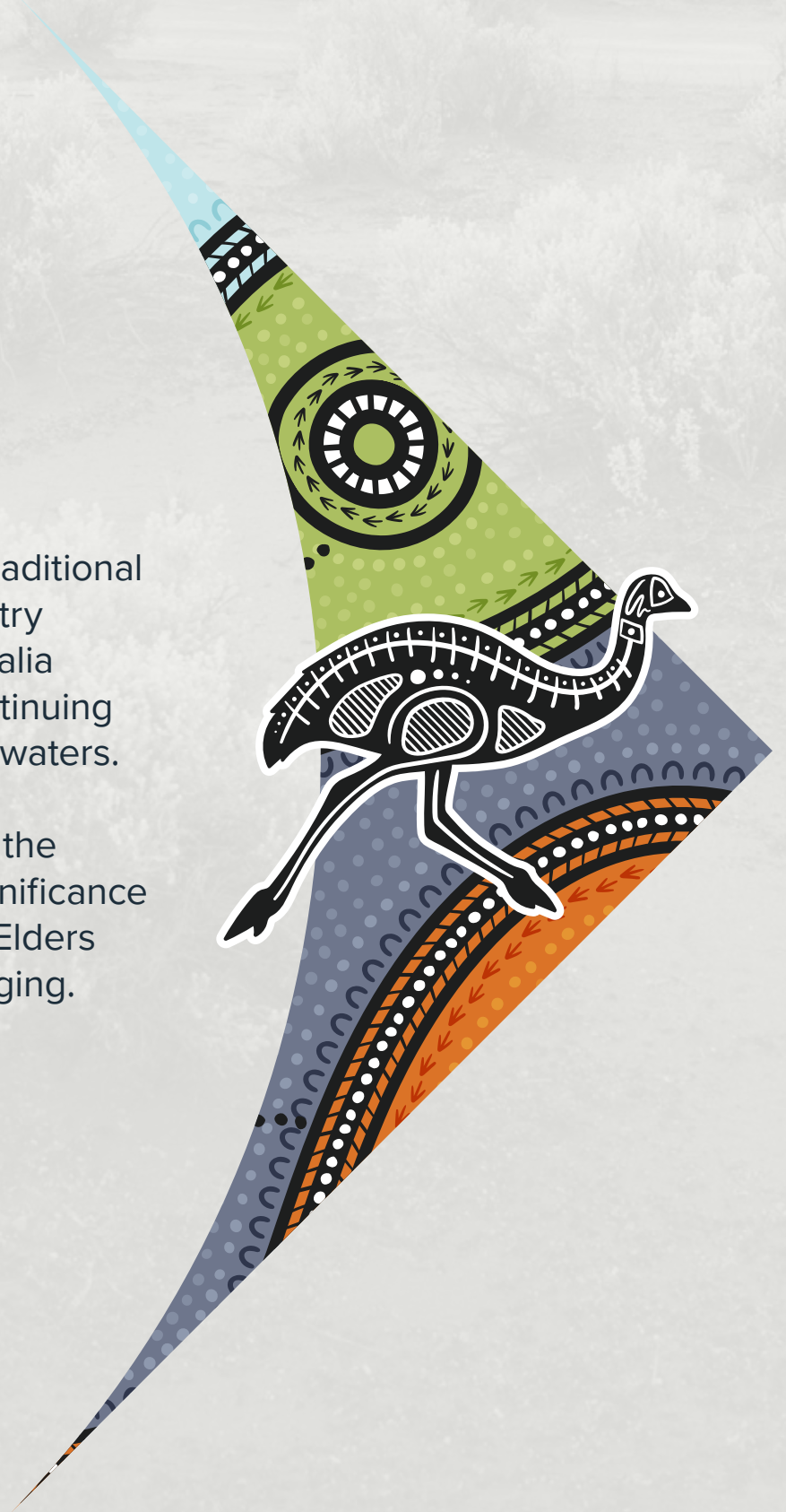# Diversity, Equity and Inclusion Strategy

2024–2026

Government of South Australia
Department for Infrastructure
and Transport

Build. Move. Connect.

