Department of Transport
Inclusion & Diversity Strategy

2020-2023

SIMPLE, CONNECTED JOURNEYS FOR VICTORIANS FROM ALL WALKS OF LIFE

VICTORIA
State Government

Department
of Transport

Contents

Secretary's message

We are aspiring to enable Victorians from all walks of life to have simple, connected journeys.

A shared commitment to equity, inclusion and diversity underpins the culture we are seeking to build at the Department of Transport (DoT). Our work in inclusion and diversity is informed by the responsibility of Victorian Public Sector (VPS) departments to adhere to the Victorian Charter of Human Rights and Responsibilities (2006) and our commitment to take human rights into account in our day-to-day work. We recognise that an inclusive and diverse workplace provides the best possible outcomes for our people and is fundamental to meeting the transport needs of all Victorians.

On 1 July 2019, VicRoads and Public Transport Victoria (PTV) came together with DoT to create an integrated transport department. This transition brought with it an exciting opportunity to take the best of each organisation and create an integrated, best-practice approach to inclusion and diversity.

The integrated DoT is all about our people. We want to create an inclusive workplace culture at DoT where people feel safe and empowered to be themselves. This enables us to meet the transport needs of all Victorians and leverage the benefits that an inclusive and diverse workplace can deliver, including improved success and sustainability. This will support us to deliver the integrated transport system Victorians from all walks of life deserve.

The *DoT Inclusion & Diversity Strategy 2019-2023* is aligned with the *Transport Inclusion & Diversity Framework*, the *DoT Strategic Plan 2019-2023* and relevant State Government priorities and action plans. It has been designed to ensure that all people are treated with dignity and respect so that everyone's contributions and talents are valued. Action plans that outline the specific actions we will take, and associated timelines, will follow this strategy. We will work hard to challenge any assumptions or behaviours that may limit the contributions of our people. In turn, our workplace and services will be more inclusive for all and free of stereotypes, stigma and discrimination.

I expect all employees to assist me in achieving our inclusion and diversity commitments, as outlined in this strategy. Together, I'm confident we will progressively work towards creating an inclusive workplace culture.

Paul Younis
Secretary

Introduction

On 1 July 2019, VicRoads and PTV came together with DoT to create an integrated transport department. This transition brought with it an exciting opportunity to take the best of each organisation and create an integrated, best-practice approach to inclusion and diversity.

Our legislated vision for an integrated transport system is to support 'simple, connected journeys'. As we work towards building a truly accessible and inclusive transport network, the sector faces some unprecedented challenges:

- In Victoria, 23 million transport trips are made each day, and this is expected to increase to 38 million by 2050. Victoria's population growth is among the highest in the world. By 2050, 10 million people are expected to live in the state, 80 per cent of them in Melbourne.

- We need to keep people and freight moving through a decade of major construction, with road congestion and planned disruptions likely to increase as we invest in Victoria's infrastructure through major projects.

- Embracing technology for a smarter future, where innovation and harnessing new and diverse perspectives are organisational priorities. Combined, these approaches will enable us to choose the right investments to unlock more benefits for more people and the environment.

Our ability to understand why and how Victorians travel is fundamental to meeting future transport demands. Addressing these challenges needs more than just one way of thinking – it demands diversity of thought to match the diversity of the Victorian community.

In the public sector, the main benefit of an inclusive and diverse workplace is that our products and services remain relevant and responsive to the needs of the community. We can achieve this, in part, by attracting and employing a workforce that reflects the diversity of the community we serve. Equally important is the need to focus on creating an inclusive workplace culture where all our people feel empowered to bring their authentic selves to work. This enables us to leverage the diversity of thought from our people and achieve our desired transport outcomes, including a better experience for people, with a system that is easy to use and provides simple, connected journeys.

Our commitment

DoT is committed to providing an inclusive workplace culture where our people are safe, diverse, engaged, valued and high performing.

Our vision

Inclusion is embedded into our workplace culture so that we feel a sense of belonging to DoT, are empowered to contribute fully to the organisation's success and so that we represent the rich and diverse needs of the Victorian community.

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> *"Strength lies in differences, not in similarities."*
> **– Stephen Covey**

WHAT'S THE DIFFERENCE BETWEEN INCLUSION & DIVERSITY?

Inclusion is 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 advancing a workplace that includes everyone and excludes no-one. Inclusion is the key to leveraging employee differences as it provides our employees with the confidence to be their authentic selves at work.

Diversity is about what makes each of us unique. Our backgrounds, personality, characteristics, life experiences and beliefs shape our view of the world, our perspective and our approach. This leads to what is often referred to as "diversity of thought". Diversity includes our sex, ethnicity, cultural and/or linguistic background, sexual orientation, gender identity, intersex status, religion, disability status, family or caring responsibilities, age, socio-economic background and other difference as well as diversity of thought and experience.

Our value

A diverse workforce operating within an inclusive workplace culture makes business, cultural, and social sense. Global research indicates that inclusion and diversity (I&D) is inextricably linked to enhanced productivity measures, including innovation, engagement, creating and realising business opportunities and wellbeing.[i]

In practical terms, realising the business benefits of I&D can lead to:

- Reduced business risk by up to 30%[ii]

- Up to 101% increase in employee engagement[iii][1]

- Up to a 20% increase in innovation[iv]

- Up to a 42% uplift in team collaboration[v], with diverse teams outperforming individuals by 87%[vi]

- Up to a 30% increase in customer service[vii]

Inclusion benefits everyone in an organisation[viii], regardless of whether they are the direct beneficiaries of targeted inclusion measures.

Recent research by VicHealth indicates that discrimination and exclusion of any part of our society has highly detrimental effects to mental health. Seemingly minor acts of exclusion in the workplace can have negative impacts on employees. Conversely, evidence also shows that belonging to a community (e.g. workplace) and feeling connected leads to better mental health, wellbeing and productivity[ix].

