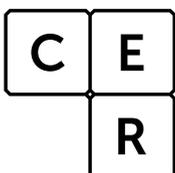




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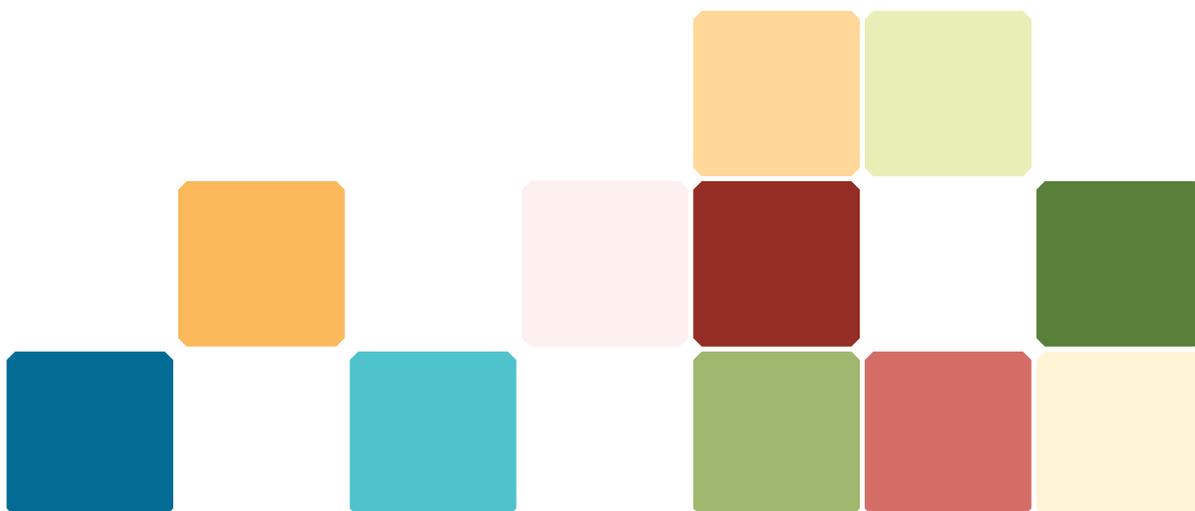
Diversity and Inclusion Action Plan 2022–2024



**CLEAN
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Chief Executive Officer's Foreword

Our agency is committed to workplace diversity. We aim to create an environment that values and maximises the contribution of people from different backgrounds, experiences and perspectives.

Diversity refers to how every person identifies with any variety of personal attributes and characteristics, and the respect for and appreciation of these qualities. Inclusion refers to the ability and willingness of all people in the workplace to fully contribute, collaborate and be engaged with everyone.

Our Diversity and Inclusion Action Plan 2022–2024 details objectives and goals for the next 3 years as we continue to foster an organisational culture where all voices are heard, respected and valued.

Every member of the agency contributes to those values, principles and behaviours. These are integral elements of our cultural anchors.

Workplace inclusion is everybody's responsibility. I encourage staff to play an active role in the diversity and inclusion discussion and participate in the initiatives in this plan. In an increasingly competitive job market, attracting and retaining our future workforce is one of our most significant challenges. We are constantly seeking new ways to attract the right people from the broadest cross-section of the Australian community.

By continuing to embrace diversity we will build a strong, positive culture and deliver a flexible, inclusive workplace and a sustainable workforce.



David Parker AM
Chair, Clean Energy Regulator



Overview

Attracting, developing, supporting and retaining skilled talent is important to the agency in delivering on its unifying theme and purpose: delivering on its purpose of accelerating carbon abatement for Australia.

This document details how the agency can further embrace the individual skills, perspectives and experiences our people bring to the workplace. We want our employees to be included, valued and respected.

Everyone within the agency has a role to play in forming and supporting a diverse, accessible and inclusive workplace.

We must be open and flexible to different ways of working and demonstrate the value of flexible working arrangements.

We need to ensure our agency is one where we can come together to create a supportive workplace for all.

What is diversity?

Diversity refers to how every person identifies with any variety of personal attributes and characteristics, and the respect for and appreciation of these qualities.

These include (but are not limited to):

- race
- ethnicity
- cultural background
- religion
- gender identity
- sexual orientation
- disability
- age
- family and carer responsibilities.

These individual attributes contribute to a variety of personal perspectives, work experiences, lifestyles and cultures. This becomes a driver of innovation, new ideas and problem solving both at work and in society.

What is inclusion?

Inclusion refers to the ability and willingness of all people in the workplace to fully contribute, collaborate and be engaged with everyone. It is about understanding the needs and abilities of every individual to ensure each person is valued, respected and supported to achieve their full potential.