We acknowledge the Traditional Custodians of the Country throughout South Australia and recognise their continuing connection to land and waters.

We pay our respects to the diversity of cultures, significance of contributions and to Elders past, present and emerging.

Contents

Introduction

The Department for Infrastructure and Transport's (DIT) Diversity, Equity and Inclusion (DEI) Strategy 2024–2026 recognises our progress and achievements to date and sets the direction for our continued progress towards developing a diverse, equitable and inclusive workplace where everyone belongs.

We value the diversity of the customers and community we serve, and the diversity of our employees within the Department.

Our CHEER values are at the heart of our approach to DEI and the delivery of services to the community of South Australia.

Our CHEER values
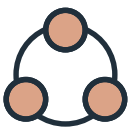
Collaboration

We work collaboratively as one team to service our community.

This means our diversified teams work together to achieve our shared goals.

Honesty

We are honest, open and act with integrity.

This means we are truthful, sincere and transparent in our decision making and act at all times in such a way as to uphold the trust of the people we work with.

Excellence

We are committed to excellence in everything we do.

This means we use our energy, skills and resources to deliver outstanding outcomes.

Enjoyment

We enjoy our work and recognise our success.

This means we have fun at work, celebrate our achievements and foster an environment where our people can thrive.

Respect

We respect, understand and value ourselves and every person in our business.

This means we listen, embrace diversity in others and have a consistent application in our approach to one another.

Our strategic vision

Our vision for DEI is underpinned by four key impact areas which build on our workplace culture.

Our workforce reflects the communities we serve

Reflecting the communities we serve in our workforce is essential to delivering services which meet the needs of our diverse community.

Our vision for the future

We will focus on communicating the importance of diversity to the communities we serve and providing greater transparency of the diversity in our workforce.

Equitable employment and career progression opportunities

Enabling equitable employment and career progression opportunities for all employees including those with diverse backgrounds is crucial to ensuring that barriers to employment and career development are removed.

Our vision for the future

We will investigate and address barriers to employment, career progression and succession for people with diverse backgrounds.

Fostering a workplace culture where everyone belongs

A workplace culture where everyone belongs starts with a physically and psychologically safe workplace environment, where employees can bring their fullest selves to work.

Our vision for the future

We will continue to build our culture by progressing gender equality, furthering proactive leadership, celebrating diversity days of significance and saying no to racism.

A fair and safe workplace with inclusive policies, procedures and resources

Our policies, procedures and resources formally support our staff to be treated fairly.

Our vision for the future

We will continue to develop policies, procedures and resources that support a diverse, equitable and inclusive workplace.

Our commitment

Our commitment to DEI demonstrates how our people strategy aligns to our business strategy to ensure our workforce reflects the communities we serve and provides a safe and inclusive workplace for all.

Workforce diversity

We ensure the recruitment, retention and progression of our workforce is reflective of the diverse community, including our clients and customers.

Organisational capability

We increase organisational capacity to identify, reflect on and address barriers to DEI by creating inclusive processes, policies and practices that meet the diverse needs of our people and the community.

Workforce capability

We develop and maintain workforce skills and capabilities that are aimed at providing culturally safe and inclusive environments for our people.

Reporting and evaluation

We monitor, report and evaluate our progress in relation to diversity, equity and inclusion and continually improve our strategies as appropriate.

Our journey so far

Creating a diverse, equitable and inclusive workplace is an ever-evolving journey.

We have established and continue to support several employee-led initiatives to foster and maintain a safe and supportive workplace where our employees can bring their fullest selves to work without fear of discrimination.

In 2018, we established six Communities of Practice across six diversity areas, led by employees and executive leaders to be accountable for DEI.

In 2024, our Respect and Acceptable Behaviours in the Workplace Policy (DP183) was approved, further supporting our commitment to a safe, equitable workplace for everyone.

Below is a snapshot of what we have achieved on our journey so far in creating a diverse, equitable and inclusive workforce.

Our achievements

Culture and Language

Cultural and linguistic diversity is an important factor in our workplace, where we value the uniqueness of all cultural backgrounds.