Key to this is what is known as "psychological safety"[x] – the belief that you won't 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 opinions in a respectful way without fear of negative repercussions. Improving psychological safety has an even greater impact on employees who are members of marginalised groups, as they often feel reluctant to speak up in environments where they don't see themselves represented at the top.

Psychological safety facilitates the willingness of people to contribute their ideas – the key to leveraging diversity of thought.

Our scope

This strategy focuses on our employees and inclusion in the workplace. Many of the topics have an external component as well, especially regarding our customer service centres, communications and community engagement. These will be addressed more specifically in individual action plans which will be developed for our priority areas.

The strategy is intended to provide a high-level strategic framework for I&D at DoT. Specific action items, timelines and monitoring mechanisms will be covered by the individual action plans which will be developed for our priority areas.

[1] Please note: This is an increase of 101%, not overall engagement of 101%.

WHAT IS INTERSECTIONALITY?

Intersectionality refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.

No one part of our identity dictates the next, however they do intersect and affect the way we experience the world around us, influencing the beliefs and behaviours from others about us. Identities within an individual may come, go or converge, depending on time or place (e.g. life stages).

Individual parts of someone's identity, such as cultural background, can result in experience of stigma from society. Another individual may experience stigma due to their disability, more so if it is visible to others.

It is when these parts of one's identity intersect that even greater challenges arise for the individual as there may be combined stigma of identifying, for example, as same-sex attracted and having a disability.
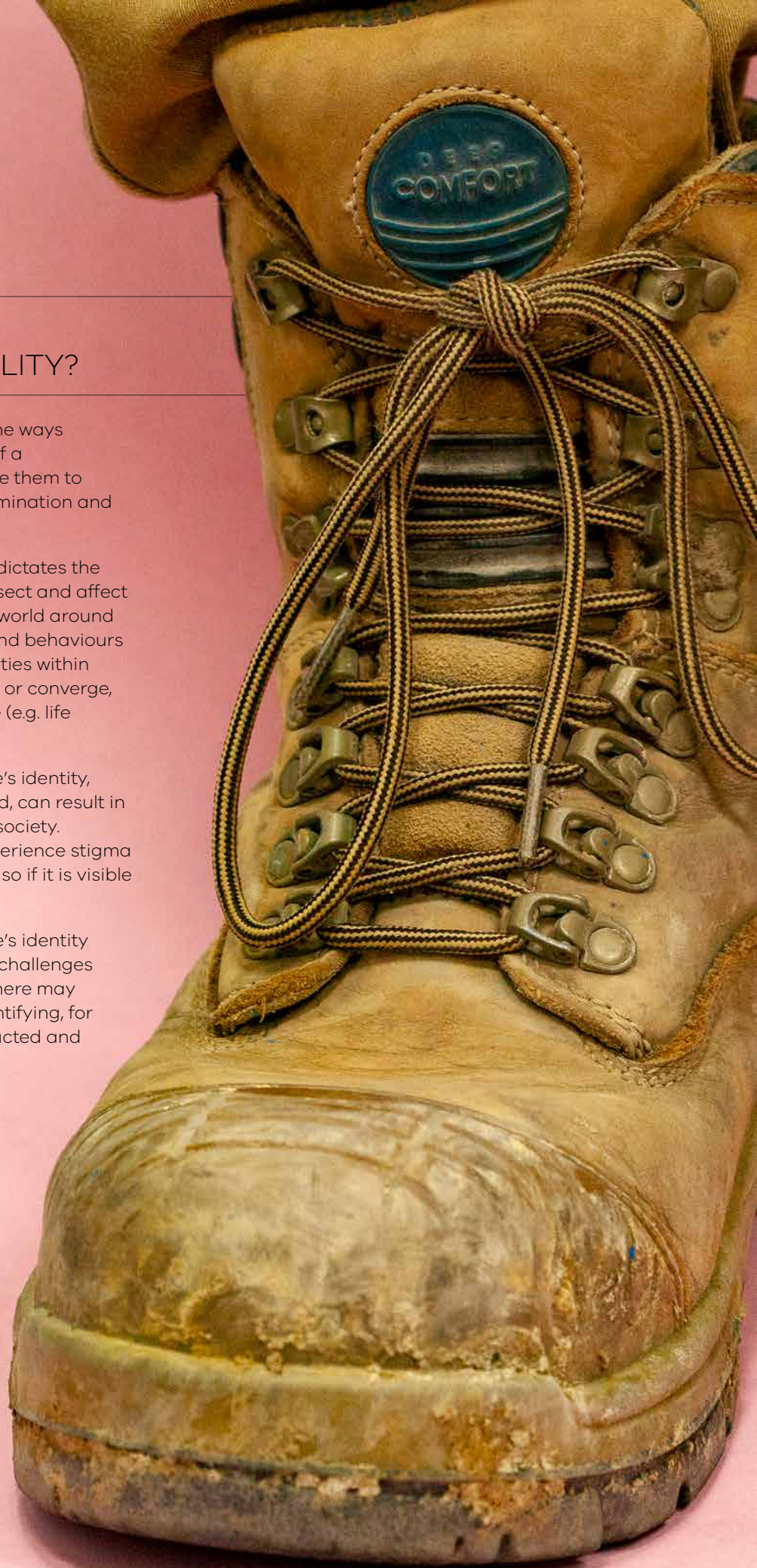
Our approach

We adopt an ethical, evidence-based and intersectional approach to I&D that focuses on equity rather than equality.

We come from all walks of life and we all have different needs at different times. We acknowledge that "one size does not fit all".

We examine and recognise the privilege afforded to dominant groups in society and the workplace. We work hard to challenge the assumptions and everyday behaviours that may unintentionally limit the contributions and benefits a diverse workforce can deliver.

