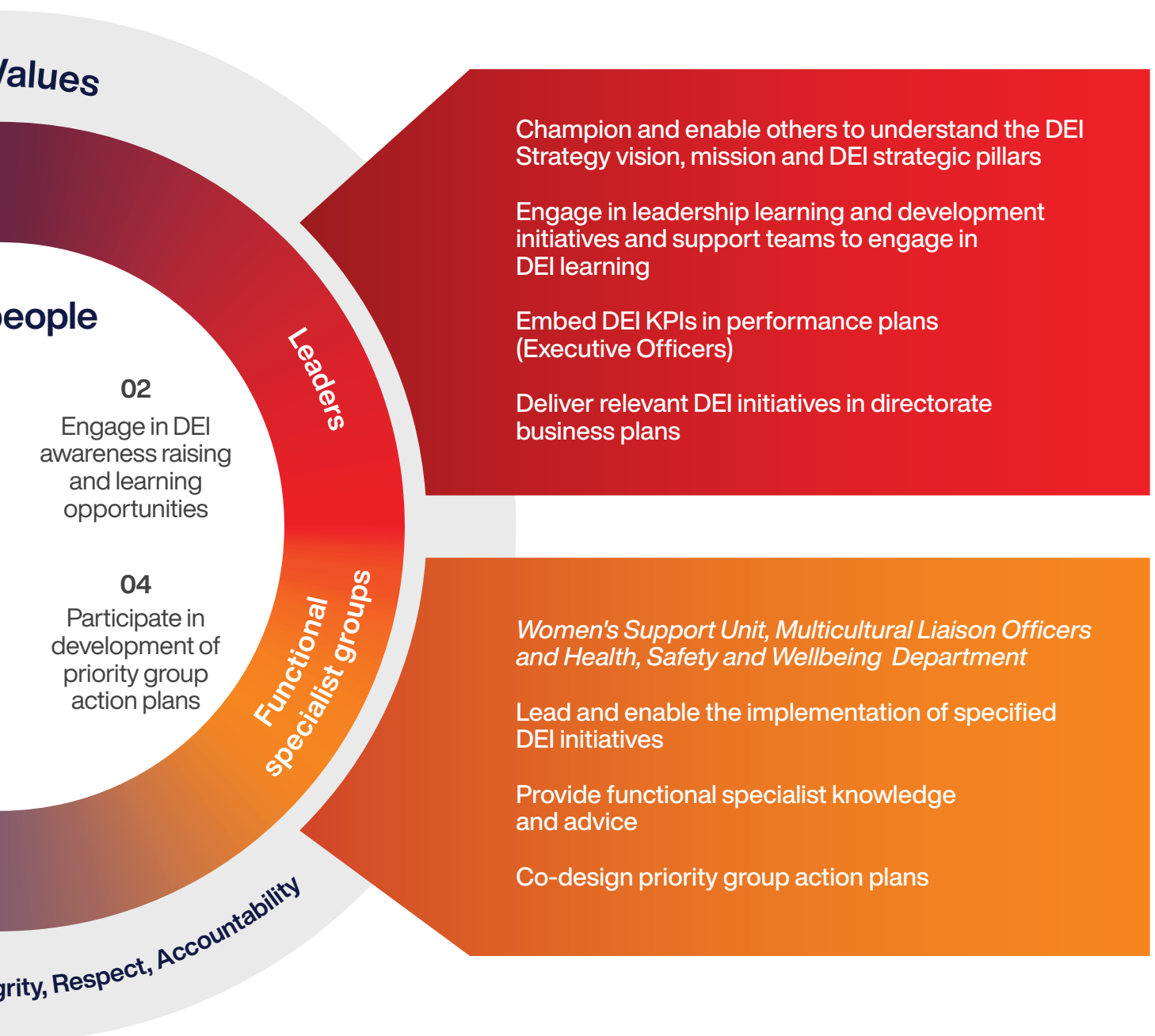
<p>Women</p>  <ul style="list-style-type: none"> Increasing women's representation at all levels Reducing the gender pay gap Exploring flexibility Building leadership capability Enabling the Women's Support Unit Delivering the Gender Equality Action Plan Continuing gender impact assessments 	<p>LGBTQIA+ people</p>  <ul style="list-style-type: none"> Delivering LGBTQIA+ inclusion training Maintaining Pride in Diversity membership Enhancing recruitment, retention and promotion Enhancing community engagement and visibility 	<p>Aboriginal and Torres Strait Islander peoples</p>  <ul style="list-style-type: none"> Delivering the Reconciliation Action Plan Increasing awareness and cultural safety Enhancing recruitment, retention and promotion Strengthening community partnerships and trust
<p>Children, youth and mature-aged people</p>  <ul style="list-style-type: none"> Ensuring compliance with Child Safe Standards Delivering child safety training Supporting retirement readiness Capturing and transferring knowledge 	<p>Multicultural people</p>  <ul style="list-style-type: none"> Delivering multicultural and inter-faith awareness training Enhancing recruitment, retention and promotion Promoting community engagement Supporting the Multicultural Liaison Officers 	<p>People with disability</p>  <ul style="list-style-type: none"> Delivering disability confidence training Enhancing recruitment, retention and promotion Engaging in Australian Disability Network membership Establishing supports for workplace adjustments