Achievements

- Annual Harmony Day celebrations
- Inclusion of prayer/reflection rooms across DIT office sites
- Racism. It Stops With Me campaign and employee-led network
- Stretch Reconciliation Action Plan
- Special leave provisions for cultural obligations and responsibilities
- Aboriginal and Torres Strait Islander Peer Support Officer program
- Four step Cultural Awareness Footprint program
- Aboriginal artwork embedded across DIT offices
- All meeting rooms named after Aboriginal and Torres Strait Islander peoples and Elders located in our primary corporate office, 83 Pirie Street
- Annual Reconciliation Week recognition
- Annual NAIDOC Week celebrations.

Domestic and Family Violence Support

A commitment to an organisational culture that demonstrates zero tolerance of violence towards anyone.

Achievements

- White Ribbon accredited since 2016
- Domestic and Family Violence special leave provisions
- Active contributions to the Share the Dignity campaign
- Disclosure of Family and Domestic Violence Training for managers
- White Ribbon online training for employees and managers
- Financial literacy lunch box sessions
- Mental Health Awareness Week lunchbox session recognising the impact of violence on employee wellbeing.

Gender

A commitment to creating an inclusive work environment for all employees, enabling equal opportunity and advancement in employment regardless of gender.

Achievements

- Flexible working arrangements made available to employees
- Paid parental leave
- Family rooms in our office workspaces for parent and caregiver responsibilities
- Women in Construction initiative
- Gender Equality and Respect Action Plan
- Women in DIT Program.

Rainbow Allies (LGBTQIA+)

Taking pride in advocating for a safe workplace for LGBTQIA+ people and their allies.

Achievements

- Annual participation in the Adelaide Pride March as part of the Feast Festival
- Inclusion of pronouns in our corporate email signature
- LGBTQIA+ awareness online training module
- Participation in IDAHOBIT day events.

Disability

Disability is not a barrier to employment. All employees have equal rights and opportunities to fully participate in society. People living with disability are valued for their important perspectives and contributions.

Achievements

- Accessible and ambulant facilities for employees with a disability across DIT offices and worksites
- Disability Access and Inclusion Plan
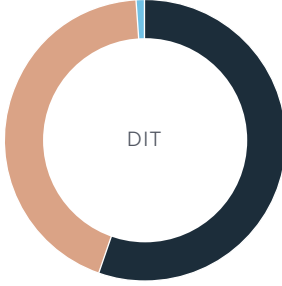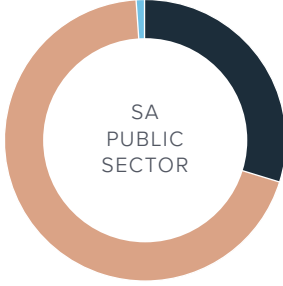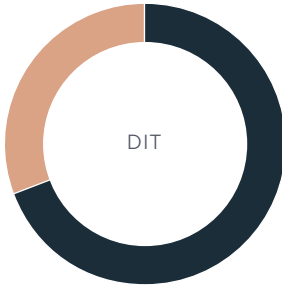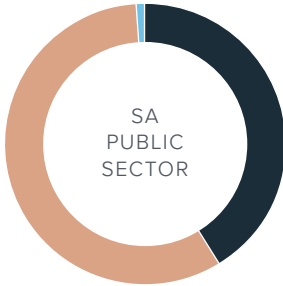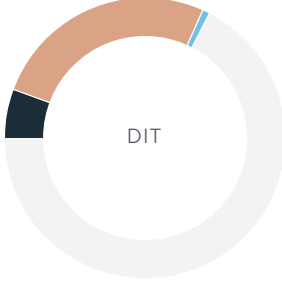- Disability awareness and inclusion online training.