There are many diversity groups in Australia and the world. Consistent with the *DoT Strategic Plan 2019-2023*, our strategic priority areas include the following groups that have traditionally experienced disadvantages or systemic barriers in the workplace:

- Women[2]

- Aboriginal and/or Torres Strait Islander Australians

- LGBTIQ+ people

- People with disability[3]

- Culturally and linguistically diverse (CALD) people[4]

Everyone represents diversity in one way or another and everyone deserves to feel included and respected in the workplace. Our five priority diversity groups are linked to DoT's identified priorities for 2019-2023 and are consistent with the *Department of Premier and Cabinet Diversity and Inclusion Strategy 2019-2021*.

An inclusive workplace culture has benefits for everyone, so we expect that the positive impacts of this strategy will be felt by all our people at DoT, not just those who belong to our five priority diversity groups.

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[2] Gender equity: Includes parents and people with caring responsibilities for children

[3] Accessibility: Includes people with caring responsibilities for people with disability and includes mental health

[4] Cultural inclusiveness: Includes religious diversity

WHAT'S THE DIFFERENCE BETWEEN EQUITY & EQUALITY?

Equality is treating every individual in the same manner, irrespective of requirements and circumstances. However, equal treatment of everyone can only promote fairness if everyone starts from the same place, which is traditionally not the case for the members of our five priority groups.

Equity, on the other hand, provides everyone with equal opportunities to be successful. It refers to treating everyone fairly, based on their requirements and circumstances, i.e. giving everyone what they need to be successful.

CASE STUDY

The impact of exclusion in the workplace

We spend about one third of each day at work. Imagine the anxiety you would feel if you had to spend the majority of your day hiding who you were because you are afraid of discrimination, bullying, harassment or offensive comments.

According to the Australian Human Rights Commission, up to 11 per cent of Australians identify as having a diverse sexual orientation, sex or gender identity. Six in 10 LGBTIQ+ Australians have experienced verbal homophobic abuse in the workplace, while two in 10 have experienced physical violence. Staying quiet about their personal lives and identity is therefore a painful reality for many of our LGBTIQ+ colleagues.

Even within the LGBTIQ+ community, there are big differences in the experiences of marginalisation – trans and gender diverse people are among the worst affected. Within the context of widespread stigma and discrimination in society, relative to the general Australian population, transgender people aged 25 and under are nearly 10 times more likely to be diagnosed with depression in their lifetime and 10 to 13 times more likely to be diagnosed with anxiety in their lifetime. Furthermore, transgender people aged 18 and over are nearly 11 times more likely to attempt suicide.

One of our transgender colleagues shared:

"As a trans person, my experiences working at DoT have been mixed. I had some amazing and supportive managers and colleagues in the early years of my transition – the kind of people who would go in to bat for you even if they didn't fully understand how to approach things. On the flip side, I was also subjected to far too many inappropriate and invasive questions in the early days. Colleagues would ask in front of others whether I'd had 'the surgery' yet, referring to 'lower surgery'. This left me feeling like nothing more than a science experiment.

On another occasion I was questioned by a colleague why I was using the gender-neutral accessible toilets. A number of employees regularly shared my trans history without my consent and this gossip spread rapidly to newer employees. This led to misgendering from people who may have perceived me as a cisgender (non-trans) person, if they hadn't been told otherwise. There were also instances where my birth name was shared as a juicy piece of gossip among teams. People didn't necessarily mean to cause harm, but their actions made my time at work feel unsafe. These experiences often left me dreaming about starting over in a new workplace where people didn't know my history. Unfortunately, at the time, my employment history didn't match my new identity, so the chances of finding an equivalent job elsewhere were limited."

Trans and gender diverse people face significantly higher barriers to employment. These include general fear of outing, employer dress code, fear of discrimination and the need for consistent identification documents. Based on the latest Australian Workplace Equality Index (AWEI) research, only 15 per cent of trans or gender diverse applicants therefore disclosed their gender diversity to their current employer during the recruitment process and 48 per cent of the respondents experienced anxiety during the recruitment process due to their gender identity/expression.

If you have any questions or would like to find out more about the LGBTIQ+ community in general or what you can do to create a more inclusive workplace for your trans and gender diverse colleagues, please contact the Inclusion & Diversity team.

Our organisational maturity

The new DoT was formed on 1 July 2019, bringing together three former entities with different organisational cultures and ways of working.

Following this transition, we now need to create an integrated workplace culture which will enable us to respond to the Victorian community's transport needs. I&D forms an important part of this new culture.

However, we acknowledge that organisational culture change takes time. We want to be both realistic and ambitious with our inclusion and diversity goals for 2023.

Figure 1 (see next page) outlines the developmental stages organisations move through to gradually create a more inclusive workplace culture that fully leverages the advantages of a diverse workforce.

Where are we now?

There is significant variability across the organisation, especially during the early stages of transition to an integrated DoT. Overall, we estimate we are between Level 1 (compliance and risk minimisation) and Level 2 (aware). While we acknowledge that some areas of the organisation are at Level 3 and beyond, this strategy is designed to move us forward as one organisation, taking into consideration the areas which have had the least exposure to I&D.

Where do we want to be in 2023?

We aim to achieve Level 3 (committed and reflective) and be pushing towards Level 4 (aspirational and strategic). This is a significant endeavour and it requires commitment and visible actions to be undertaken by all.