APS Census results summary – values and diversity

The APS Census provides the opportunity for employees to give feedback on agency performance in areas like values, flexible work, internal communication, innovation, remuneration and agency leadership.

In light of the COVID-19 pandemic and other crises, the APS Census included questions on changing work practices, leading through crisis and collaborating to deliver outcomes.

The 2021 results indicated the agency has vastly improved on its workplace culture, behaviors and values. However, there is always room for improvement and over the next 3 years we need to ensure that our workplace continues to foster a culture that is healthy and inclusive.

Table 1: Clean Energy Regulator 2021 Census – Summary of values, inclusion and wellbeing with comparison to 2020 results

	Average Percentage Positive		Average Percentage Neutral		Average Percentage Negative	
	2021	2020	2021	2020	2021	2020
APS values and behaviour	86%	82%	N/A	N/A	10%	13%
Senior leadership	72%	68%	19%	20%	9%	12%
Immediate supervisor	81%	75%	12%	14%	7%	11%
Workgroup and performance	76%	76%	15%	14%	9%	10%
Workplace culture and conditions	74%	68%	16%	23%	10%	9%
Embracing diversity and inclusion	83%	76%	12%	18%	5%	6%

Table 2: Clean Energy Regulator 2021 Census – Index results – Employee engagement, innovation and wellbeing

Indices	2021 Score	2020 Score	Comparison 2021 APS Score	What does this score mean?
Employee engagement	73%	73%	73%	The employee engagement score isn't just about how much people like working for the Clean Energy Regulator. It is a measure of the emotional connection and commitment employees have to work at Clean Energy Regulator.
Innovation	69%	N/A	66%	The innovation score assesses both whether employees feel willing and able to be innovative and whether their agency has a culture which enables them to be so.
Wellbeing	70%	68%	68%	The wellbeing score provides a measure of the practical and cultural elements that allow for a sustainable and healthy working environment.



Strategic goals for diversity and inclusion

The strategic goals that support the fostering of inclusion and diversity in the workplace are defined in the Public Service Act 1999, APS Employment Principles and the APS Values and Code of Conduct.

We have aligned the Diversity and Inclusion Action Plan 2022–2024 to our cultural anchors, agency objectives and corporate plan to achieve a diverse and inclusive workforce. We have also aligned the action plan to the agency’s diversity employee networks, which include:

- those from a culturally and linguistically diverse background
- people with a disability
- mature age workers (over 50 years of age)
- LGBTQIA+
- gender equity
- Aboriginal and Torres Strait Islander people.

We are committed to supporting a workplace that is fair for all. You can see a breakdown of the Clean Energy Regulator’s gender statistics below*:

Classification	MALE	FEMALE	NON-BINARY	TOTALS
GRAD	1	3	-	4
APS2	3	2	-	5
APS3	3	2	-	5
APS4	21	21	-	42
APS5	18	36	1	55
APS6	61	45	1	107
EL1	46	42	1	89
EL2	17	15	-	32
SES1	2	6	-	8
SES2	1	1	-	2
Grand Total	173	173	3	349

*information as at 30 September 2021





The agency will show commitment to diversity and inclusion by:

- ensuring leadership is accountable for driving and promoting diversity and inclusion
- challenging traditional recruitment processes, development and retention
- viewing diversity as a way to build on capability
- contributing to whole of government diversity initiatives and goals
- recognising and promoting our diversity
- celebrating our achievements.

The benefits of a diverse and inclusive workforce

INDIVIDUALS	TEAMS	CLEAN ENERGY REGULATOR
Recognising individual skills, talents and abilities	Bringing new ways of thinking, analysis and problem solving	Employer of choice to attract quality diverse talent
Building a respectful open and supportive work environment	Increasing innovation and creativity	Improving cultural and diversity awareness
Flexibility	Building on capability required now and in the future	Better meet community expectations



Diversity and Inclusion Action Plan 2022–2024

Agency diversity

The agency is committed to recognising the diversity of the Australian community and fostering diversity and inclusion in the workplace. We are committed to providing a workplace that is free from discrimination, patronage and favouritism.

The goals and actions detailed below and in the individual action plans are derived from the APS Employee Staff Census 2021.

Actions focus on removing barriers and promoting diversity and inclusion across the agency.