Age

Having a diverse array of ages working together in the workplace provides a variety of experiences, expectations, styles and perspectives.
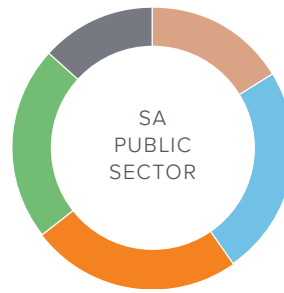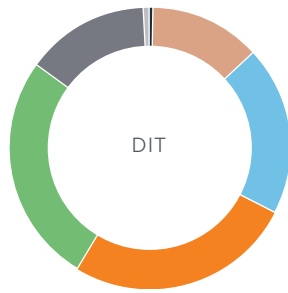
Achievements

- Diverse age-groups working across DIT
- Aboriginal and Torres Strait Islander Traineeship program
- Annual staff award category for Young Professional of the Year.
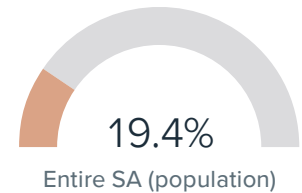
Our workforce composition

Data source	DIT	South Australia Public Sector	South Australia Community
	CHRIS21	**State of the Sector**	**Australian Bureau of Statistics (ABS)**
	April 2024	June 2023	June 2023

Gender

Employee composition

DIT

- ● Male
- ● Female
- ● Other

- ● 55.8%
- ● 44.1%
- ● <1%

SA PUBLIC SECTOR

- ● 30.2%
- ● 69.6%
- ● <1%

SA COMMUNITY

- ● 49.4%
- ● 50.6%

Executive employees

DIT

- ● Male
- ● Female
- ● Other

- ● 69.2%
- ● 30.8%
- ● 0%

SA PUBLIC SECTOR

- ● 41.5%
- ● 58.4%
- ● <1%

Employees working under part-time arrangements

DIT

- ● Male
- ● Female
- ● Other
- ● Full-time employees

- ● 5.7%
- ● 26.0%
- ● <1%

Table continues over the page

Age

DIT

- Under 20 — 0.31%
- 21–30 — 12.8%
- 31–40 — 19.5%
- 41–50 — 26.2%
- 51–60 — 26.4%
- 61–70 — 14.3%
- 71–80 — 0.6%
- Over 80 — 0%

SA PUBLIC SECTOR

- 16% (under 30)
- 24%
- 24%
- 22%
- 13% (over 60)

SA COMMUNITY

- 22.9%
- 12.9%
- 13.4%
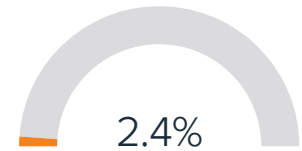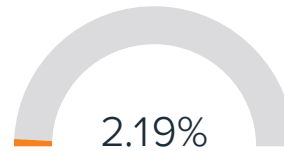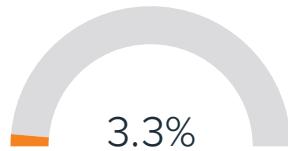- 12.2%
- 12.8%
- 11.9%
- 8.9%
- 5.1%

Legend:
- Under 20
- 21–30
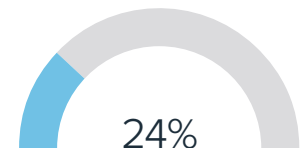- 31–40
- 41–50
- 51–60
- 61–70
- 71–80
- Over 80

Disability

DIT: 2.1%
SA PUBLIC SECTOR: 1.35%
SA COMMUNITY: 19.4% — Entire SA (population)

Aboriginal and Torres Strait Islander People

DIT: 3.3%
SA PUBLIC SECTOR: 2.19%
SA COMMUNITY: 2.4%

Born overseas

DIT: 20.3%*
SA PUBLIC SECTOR: N/A
SA COMMUNITY: 24%

LGBTQIA+

DIT: 3.72% (IW4SA, 2021)
SA PUBLIC SECTOR: 4% (IW4SA, 2021)
SA COMMUNITY: Up to 11 in 100 Australians (AHRC, 2015)**

Note: DIT workforce data from the CHRIS21 system is dependent on the personal disclosure of information to DIT and therefore is limited to the level of disclosure from individuals at the time of reporting.

*CHRIS21 only records data in regards to staff born overseas and their languages spoken at home, but not their cultural and linguistic identity. However, this provides a basis for recognising the number of employees who are culturally and linguistically diverse in our workforce.

**The ABS only records the sexual orientation of people in Australia and does not record the number of LGBTQIA+ people in South Australia. An estimate of up to 11 in 100 Australians may identify as LGBTQIA+, according to the Australian Human Rights Commission, 2015.