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> *"If diversity is your recruitment strategy, inclusion should be your retention strategy."*
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> **- Marco Rogers**

Figure 1: Organisational maturity model of I&D[xi]

DoT in 2019 → (at Level 01) *DoT in 2023* → (at Level 03)

	LEVEL 01	LEVEL 02	LEVEL 03	LEVEL 04	LEVEL 05
	Compliance and risk minimisation	Aware	Committed and reflective	Aspirational and strategic	Authentic
Individual	Defensive and tolerant	Understanding and passive	Accepting and appreciating	Valuing and reflective	Competent
Organisational culture	Workforce is largely homogenous and everyone is treated the same	Awareness that I&D genuinely benefits the organisation	Difference is accepted and people see benefits of I&D to them and the organisation	Cultural systemic barriers are addressed and the "playing field" levelled.	There is a shared sense of purpose and belonging. The workforce is demographically and cognitively diverse.
Organisational systems and environment	I&D is seen as a legal issue, minimising risks and special treatment for the few. I&D initiatives are ad hoc and any serious evaluation is seen as a threat.	I&D is largely seen in terms of demographic numbers with some benefits. Action plans largely run by People & Culture with some stand-alone initiatives. Action plans lack traction. Some attitudinal data is available.	Articulation of I&D as key value of organisation. I&D competency seen as a key management attribute. Strategy for culture change is created. Inclusion of I&D in strategic planning. Coordinated management and measurement of I&D activities.	More sophisticated understanding of I&D and links to business strategy. I&D shortcomings are freely admitted and addressed. Continuous I&D improvement initiated by business units and individual employees. High level champions actively involved.	I&D taken into account in all decisions. Difference is actively embraced and used to solve big challenges. Focus on high-performing, diverse-thinking teams to create business value.

How will we get from Level 1 to Level 3?

Establishing an I&D data baseline and tracking a variety of HR metrics to identify trends, improvements, and "hot spots"	Building organisational capability by delivering training to assist with creating an inclusive workplace in addition to specific training relevant to all five priority diversity groups	Appointing Executive Sponsors at Deputy Secretary level for all five priority diversity groups	Developing and implementing specific action plans for all five priority diversity groups	Reviewing and developing policies and practices to ensure inclusivity and accessibility
Establishing the DoT I&D Council to track implementation of the I&D Strategy and report on progress	Creating an Employee Resource Group to engage I&D advocates across the whole of DoT	Leveraging whole-of-VPS initiatives	Adding I&D-related key performance indicators in executive officer and manager performance agreements	Raising awareness about I&D and intersectionality through "good news stories" and events

Our success measures

We will track and report internally and externally on a variety of success measures over the life of this strategy, including:

- Leader awareness/participation – our leaders attend awareness-raising initiatives such as training and events (e.g. 20% increase in number of senior leaders attending I&D training sessions over the duration of the strategy)

- Employee understanding – our employees recognise bias, stereotypes, exclusion and inappropriate behaviour and feel confident to take effective bystander action (e.g. 20% increase in number of people attending Unconscious Bias & Bystander Action training over the duration of the strategy)

- Employee engagement – people who identify as belonging to one of our five priority diversity groups are equally engaged as the overall workforce (e.g. analysis of People Matter survey and comparison of survey average with the data for each priority diversity group shows no differences)

- Workforce composition – our workforce reflects the diversity of the Victorian community.

- Absenteeism, resignations, promotions, seniority – the proportion of employees from our five priority diversity groups mirrors the overall trends for the department (e.g. HR metrics)

- Zero tolerance towards bullying and discrimination – a decrease in number of bullying and discrimination complaints (both formal and informal) made over the duration of the strategy.

- Benchmarking results – our rankings in national benchmarking indexes improve over the duration of this strategy (such as the AWEI, the Australian Network on Disability's Access & inclusion Index, Diversity Council of Australia's (DCA) Inclusion@YourWork Index)

- Community perception – DoT is seen as an employer of choice for people from our five priority diversity groups and DoT's services are relevant and responsive to the needs of the Victorian community (e.g. increase in positive comments about DoT in Community Perception Research over the duration of the strategy)

- Intersectional lens – work towards employees applying an intersectional lens to their work (e.g. an audit of our website reveals that the information is accessible to those with disability in addition to those who speak a language other than English)

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"Diversity is being invited to the party. Inclusion is being asked to dance."
- Verna Myers

WHAT IS AN INCLUSIVE WORKPLACE CULTURE?

Building an inclusive workplace culture is an active choice and a shared responsibility. It is not created by someone else, but rather by all of us with our individual actions every day. It requires each of us to think beyond ourselves. Inclusion is not a zero-sum game where someone will miss out on a piece of cake because someone else has been invited to the party. Inclusion creates a bigger cake for everyone!

An inclusive workplace is one where:

– Individual & group differences are valued

– Employees feel respected, welcome & have a sense of belonging

– Privilege is earned rather than granted by default

– Opinions are shared in a respectful way

– Everybody has equal access to opportunities

– Processes & procedures are transparent & equitable

– A learning culture & a growth mindset are encouraged

– Interactions with people are consistent & free of bias

CASE STUDY

The impact of inclusion in the workplace – taking bystander action

Throughout 2018 and 2019, DoT ran 20 sessions of Unconscious Bias and Inclusive Leadership training which included a component on bystander action. Part of the training program was teaming participants up with a buddy at the end of the session to continue the conversation about their own unconscious biases. The aim was to encourage participants to put their learnings into practice and discuss the challenges they might have faced in doing so, for example when taking bystander action.

"Bystander action is the most effective means of combating sexism, racism and homophobia but often people are reluctant to act, out of fear of being hurt, victimised, falling out of favour with friends or making matters worse." (LaTrobe University).

Someone who is on the receiving end of inappropriate behaviour can often find it difficult to confront the offenders. However, research shows that when someone else steps in and becomes an active bystander, this can discourage the offensive behaviour and emotionally support the victim. Doing nothing can often cause more harm and even small actions can make a big difference. There are many different ways to be an active bystander. This can include reporting inappropriate behaviour in the workplace or responding directly to an offensive remark to show the person that their comments are not okay.