Our responsibilities, implementation and monitoring

Responsibilities

Achieving the vision of our DEI Strategy is the responsibility of all our people, with our values guiding our actions.





Implementation

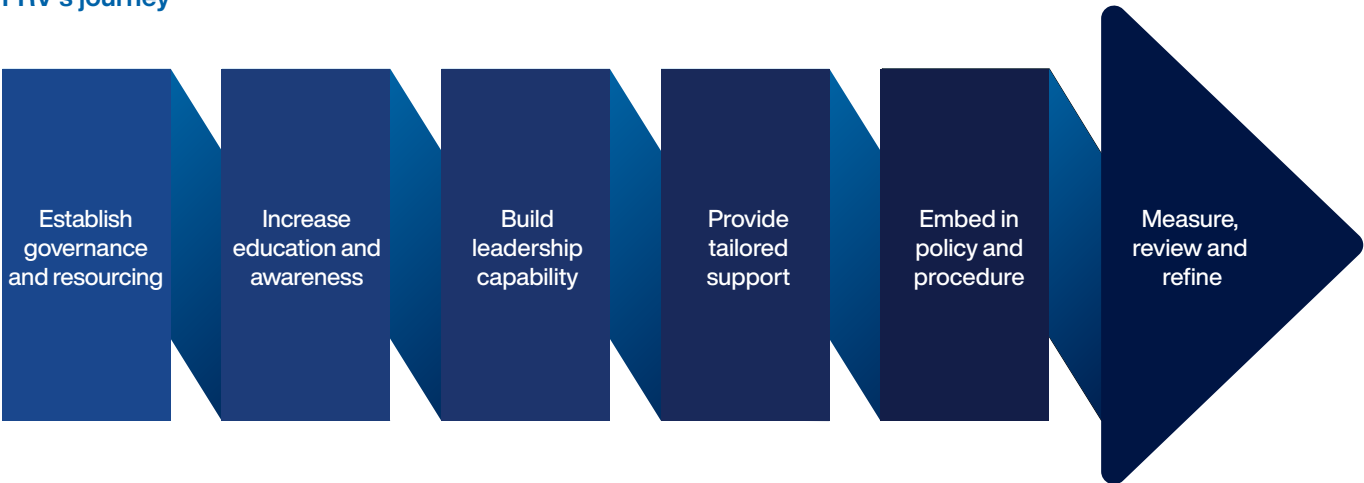
The DEI Strategy will be embedded in our policies, procedures and culture, as well as the services and programs FRV provides to Victorians. Our People and Culture Directorate will support our leaders and people to embed this work within annual business plans. A high-level implementation roadmap has been designed to support FRV’s journey as we grow.

Specific outputs and outcomes for each initiative will be outlined in the implementation plan.

Progress reports will be provided quarterly to FRV’s ELT, along with regular employee updates and an annual progress summary.

A midpoint review of the DEI Strategy will be undertaken in 2028 to assess the impact of our actions.

FRV's journey



Monitoring

			
Leadership	Culture	People	Community
Evaluate leaders on their contribution to fostering an inclusive culture. Participation rates in DEI leadership training.	Insights from data obtained through employee engagement activities, including perceptions of belonging and trust through surveys. Participation rates through engagement activities.	Reporting workforce diversity composition in FRV’s Annual Reports. Monitor representation in recruitment activities and across all levels of the organisation.	Collect and respond to feedback on trust and inclusivity from diverse community groups.
			