Our Diversity, Equity and Inclusion maturity

In analysing our DEI maturity against the Australian Human Resources Institute (AHRI) and Deloitte's Diversity & Inclusion Maturity Models:

> DIT is currently operating at level one (of three) of AHRI's and level two (of four) of Deloitte's model.
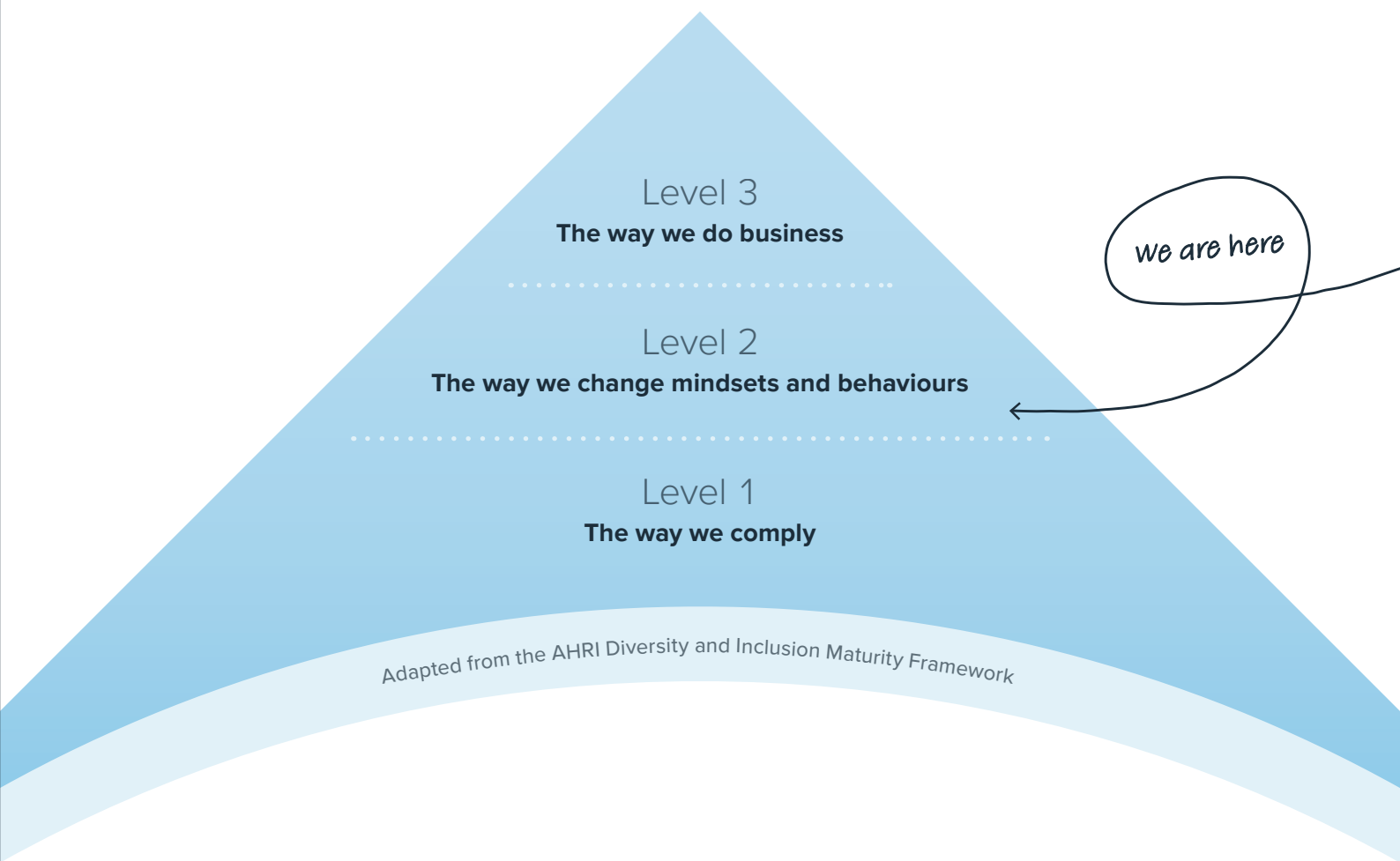
Our DEI journey will be measured against the AHRI inclusion maturity model as the nationally recognised peak body for human resource management. The AHRI model is a simplistic framework that works on three levels of organisational DEI maturity.