One colleague shared:

"Following the Unconscious Bias training I needed to recruit for a role. The training enabled me to recognise my unconscious bias regarding my assumptions about people's ability to speak English based on their name. I chose to review all applications with the personal details blocked and to use a scorecard to rate criteria to ensure consistency. My final shortlist for interviews included one person who I had initially discounted when I had reviewed the applications with the candidates' names and not used a scorecard. It also did not include another application that on initial reading had really appealed to me. This shows that there must have been some unconscious biases at play and the scorecard system helped me make the process fairer and more equitable and transparent."

Another colleague said:

"I was at a working group meeting where a number of subject matter experts were invited to explore better decision making. In the past one male colleague would really dominate the meeting and everyone else would normally accept what he said, given his experience, expertise, position and his personality as a typically strong leader. A couple of weeks after the Unconscious Bias training, I noticed in the meeting that one of my female colleagues had something on her mind that she wanted to express, but she didn't get a chance to speak up as that particular male colleague was dominating the discussion. So I stepped in and asked whether anyone else had any other thoughts on the topic before we jumped to the next agenda item and I made eye contact with my colleague to encourage her to share her opinion. She then suggested a different approach, which everyone thought was a better idea than what was originally discussed. The male colleague later admitted that he should have left more room for others to contribute instead of using his position and strong personality to decide what should be done. So this was a really positive outcome for everyone!"

If you would like to find out more about unconscious bias or how you can take effective bystander action, please contact the Inclusion & Diversity team.

OUR PRIORITIES

In line with the Victorian *Department of Premier and Cabinet's Diversity & Inclusion Strategy 2019-2021*[xii] and corresponding action plans, DoT currently focuses on implementing initiatives in five priority areas:

- Women

- Aboriginal and/or Torres Strait Islander Australians

- LGBTIQ+ people

- People with disability

- Culturally and linguistically diverse people

An inclusive workplace culture benefits everyone, including those who don't identify as belonging to the five priority diversity groups. The intention behind our prioritisation is not to take opportunities away from people who do not identify as belonging to one of those groups. Rather, we want to offer equal opportunities to everyone, including the members of our five priority groups who have traditionally had limited or no access to these opportunities.

Our work is strongly linked to and provides support for teams across DoT, including the Social Procurement team and the Cultural Heritage Management team.

Figure 2 (see next page) illustrates DoT's I&D priorities, including flagship initiatives for each priority diversity group.

Figure 2: Inclusion & Diversity at DoT

WHAT THE I&D TEAM DOES

1) Accountability
- I&D Strategy
- I&D Council
- 6x action plan development, implementation and monitoring
- Guidance for Employee Resource Group and Working Groups
- WoVG and organisational reporting
- WoVG representation

2) Training
- eLearning
- Inclusive leadership
- Unconscious bias
- Bystander action

3) Engagement
- Employee Resource Group and Working Groups
- Collaboration
- Inclusion events

4) I&D data
- Collection
- Analysis
- Reporting

5) Tailored services
- Support for employees
- Tailored training, strategies and advice for groups, divisions, branches and teams
- Business area advice
- Community support

PRIORITY DIVERSITY GROUPS

Women
- Women in Transport Program
- Mentoring and scholarships
- Family violence initiatives
- Leadership training

Aboriginal &/or Torres Strait Islander Australians
- Special measures recruitment
- Indigenous cultural awareness training
- Central Self-Determination Framework + Committee
- Cultural heritage and community engagement

LGBTIQ+ People
- LGBTIQ+ training
- Inclusive language and behaviour
- Tailored support (e.g. gender affirmation)
- National benchmarking

People with Disability
- Accessible premises and workplaces
- Training (incl. Disability Confidence, Traveling in the Shoes of Others)
- Workplace adjustments
- National benchmarking

CALD People
- Cultural intelligence training
- Culturally inclusive policies and practices which aim to eliminate racism
- Capability and leadership development initiatives
- Multicultural community engagement

I&D enablers at DoT include:

- Flexible work arrangements (incl. for parents and people with caring responsibilities)
- Inclusive policies and services (incl. publications and resources)
- VPSC programs and training
- Cultural Heritage Management
- Transport Accessibility and Inclusion
- Communication (e.g. good news stories)
- Position description templates
- Senior leader support and accountability
- Social procurement
- Local I&D champions

OUR TARGETS

The Victorian Government has outlined targets for all Victorian Government departments to work towards (with varying deadlines, depending on the relevant government policy, strategy or framework). In addition, DoT also has identified some targets of our own.

KPMG's findings for the *ASX Corporate Governance Council's Diversity Recommendations*[xiii] show that you get what you measure. Establishing realistic, achievable and relevant goals tied to accountability helps us drive change and results. Our targets are not about discriminating against people who do not belong to our five priority diversity groups. Instead, they aim to reverse the effects of hidden discrimination these groups experience on an everyday basis.

It is also important to differentiate between targets and quotas. We have set targets to assess the effectiveness of our inclusion measures which directly address the underlying barriers and issues. DoT will continue to hire people based on experience and suitability, and successful candidates need to demonstrate the essential requirements of the role.

As DoT has just formed as an integrated entity, consistent data of workforce composition will be included in the strategy once this information becomes available.

There are multiple challenges involved in the collection of I&D data including privacy considerations, storage of sensitive information, lack of consistent definitions, and potential stigma associated with disclosing the information. Over the life of this strategy, DoT will work towards (i) developing a system to capture diversity data from new and existing employees in addition to those applying to work at DoT, and (ii) creating an inclusive workplace culture where our employees feel more comfortable to disclose their diversity status without fear of negative consequences.