Goal	Actions
All employees are aware of the agency's Diversity and Inclusion Action Plan	<ul style="list-style-type: none"> The internal intranet, REGi, is updated and maintained to reflect the diversity-related initiatives. Develop a communications plan to ensure employees are kept up to date with the information and activities relating to the Diversity and Inclusion Action Plan 2022–2024.
Regular face-to-face or online training on bullying/harassment prevention	<ul style="list-style-type: none"> Continue mandatory bullying & harassment online training that assist employees to identify what is appropriate or inappropriate behavior, and learn how to effectively call out this behavior.
Significant diversity-related events are delivered to enable employee participation	<ul style="list-style-type: none"> Identify key events relevant to our diversity groups. Develop a calendar of events to facilitate forward planning of engaging workplace-related activities. Identify a work group "sponsor" to drive a key event together with the relevant diversity champion and the Communications team. Conduct post-event followup to foster cross-agency sustained cultural change.
Attraction and retention - actively seeking new ways of attracting the right people from a broader section of the Australian community.	<ul style="list-style-type: none"> Promote fair, equitable and accessible recruitment and selection of employees. Taking into consideration the representational levels for the identified diversity groups in the APS and the wider Australian community. Implement initiatives that promote a culture of inclusion in the workplace and demonstrates the value of diversity to the organisation. Foster a diverse supportive work environment assisting the agency retain staff and position us as an employer of choice.
Establish and maintain diversity networks that continue to be relevant, supported, and made more attractive to stimulate participation	<ul style="list-style-type: none"> Diversity networks will champion diversity and inclusion and commit to meeting the action items within their individual action plans.

Culturally and linguistically diverse

At the agency, we celebrate Australia’s cultural diversity – it is about inclusiveness, respect and belonging for everyone who calls Australia home. As of 2021, 17% of our employees identify as being from a non-English speaking background. The celebration of this cultural diversity is congruent with eliminating racial discrimination.

The following actions focus on removing barriers for those from diverse backgrounds.

Goal	Actions
Assess the agency’s Cultural and Linguistic Diversity (CALD) equality maturity	Managers will use the Australian Human Rights Commission Workplace Cultural Diversity Tool to assess and guide agency competence in managing a culturally diverse workforce (including leadership, recruitment, retention and workplace culture).
Remove CALD discrimination	<ul style="list-style-type: none"> • Conduct employee satisfaction surveys to capture information whether employees are accepting of: <ul style="list-style-type: none"> » skilled CALD employees » CALD employees utilising the agency’s cultural leave arrangements. • Awareness raising activities which may include training and events in conjunction with the agency’s CALD network. • Network CALD events.
Training or development opportunities	<ul style="list-style-type: none"> • Use employee surveys to capture information on employee satisfaction relating to access to effective learning and development opportunities the workplace provides. • Highlight access to English fundamental eLearning modules via Learnhub or external providers if required.
CALD employees have opportunities for career progression or opportunities at all classification levels	<ul style="list-style-type: none"> • Employee surveys capture information on employee satisfaction with opportunities for career progression. • Career development needs of CALD employees are met through one-on-one discussion with managers and documented within individual impact statements and/or capability and development plans. • Managers and CALD employees are supported by HR with information about career planning and capability and development options with reference to APS Frameworks for mapping capability requirements for different roles by classification level.



Disability

Building an inclusive, diverse workforce benefits everyone – our employees, our organisation and our community. As of 2021, 9% of our staff identify as having a disability, however all staff play a vital role in creating and sustaining an accessible workplace where everyone can thrive.

The agency has linked the below actions to the [Australian Public Service Disability Employment Strategy 2020-25](#). This strategy aligns with the National Disability Strategy and reinforces the Australian Government's commitment to the United Nations Convention on the Rights of Persons with Disabilities.

The following actions focus on removing barriers for those living with disability.

Goal	Actions
Remove disability discrimination	<ul style="list-style-type: none"> • Conduct employee satisfaction surveys to capture information whether employees are accepting of: <ul style="list-style-type: none"> » skilled employees with disability » employees with disability utilising the agency's flexible work arrangements in accordance with the <i>Fair Work Act 2009</i>.
Support employees with disability in the workplace and their managers	<ul style="list-style-type: none"> • The agency appoints a SES Champion to: <ul style="list-style-type: none"> » regularly engage with SES colleagues and employees to promote this plan » chair the Disability Employee Network. • Regular Disability Network meetings are conducted as a work-related activity that supports employees with disability. • Ensure our systems/technology meets the needs of our employees with disability. • Offer mental health first aid training to employees and managers. • Offer disability awareness training to employees and managers.
Recruitability – attraction	<ul style="list-style-type: none"> • Actively advertise every opportunity under RecruitAbility. • Support the increased representation of people with disability in the APS through inclusive recruitment. • Improve disability confidence of hiring managers through disability confidence training. • Improve confidence of people with disability to put forward their skills and capabilities through promoting participation in the RecruitAbility scheme in all advertised opportunities.
Learning and development opportunities	<ul style="list-style-type: none"> • Employee surveys where applicable capture information on employee satisfaction with the access to effective learning and development opportunities that the workplace provides. • Provide support to employees with disability to access to appropriate training and/or support networks to assist them in meeting their work commitments or progressing within the agency.