Level 3
The way we do business

Level 2
The way we change mindsets and behaviours

we are here

Level 1
The way we comply

Adapted from the AHRI Diversity and Inclusion Maturity Framework

These levels describe our current maturity level as being regulatory compliant with the introduction of DEI initiatives where a business case is clearly being articulated. It is noted, however, that we have already commenced moving towards the next level: having a strategy for cultural change that is supported by leadership.

In order to reach this next level of maturity, we recognise the following quantitative measures as our priorities:

- increasing our employee population who identify as female
- increasing our employee population who identify as having a disability
- increasing awareness of the intersectionality of DEI across demographic areas
- increasing awareness of the drivers of violence against all persons in the workplace and how it impacts the broader community.

Our future journey

We embed DEI into our business by:

Welcoming diversity

Building a workforce in which we represent and reflect our community through the delivery of departmental level inclusion, equity and diversity initiatives.

Championing inclusion

Enabling genuine participation by everyone through centring on the voices of people with lived experience, growing employee networks and encouraging leader-led approaches that model inclusive practice.

Designing equity

Creating an environment that is fair through inclusive recruitment campaigns and creating an equitable opportunity for development and training.

Recognising the whole person

A broad range of perspectives, approaches and ideas makes us a stronger, more creative department, and enables us to engage with and serve our community more effectively.

Creating a place to belong

Building a culture where every person feels safe, respected, included and can thrive at work.

Understanding intersectionality

We recognise that different aspects of an employee's life can cross over into different areas of discrimination impacting their ability to feel a sense of belonging at work.

Our **DEI Working Action Plan 2024–2026** provides detail about how our strategy will be realised.

How we will measure success

Measuring our workplace inclusion maturity and progress towards belonging and intersectionality will require ongoing evaluation. Multiple assessment methods will be used to gain a comprehensive understanding of our success.

Impact benchmarking

- Diversity Council of Australia Inclusion@ Work survey
- OCPSE workforce data
- People Matter Employee Survey data
- Annual employee survey data.

Self-assessment collaboration

- DEI maturity matrix
- HR Business Partner workplace health checks.

Accountability delivery

- DEI Working Action Plan 2024–2026
- Disability Access and Inclusion Plan
- Stretch Reconciliation Action Plan
- Wellbeing Framework
- Women in DIT Action Plan.

Strategic governance

Our DEI Strategy 2024–2026 is aligned to the South Australian Public Sector DEI Strategy 2023-2026, led by the OCPSE.

Our Strategy also aligns with federal and state legislation and other South Australian Government and departmental action plans.

South Australian Public Sector governance

- South Australian Public Sector Diversity, Equity and Inclusion Strategy 2023 – 2026
- South Australian Public Sector Anti-Racism Strategy 2023 - 2028
- Office of the Commissioner for Public Sector Employment
- OCPSE Disability Employment Strategy & Toolkit

DIT action plans' governance

- DEI Working Action Plan 2024–2026
- Disability Access and Inclusion Plan
- Gender Equality and Respect Action Plan
- Stretch Reconciliation Action Plan
- Wellbeing Framework
- Women in DIT Action Plan

DIT executive governance

- Executive Committee

DIT employee governance

- Department Consultative Forum
- Disability Access and Inclusion team
- Aboriginal Employment
- Reconciliation Action Committee
- Racism. It Stops with Me Committee
- Women in DIT Committee
- Age Community of Practice
- Culture and Language Community of Practice
- Disability Community of Practice
- Domestic or Family Violence Community of Practice
- Gender Community of Practice
- Rainbow Allies Community of Practice
- Mental Health First Aid Officer Community of Practice

South Australian state plans' governance

- South Australian Multicultural Charter
- South Australia's Autism Strategy 2024-2029
- South Australia's Autism Inclusion Charter 2024-2029
- South Australia's Women's Equality Blueprint 2023-2026
- Inclusive SA: State Disability Inclusion Plan