TARGET	DRIVER	COMMUNITY REPRESENTATION[xiv]	VPSC Data (2017-2018)[xv]	DOT BASELINE
Women at DoT: At least 50% by 2023 **Women in leadership roles (VPS5 and above)[5]:** 50% by 2023	Victorian Government targets as well as internal DoT targets	50.7% of the Australian population are women.	67% of the overall workforce are women. 44.7% of women are in executive positions.	38% of the overall DoT workforce are women as at December 2019. 37% of the DoT positions at VPS5 and above are filled by women as at December 2019.
Aboriginal and/or Strait Islander Australians: 2% by 2022	Victorian Government target based on national representation	3% of the Australian population identify as Aboriginal and/or Torres Strait Islander Australian.	0.42% of the overall workforce are Aboriginal and/or Torres Strait Islander Australians.	Workforce composition data will be included in the strategy when this information becomes available. (Estimate is 0.7% as at March 2020)
LGBTIQ+ people: 10% by 2023	DoT target based on community representation	11% of the Australian population identify as LGBTIQ+.	Not available	Workforce composition data will be included in the strategy when this information becomes available.
People with disability: 6% by 2020 and 12% by 2025	Victorian Government targets based on the percentage of people with disability engaged in the workforce	18% of the Australian population identify as having a disability.	3% of overall workforce "have a long-term disability that restricts their everyday activities".	Workforce composition data will be included in the strategy when this information becomes available.
CALD people: 30% in leadership roles (VPS5 and above)[5] by 2023	DoT target based on community representation and "critical mass" at leadership level to influence decision-making	27% of Australians speak a language other than English at home.	24% of the overall workforce were born overseas. 20% speak a language other than English at home.	Workforce composition data will be included in the strategy when this information becomes available.

[5]We acknowledge that not all VPS5 positions are leadership roles. This classification is based on the current limitations of available data analysis at DoT.

Our Partners

The I&D team partners closely with a variety of internal stakeholders to assist in implementing and tracking progress against DoT's aim of creating a more inclusive and diverse workplace culture. DoT will hold itself accountable to progressing our I&D initiatives by establishing and reporting regularly to an I&D Council. The main purpose of the council is to accelerate the impact of our strategy and to work collaboratively to address problems and remove individual, organisational and systemic barriers.

Figure 3 (see next page) shows the relationship and communication lines between our key partners.
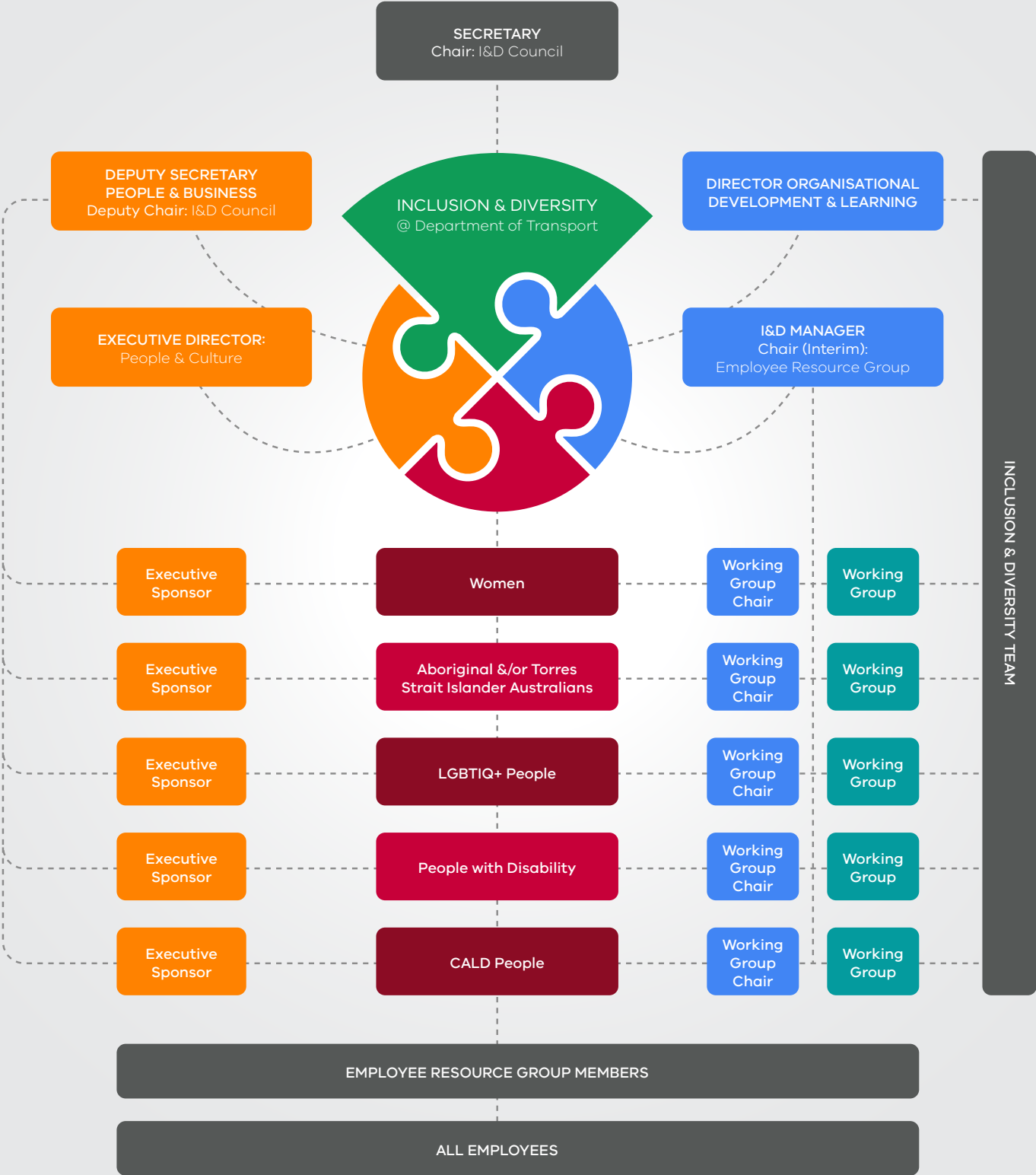
The Employee Resource Group (ERG) is an all-inclusive employee network made up of people who are interested in I&D initiatives and/or our five priority diversity groups. This will be an opportunity for the members of the existing employee networks from the three former entities to connect with their new colleagues from across the whole of DoT.