Provide employees with disability opportunities at all classification levels

- Employee surveys capture where applicable information on employee satisfaction with opportunities for career progression that the workplace provides.
- Career development needs of employees with disability are met through one-on-one discussion with managers and documented within individual impact statements and/or capability and development plans.
- Managers and employees with disability are supported by HR with information about career planning and capability and development options with reference to APS frameworks for mapping capability requirements for different roles by classification level.



Mature aged workers

With a competitive job market increasing, workforce participation for mature age workers is critical to Australia's future prosperity. The [Delivering for Australians](#) discusses the rationale for action in managing the risks and opportunities of an older workforce. Data suggests that 23% of our workforce is made up of mature age employees.

The government's [Willing to Work: National Enquiry into Employment Discrimination Against Older Australians and Australians with Disability](#) reported that too many older people are denied jobs because of discrimination based on age.

The following actions focus on removing barriers for mature age employment.

Goal	Actions
Remove age discrimination	<ul style="list-style-type: none"> Conduct employee satisfaction surveys to capture information whether employees are accepting of: <ul style="list-style-type: none"> » skilled mature employees » mature employees utilising the agency's flexible work and carers' leave arrangements.
Learning and development opportunities	<ul style="list-style-type: none"> Employee surveys capture information on employee satisfaction with the access to effective learning and development opportunities that the workplace provides.
Foster intergenerational knowledge transfer	<ul style="list-style-type: none"> HR Diversity and Inclusion Officer to look at establishing a mentor group of mature age employees to share their knowledge and experience with less experienced employees. Establish a suite of online mentoring training courses.
Attraction of mature age skilled employees	<ul style="list-style-type: none"> Review and update the online employment register to attract mature aged employees who may retire to be considered and utilised for short term opportunities where appropriate. Encourage mature aged skilled members of the community opportunities to apply for entry level programs through our diversity statements when advertising these programs.
Provide mature employees with opportunities at all classification levels	<ul style="list-style-type: none"> Employee surveys capture information on employee satisfaction with opportunities for career progression that the workplace provides. Career development needs of mature age employees are met through one-on-one discussion with managers and documented within individual impact statements and/or capability and development plans. Managers and mature age employees are supported by HR with information about capability and development options with reference to APS frameworks for mapping capability requirements for different roles by classification level.



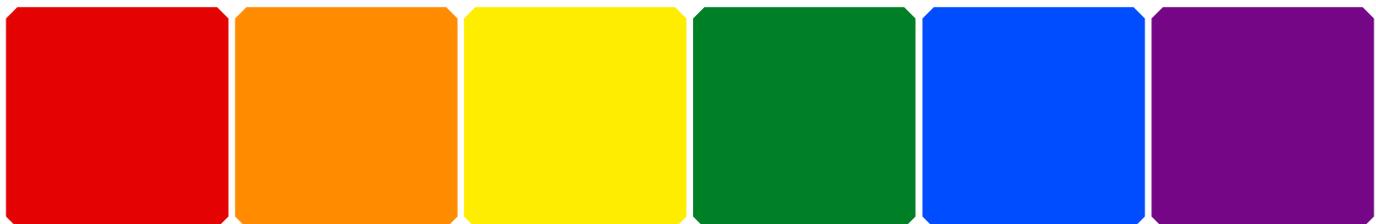
LGBTQIA+

By exploring lesbian, gay, bisexual, transgender, queer, intersex, asexual and or gender diverse (LGBTQIA+) issues in the work context, a culture evolves that facilitates, embraces and celebrates diversity. 7% of our staff identify as LGBTIAQ+, which is equitable to the APS overall.

A healthy and thriving workplace culture empowers people from minority communities to lead and succeed. The agency is committed to fostering a safe and supportive culture, where LGBTQIA+ employees feel respected, valued and are empowered to bring their whole selves to work.

The below actions focus on removing barriers for the LGBTQIA+ community.