Federal legislation

- *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Fair Work (Respect at Work) Act 2021 (Cth)*
- *Disability Discrimination Act 1992 (Cth)*
- *Australian Human Rights Commission Act 1986 (Cth)*

State legislation

- *Equal Opportunity Act 1984 (SA)*
- *Disability Inclusion Act 2018 (SA)*
- *Racial Discrimination Act 1975 (SA)*
- *Racial Vilification Act 1996 (SA)*
- *Carer's Recognition Act 2005 (SA)*
- *Work Health and Safety Act 2012 (SA)*

Definitions

Belonging	"The feeling of being comfortable and happy in a particular situation or with a particular group of people and being treated as a full member of the group." (Preventive Health SA)
Culturally and Linguistically Diverse (CALD)	Refers to people from a wide range of countries, cultural groups and ethnicities. This includes people from non-English speaking backgrounds and people with different cultural norms and traditions.
Disability	The *Disability Inclusion Act 2018* defines disability in relation to a person including long-term physical, psycho-social, intellectual, cognitive, neurological or sensory impairment, or a combination of any of these impairments, which in interaction with various barriers may hinder the person's full and effective participation in society on an equal basis with others.
Diversity	Diversity refers to each person's individual characteristics and social identities. These characteristics and identities may refer to a person's skills, experiences, age, gender identity, sexual orientation, cultural background and abilities. We focus on six diversity areas, inclusive of age, cultural and linguistic diversity, disability, gender and LGBTQIA+ people. We recognise however, that diversity extends beyond these streams and includes, but is not limited to, neurodivergence, religion, socio-economic status and regional, rural or remote living.
Domestic and Family Violence	Defined as when one person in a relationship, whether it be between partners in a romantic relationship, ex-partners, carers, parents or other people who live with one another, hurts or makes another person in the relationship feel unsafe, and the behaviour is a repeated pattern.
Equity	Equity refers to fairness and justice for people from diverse backgrounds, considering that every person does not start from the same place with the same opportunities afforded to them. Equitable actions and opportunities make significant impact to addressing power and privilege imbalances.
Gender	Refers to the particular social characteristics and roles which have been associated with being a man or a woman. Such aspects are a social construct and differs from a person's sex, which is defined by one's physiological and biological characteristics. Gender is also inclusive of people who are gender-diverse, transgender, non-binary and intersex.
Gender transition and/or gender affirmation	Refers to the steps in which a transgender person takes to live authentically as who they are. This may include, but is not limited to, using their chosen name, changing one's pronouns, dress and physical appearance. Gender transition and affirmation are used interchangeably; however, every individual transgender person's experience is different and may advise of the process which is most comfortable for them.

Definitions

Inclusion	Inclusion is providing equal access and opportunity for people with diverse backgrounds, with all people working in a respectful manner in a workplace environment which is safe and supportive. The inclusion of people with diverse backgrounds leads to higher perceptions of feeling valued, being respected for who they are, being provided with fair opportunities and belonging in the workplace (Diversity Council Australia, D'Almada-Remedios & O'Leary, 2021).
Intersectionality	Defined as the overlap and intersection of a person's unique individual characteristics and social identities which can overlap with one another and create various inequalities and multiple levels of discrimination.
LGBTQIA+	Lesbian, gay, bisexual, transgender, intersex, questioning/queer and asexual. The '+' symbol acknowledges other gender and sexual identities on the rainbow spectrum that may not be covered in the acronym.
Neurodivergence	A wide range of neurological variations from the dominant societal norm (neurotypical) including people with Attention Deficit Hyperactivity Disorder (ADHD), Obsessive Compulsive Disorder (OCD), dyslexia, dyscalculia, Tourette's, synaesthesia and autism.

Note: Where not directly referenced, the above definitions have been drawn from the following sources:

- acon - A Language Guide: Trans and Gender Diverse Inclusion, 2019.
- DHS Diversity and Inclusion Style Guide, 2024.
- *Disability Inclusion Act 2018.*
- Diversity Council Australia, 2023.
- LGBTQIA Resource Center Glossary, 2024.

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More information

dit.sa.gov.au

Government of South Australia
Department for Infrastructure and Transport

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