The Working Groups are specialist reference groups made up of members of the ERG who identify as belonging to one of the five priority diversity groups and/or allies. The Working Groups provide support and advocacy to employees from our five priority diversity groups and offer diverse employees a network of like-minded people who may share experiences. This builds a sense of trust and engagement.

The Working Group leads act as leaders of an individual Working Group in addition to their substantive role at DoT. They will be appointed for a term of two years, following an expression of interest (EOI) process.

The Executive Sponsors (appointed at Deputy Secretary level) act as senior champions of change for the five priority groups and as a point of contact and support for the Working Group Chairs.

Figure 3: DoT I&D Accountability Structure

SECRETARY
Chair: I&D Council

DEPUTY SECRETARY
PEOPLE & BUSINESS
Deputy Chair: I&D Council

INCLUSION & DIVERSITY
@ Department of Transport

DIRECTOR ORGANISATIONAL
DEVELOPMENT & LEARNING

EXECUTIVE DIRECTOR:
People & Culture

I&D MANAGER
Chair (Interim):
Employee Resource Group

INCLUSION & DIVERSITY TEAM

Executive Sponsor	Women	Working Group Chair	Working Group
Executive Sponsor	Aboriginal &/or Torres Strait Islander Australians	Working Group Chair	Working Group
Executive Sponsor	LGBTIQ+ People	Working Group Chair	Working Group
Executive Sponsor	People with Disability	Working Group Chair	Working Group
Executive Sponsor	CALD People	Working Group Chair	Working Group

EMPLOYEE RESOURCE GROUP MEMBERS

ALL EMPLOYEES

CONCLUSION

DoT aims to represent the demographic diversity of the Victorian community so that we can leverage the diversity of thought, perspectives and experiences of our employees, thereby ensuring that our products and services meet the needs of all Victorians. We understand that inclusion is the key to unlocking this diversity of thought and so we will work collaboratively with our partners to create an inclusive workplace culture where all employees feel empowered to contribute our authentic selves at work and thereby represent the rich and diverse needs of the Victorian community. This will assist us to build a fully integrated transport portfolio that will enable simple, connected journeys for Victorians from all walks of life.

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"If you want to go fast, go alone. If you want to go far, go together."

– Proverb used across various cultures

RESOURCES

Our I&D Strategy is aligned to the *Transport Portfolio I&D Framework* and the *DoT Strategic Plan 2019-2023* and is informed the following Victorian Government plans:

- Absolutely Everyone: State Disability Plan 2017-2020
- Ending Family Violence: Victoria's Plan for Change
- Every opportunity: Victorian economic participation plan for people with disability 2018-2020
- Getting to work: Victorian Public Sector Disability Employment Action Plan 2018-2025
- Safe and Strong, Victoria's Gender Equality Strategy 2016
- Victorian Aboriginal Affairs Framework 2018-2023
- Victoria's Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Health and Wellbeing Action Plan 2014-2018
- Victoria's Multicultural Policy Statement 2017
- VPSC Respectful Workplaces Framework

DoT aims to fully comply with relevant Commonwealth and Victorian legislation, including:

- Age Discrimination Act 2004 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Gender Equality Act 2020 (Vic)
- The Charter of Human Rights and Responsibilities Act 2006 (Vic)
- The Equal Opportunity Act 2010 (Vic)
- Racial Discrimination Act 1975 (Cth)
- Sex Discrimination Act 1984 (Cth)

REFERENCES

This strategy is informed by:

- Department of Premier and Cabinet Diversity and Inclusion Strategy 2019-2021
- DoT Strategic Plan 2019-2023
- Advice from Diversity Council of Australia
- Transport Portfolio Inclusion & Diversity Framework
- DoT Workforce Diversity & Inclusion Framework
- Draft vision for diversity and inclusion at PTV
- VicRoads Diversity & Inclusion Strategy 2018-2022
- Internal stakeholder consultations

CONTACT

For more information about this document or Inclusion & Diversity at DoT, please contact the Inclusion & Diversity team.

GLOSSARY

Age: People at various life stages form an important diversity group which is not covered by the *DoT Inclusion & Diversity Strategy 2019-2023*. The reason for this is that the strategy is aligned with the *DoT Strategic Plan 2019-2023*, which currently outlines five priority diversity groups (refer to page 17): women, Aboriginal and Torres Strait Islander Australians, LGBTIQ+ people, people with disability and culturally and linguistically diverse people.

However, the I&D Strategy will be reviewed regularly, and we anticipate that age/life stages will become a priority diversity group in the future, once the organisation has reached a higher level of I&D maturity.

Age discrimination/ageism: Age discrimination happens when someone is treated unfairly or denied an opportunity because of their age. Age discrimination can happen at all age levels and does not just affect older employees. Discrimination can be direct or indirect. Please also refer to "Age".

CALD: Acronym for culturally and linguistically diverse people. This includes people who were born overseas, people whose parents were born overseas, people who speak a language other than English at home, people of diverse religious beliefs, or people who maintain a strong connection to their family's diverse cultural backgrounds.

Children and child-care: Please refer to "Parents".

Diversity of thought: While there are various dimensions of diversity (incl. professional background, socio-economic background, educational background, etc.), which contribute to diversity of thought and perspectives we want to achieve at DoT, the purpose of this strategy is to address the particular challenges faced by the five priority diversity groups outlined in the *DoT Strategic Plan 2019-2023*: women, Aboriginal and Torres Strait Islander Australians, LGBTIQ+ people, people with disability and culturally and linguistically diverse people. The reason for this is that these groups are traditionally marginalised in the workplace across all industries/organisations and nation-wide (as opposed to people from a particular professional background whose perceived marginalisation is usually dependent on their respective organisational context). The main purpose of this strategy is to address systemic inequities.