Goal	Actions
Remove LGBTQIA+ discrimination	<ul style="list-style-type: none"> • Conduct employee satisfaction surveys to capture information whether employees are accepting of skilled LGBTQIA+ employees. • Awareness raising activities which may include training and events in conjunction with the agency’s LGBTQIA+ network. • Network events established by the staff network.
Support LGBTQIA+ employees in the workplace	<ul style="list-style-type: none"> • The agency appoints an SES LGBTQIA+ Champion to: <ul style="list-style-type: none"> » regularly engage with SES colleagues and employees to promote this plan » chair the LGBTQIA+ Network. • Regular LGBTQIA+ Network meetings are conducted as a work-related activity that supports LGBTQIA+ employees.
Increase awareness	<ul style="list-style-type: none"> • HR to provide support to network in facilitation of hosting events such as for Wear It Purple Day and International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT). • Awareness raising activities which may include training and events in conjunction with the agency’s LGBTQIA+ Network.
Provide LGBTQIA+ employees with opportunities at all classification levels	<ul style="list-style-type: none"> • Employee surveys capture information on employee satisfaction regarding access to effective learning and development opportunities offered by the workplace. • Employee surveys capture information on employee satisfaction with opportunities for career progression that the workplace provides. • Managers and LGBTQIA+ employees are supported by HR with information about career planning and capability and development options with reference to APS frameworks for mapping capability requirements for different roles by classification level.





Gender equity

We will continue to ensure equal participation of women and men in all areas of our work. Census 2021 data suggests our workforce is an equal diverse workforce with 49% of staff identifying as female, 46% identifying as male, 1% as non-binary and 4% preferring not to say.

The Sex Discrimination Commissioner works in partnership with a broad range of groups to promote gender equality and counter discrimination, sexual harassment, violence against women and other barriers to gender equality. The agency is committed to aligning our strategies to support the Commissioner's work and directions. We will also align our goals and actions to the Australian Public Service Commission Gender Equality Strategy.

The following actions focus on removing barriers associated with gender in the agency.

Goal	Actions
Training & development opportunities	<ul style="list-style-type: none"> Those on flexible work arrangements are afforded the same development opportunities as their peers. Training provided to managers and staff on family domestic violence. Promote forums that support personal and professional development of women in the agency.
Improved recruitment	<ul style="list-style-type: none"> Ensure recruitment tools and methods have no gender bias. Attraction of females to entry level programs – seek participation of senior staff to enter into mentoring programs with female university students in targeted areas.
Reskilling program	<ul style="list-style-type: none"> HR to look at developing/implementing a reskilling program for women returning to work.



Indigenous (Aboriginal and Torres Strait Islander)

The agency is committed to ensuring employees have a better understanding of culture, history and traditions of Indigenous Australians. Aboriginal and Torres Strait Islander persons make up 3% of the agency's cohort. We will continue to provide all employees access to Indigenous celebrations such as NAIDOC Week and National Reconciliation Week to promote understanding and recognition of Indigenous people.

We have aligned our action plan to meet the APSC employment strategy for Indigenous Australians. The below actions focus on removing barriers for Indigenous Australians in the agency.

Goal	Actions
Flexible working arrangements	<ul style="list-style-type: none"> Agreed attendance or participation in cultural events and activities in accordance with Agency Enterprise Agreement and Policies.
Learning & development opportunities	<ul style="list-style-type: none"> For Indigenous entry level programs, provide a buddy from the previous years' Indigenous cohort or other appropriate staff member for the period of the program. Provide opportunities for Indigenous staff to be mentored by senior managers (EL2 and above). Internal or external Indigenous mentoring programs – Indigenous APS employees to share their knowledge and experience with less experienced employees.
Attraction and recruitment	<ul style="list-style-type: none"> Ensure recruitment tools and methods are not biased and where possible utilise affirmative measures to attract Indigenous applicants at all levels. Continue to recruit Indigenous employees through Indigenous entry level programs. Ensure our advertising reflects the Diversity Statement in all job descriptions. Advertise vacancies (general and entry level programs) through a range of media avenues to attract the attention of Indigenous jobseekers (e.g. University, TAFE, career hubs, Koori Mail). Work closely with Universities Indigenous career hubs to improve awareness of opportunities as they arise. Look for opportunities to advertise affirmative measure positions within the agency at various levels. Access government Indigenous entry level program initiatives as appropriate.



Improve awareness

- Follow in accordance with best practice as outlined in the [APSC Indigenous Recruitment guide](#).
- Incorporate culturally appropriate selection practices in selection panel training.
- Provide access or deliver an eLearning Indigenous cultural awareness program for all employees.
- Promote [Reconciliation](#) and [NAIDOC](#) weeks as significant events to celebrate Indigenous culture.
- Provide guidance for employees to support access to [cultural leave provisions](#).
- Acknowledgement of country to be delivered at our significant events (e.g. NAIDOC Week activities, all staff CEO presentations, whole of agency events, keynote events, conferences).