Initiatives

	Year							
	25	26	27	28	29	30	31	32
Include DEI related KPIs in Executive Officer performance plans	●	●	●	●	●	●	●	●
Establish a FRV DEI governance structure and resource plan	●	●						
Design and deliver inclusive leadership training	●	●	●		●	●		
Continue inter-agency collaboration	●	●	●	●	●	●	●	●
Deliver year-round DEI training and learning opportunities	●	●	●	●	●	●	●	●
Deliver workplace behaviour training	●	●	●			●	●	
Promote education and awareness through days of significance	●	●	●	●	●	●	●	●
Embed DEI principles in policies, systems, processes, social procurement and worksite design	●	●	●	●	●	●		
Review and enhance recruitment processes	●	●	●	●	●			
Establish inclusive employee support networks	●	●	●					
Establish systems that enable the voluntary sharing of demographic diversity	●	●						
Provide tailored support for individuals, teams and directorates	●	●	●	●	●	●	●	●
Deliver community engagement activities	●	●	●	●	●	●	●	●
Track community perception data	●		●	●		●	●	
Participate in benchmarking initiatives	●	●			●	●		
Consider intersectional needs in new worksites, programs, products, policies and services	●	●	●	●	●	●	●	●
Support and leverage FRV's Multicultural Liaison Officers and Women's Support Unit	●	●	●	●	●	●	●	●

Scoping and design ●

Implementation ●

Our DEI Strategy at a glance

Thriving workforce, strengthened by our differences

External drivers

- Legislation
- Government expectations
- Community expectations
- Sector stakeholders
- Industry best practice methodologies

Intersectional initiatives



Leadership

- Adaptable and accountable**
- DEI-related key performance indicators (KPIs) in Executive Officer performance plans
 - Establish a FRV DEI governance structure and resource plan
 - Deliver DEI leadership training to support a capability uplift
 - Collaborate with CFA on developing a psychologically safe and inclusive culture across both agencies
 - Participate in cross-sector fire and emergency service initiatives



Culture

- Inclusive and values-driven**
- Deliver year-round DEI foundational training and learning opportunities
 - Deliver year-round workplace behaviour training
 - Embed 'everyday trust' into daily practices
 - Promote education and awareness
 - Review and embed DEI principles into our spaces, policies, systems, processes and practices

Guiding principles

People-centred
and values based

Sustainable

Priority diversity groups

Women



LGBTQIA+ people



Aboriginal and Torres
Strait Islander peoples





People

Diverse, thriving and empowered

- Review and enhance recruitment, onboarding, development and promotion processes and practices
- Establish inclusive employee support networks
- Establish systems that enable the voluntary sharing of demographic diversity data and inclusion data
- Provide tailored support, including through the Women's Support Unit



Community

Trusted and agile

- Deliver community engagement activities to create trust and understanding
- Track community perception/satisfaction data regarding FRV service provision
- Participate in benchmarking initiatives to assist FRV to develop a reputation as an employer of choice
- Consider intersectional needs when developing new spaces, programs, products, policies and services
- Support and leverage FRV's Multicultural Liaison Officers and Women's Support Coordinators

Internal drivers

Values

FRV Strategic Plan

Culture Transformation Plan

Strategic Workforce Plan

Commissioner's Intent

Reputation as a trusted community service provider

Employee expectations

Policies and procedures

Multi-generational workforce

Evidence based

Intersectional

Equity based

Children, youth and mature-aged people



Multicultural people



People with disability



Appendices

References

Our DEI Strategy is informed by the following Victorian Government reports:

- *Inclusive Victoria: state disability plan 2022–26*
- *Ending family violence: Victoria's plan for change*
- *Getting to work: Victorian public sector disability employment action plan 2018–25*
- *Safe and strong: a Victoria gender equality strategy*
- *Victorian Aboriginal affairs framework 2018–23*
- *Pride in our future: Victoria's LGBTIQA+ strategy 2022–32*
- *Victoria's multicultural policy statement*
- *Respectful workplaces framework: for Victorian public service departments and Victoria Police*

More broadly, the DEI Strategy will support FRV's full compliance with Commonwealth and Victorian legislation:

- *Age Discrimination Act 2004* (Cth)
- *Charter of Human Rights and Responsibilities Act 2006* (Vic)
- *Child Wellbeing and Safety Act 2005* (Vic)
- *Disability Discrimination Act 1992* (Cth)
- *Equal Opportunity Act 2010* (Vic)
- *Gender Equality Act 2020* (Vic)
- *Modern Slavery Act 2018* (Cth)
- *Occupational Health and Safety Act 2004* (Vic)
- *Racial Discrimination Act 1975* (Cth)
- *Sex Discrimination Act 1984* (Cth)
- *Sex Discrimination and Fair Work (Respect at Work) Amendment Act 2021* (Cth)

Key concepts and definitions

Discrimination

Discrimination refers to when a person, or a group of people are treated less favourably than another person or group because of their background or certain personal characteristics. This is known as 'direct discrimination'. Discrimination is also present when a rule or policy has the effect of disadvantaging some people because of a personal characteristic they share. This is known as 'indirect discrimination'.