Family and domestic violence: This is included in the priority diversity group "Women". We work closely with the Workplace Relations team on this topic.

Father: Please refer to "Parents".

Flexible working: Please refer to the [DoT intranet](#) for more information about flexible working arrangements. Please note that while flexible working is a key enabler of I&D initiatives, the I&D team does not manage flexible working requests and is not responsible for the implementation of flexible working arrangements at DoT. Please contact your People & Culture Business Partner if you have any questions about flexible working at DoT.

Gender: Gender is part of who someone is and how they interact with other people. It refers to the way a person identifies and expresses their masculine and feminine characteristics. A person's gender identity or gender expression is not always exclusively man or woman and may or may not correspond to their sex assigned at birth.

LGBTIQ+: An internationally recognised acronym which is used to describe lesbian, gay, bisexual, transgender, intersex and queer people collectively. Many sub-groups form part of the larger LGBTIQ+ movement.

Lesbian: A woman whose primary emotional and sexual attraction is towards other women.

Gay: A person whose primary emotional and sexual attraction is towards people of the same sex. The term is most commonly applied to men, although some women use this term.

Bisexual: An umbrella term to describe a person who is sexually and emotionally attracted to more than one gender.

Transgender: A person whose gender identity is different to their sex at birth. A trans person may take steps to live permanently in their nominated sex with or without medical treatment.

Intersex: People who have genetic, hormonal or physical characteristics that are not exclusively 'male' or 'female'. A person who is intersex may identify as male, female, intersex or as being of indeterminate sex.

Queer: 'Queer' is an umbrella term for a range of sexual and gender identities. Some people use queer to describe their own gender and/or sexuality if other terms do not fit. It is important to note that for some people, especially older LGBTIQ people, the term can also have negative connotations because in the past it was used as a discriminatory term. The term has been reclaimed in recent years and is increasingly used, particularly by younger LGBTIQ people, in an empowering way or to describe themselves

'+': This represents other diverse gender identities and sexual orientations that are not represented already in the acronym. For some, the term queer has a negative connotation due to past uses of the term and historical experiences of discrimination. However, in recent years, this term has been reappropriated by the community and is now used in an empowering way.

Maternity/paternity leave: Please refer to "Parents".

Mental health: Mental health is an extremely important topic and we know that 45 per cent of all Australians have experienced a mental health issue in their lifetime. Based on the Disability Discrimination Act 1992 (Cth), the definition of disability also includes "a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment, or that results in disturbed behaviour". Mental health is therefore covered under our priority group "people with disability". The I&D team works closely with the Health, Safety & Wellbeing team on all matters related to mental health. If you need support, please contact the Health, Safety and Wellbeing team on SWHelp@roads.vic.gov. au.
You can also contact the Employee Assistance Program (EAP) directly on 1800 808 374 or info@assureprograms.com.au or eap@convergeintl.com.au. The EAP is a confidential, self-referral program so there's no need to speak with your manager or obtain permission from the department prior to accessing the service. For more information, refer to the DoT intranet site.

Mother: Please refer to "Parents".

Non-binary: People who don't fall within the traditional binary notions of sex and gender, such as male and female. This may include people a) who identify as a gender different to their birth sex, b) who identify as neither man or woman, c) whose cultures may have their own terms for gender identities outside man or woman.

Parents: Parents and people with caring responsibilities for children are included in all of our five priority diversity groups rather than being considered as a separate group. The specific situation and challenges faced by parents and people with caring responsibilities are covered by the DoT Flexible Working Policy, which does not fall under the remit of the I&D team. For more information about flexible working arrangement or specific concerns regarding parenting responsibilities (incl. parental leave entitlements), please contact your People & Culture Business Partners in the first instance.

Part-time work: Please refer to the DoT intranet for more information about flexible working arrangements. Please note that while flexible working is a key enabler of I&D initiatives, the I&D team does not manage flexible working requests and is not responsible for the practical implementation of flexible working arrangements.
Please contact your People & Culture Business Partner if you have any questions about flexible working at DoT.

Religion/faith: This is included in the priority diversity group "culturally and linguistically diverse (CALD) people". Please refer to "CALD".

Sex: A person's biological characteristics. A person's sex is usually described as being male or female. Some people may not be exclusively male or female (the term 'intersex' is explained above). Some people identify as neither male nor female.

Sex and gender diversity: Includes the various sex and gender identities, and refers to the whole spectrum of sex and/or gender in our community. For the purpose of this document, the specific challenges of people of diverse sexes, sexualities and gender identities are covered by LGBTIQ+.

Special measures: Special measures aim to foster greater equity by supporting groups of people who face, or have faced, entrenched discrimination so they can have similar access to opportunities as others in the community. Special measures are sometimes described as acts of 'positive discrimination' or 'affirmative action'. They are allowed under federal anti-discrimination laws. DoT uses special measures especially for the targeted recruitment of Aboriginal and Torres Strait Islander Australians.

Wellbeing: Our I&D efforts are intrinsically linked to employee wellbeing. Not only do inclusive workplace cultures foster employee wellbeing, but employees who experience a high level of wellbeing are also noticeably more inclusive. This is due to the positive effects on self-confidence, enhanced career development opportunities for everyone, greater work-life balance, a sense of connectedness and belonging, as well as reduced discrimination, bullying and harassment.

Women: The term "woman/women" used throughout this document means women of all lived experience, including those of diverse sex, sexuality, and gender. Our priority diversity group "women" is linked to the topic of gender equity, which concerns both men and women.

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ii Bourke, J. (2016), Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions, Australian Institute of Company Directors.

iii Deloitte and the Victorian Equal Opportunity and Human Rights Commission (2013), Waiter? Is that inclusion in my soup?, https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf

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