Diversity

Diversity refers to what makes us unique – our background, personality, thinking style, life experiences, and beliefs that shape our perspective and our approach. This is what is often referred to as 'diversity of thought'. Diversity includes our age, sex, gender identity, intersex status, ethnicity, cultural and/or linguistic background, religion, disability status, family or caring responsibilities, socio-economic background, education and other differences.

Equality

Equality is treating every individual in the same way, irrespective of requirements and circumstances. The problem is that equal treatment of everyone can only promote fairness if everyone starts from the same place, which is traditionally not the case for those who belong to under-represented groups.

Equity

Equity provides everyone with what they need to be successful. It involves treating everyone fairly, based on their requirements and circumstances. Some examples include providing workplace adjustments for FRV employees, creating specific support groups, special measures positions, employment programs for specific groups of people, and providing mentoring and/or sponsorship opportunities for specific groups of people who are under-represented in the workplace and at greater risk of discrimination and exclusion in society.

Inclusion

Inclusion refers to an active process of change or integration, as well as an outcome, such as a feeling of belonging. Inclusion recognises, respects and values the inherent worth and dignity of all people. It is about creating work environments that include everyone and exclude no-one. Inclusion is the key to leveraging diversity of thought as it provides our employees with the confidence to be their authentic selves at FRV and contribute fully to the organisation's success.

Inclusive environments

Inclusive environments refer to us all being willing to think beyond ourselves and our own needs and actively 'put ourselves in someone else's shoes', by challenging our inherent unconscious bias and seeing the environment from another's perspective. This is an active choice and a shared responsibility. It is not created by someone else – it is created by all of us, with our individual actions every day.

Psychological safety, coupled with inclusive environments, enables all employees to bring their whole selves to FRV and facilitates the willingness of people to contribute their ideas and diversity of thought for better outcomes.

Intersectionality

There are multiple aspects to a person's identity so it's important that we understand that everyone's experiences (including our own) are shaped by multiple factors including our age, ethnicity, cultural and/or linguistic background, religion, gender identity, sexual orientation, disability status, socio-economic background, education level, etc. The overlap or combination of differences makes up a person's unique identity.

Intersectionality refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and exclusion. It also refers to the many lenses FRV must view our services, programs and policies through in order to ensure they are meeting the needs of all Victorians. This is what we mean when we say we take an 'intersectional approach' to our work.

Multicultural

Multicultural refers to people who are from culturally, religiously and/or linguistically diverse backgrounds. It recognises the rich tapestry of diversity that exists within our communities, including cultural identity, language, country of birth, religion, heritage/ancestry, national origin and/or race, colour.

Organisational maturity

Organisational maturity refers to the developmental stages organisations move through to create more inclusive environments. At the more foundational maturity levels, diversity and inclusion are seen as compliance or programmatic and are typically led by our Legal or Human Resources Departments. As the level of organisational maturity increases, inclusion and diversity are seen as leader-led and are integrated into business as usual.

Privilege

Sometimes bestowed at birth and sometimes earned, 'privilege' refers to the special rights, advantages or immunity granted or available only to a particular person or group. Our commitment to equity begins by acknowledging privilege. We need to be able to recognise our own individual and collective privilege in order to better understand and respond to the unique needs of others and the needs of our community.

Protected attributes

Under the *Fair Work Act 2009* (Cth), it is unlawful to discriminate on the basis of a number of protected attributes. These attributes include race, colour, sex, sexual orientation, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction, social origin, breastfeeding, gender identity, intersex status.

Psychological safety

Psychological safety refers to the belief that you will not be punished, rejected or humiliated in a particular role or setting. It defines a climate where people are comfortable being and expressing themselves. This allows for moderate risk-taking, creativity and sharing of opinions in a respectful way without fear of negative repercussions.

Improving psychological safety has an even greater impact on people who are members of under-represented groups in the workplace, who may experience greater risk of exclusion and discrimination, as they often feel reluctant to speak up in environments where they do not see themselves represented or represented in leadership. Psychological safety increases with greater inclusion and increased psychological safety leads to better retention in the organisation.

