

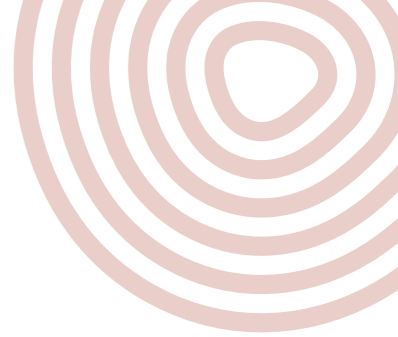


Charles Sturt  
University



Workplace Diversity and  
Inclusion Plan 2023–2025

Charles Sturt  
University



## Acknowledgement of Country

We respectfully acknowledge the traditional owners and custodians of the lands and waters on which we live and work together.

Charles Sturt University and its staff pay respect to Elders within First Nations communities and acknowledge the continuity of cultures, languages, leadership and knowledge systems.

We acknowledge First Nations peoples' continuous connection to Country, recognising the unique, diverse identities and cultures of peoples in our communities, regions and nation.

As such, we value the collaboration to strongly position First Nations peoples in our university, through languages, leadership, cultures, knowledges, research and ceremonies.

## Contents

Message from the Vice-Chancellor	4
Message from Executive Director, Division of People and Culture	5
<b>About Charles Sturt University</b>	<b>6</b>
Our mission	7
Our ethos	7
Our values	7
Our workforce	8
<b>Our commitment to diversity and inclusion</b>	<b>9</b>
Our commitment	9
Understanding diversity and inclusion	9
Benefits of diversity and inclusion	10
Our achievements so far	11
Where we are heading	12
Memberships and awards	12
<b>Our vision for the future</b>	<b>13</b>
Our voices - the planning	13
Our guiding diversity and inclusion principles	14
Our diversity focus areas	15
<b>Our Workplace Diversity and Inclusion Plan 2023-2025</b>	<b>16</b>
Plan overview	22
<b>Operationalising the plan</b>	<b>23</b>
Roles and responsibilities	23
Governance	24
Timing of implementation	25
<b>Appendices</b>	<b>26</b>
Appendix A: Diversity and inclusion implementation plan	26
Appendix B: Glossary of terms	31
Appendix C: Legislation, standards and regulations	32
Appendix D: Aligned and enabling university strategies	33
<b>References</b>	<b>34</b>



## Vice-Chancellor's message

At Charles Sturt University, we believe that a thriving and successful workplace is grounded in yindyamarra winhanganha - the wisdom of respectfully knowing how to live well in a world worth living in.

Inclusivity is at the core of our values as an education and research institution dedicated to serving our diverse regions and communities.

The Workplace Diversity and Inclusion Plan marks a significant milestone in our journey towards creating a workplace culture where every individual feels a deep sense of belonging, whatever their background or identity, and where all staff receive the opportunities and support for them to thrive at work.

Recognising that people are made up of complex characteristics and experiences, and that these overlap - or intersect - to compound the impact of barriers in the workplace, the plan aims to foster an inclusive workplace culture. It delineates our shared responsibilities and a collective commitment to dismantling those barriers together.

The University's Workplace Diversity and Inclusion Plan is centred around four pillars:

- **Culture:** aiming to cultivate a workplace environment where inclusivity thrives, where diverse voices are heard, and where mutual respect is the norm.
- **Career:** building a diverse workforce is not just a goal, it is a responsibility. Empowering our people

to thrive at work is essential for fostering innovation and creating a vibrant community.

- **Capability:** recognising that individual and organisational capabilities should be developed to seek, respect, and value diversity. Only then can we tap into the full potential of our workforce.
- **Connection:** embracing individuality, authenticity and fostering a sense of belonging within Charles Sturt University.

Charles Sturt University's commitment to diversity and inclusion goes beyond being the right thing to do. It is an acknowledgment of the incredible opportunities and strengths it brings to both our university and each individual within it, and to mirror the diversity of the communities we serve and the students we support, ensuring a richer and more profound educational experience for all.

Charles Sturt has a proud history of diversity and inclusion initiatives.

This plan builds upon those foundations and will see a range of actions implemented across the next three years that leverage senior leaders and Diversity Champions, strengthen governance and accountability, improve our data capture and reporting, and prioritise communication and engagement.

**Professor Renée Leon PSM**  
Vice-Chancellor and President



## Executive Director, People and Culture

Our university ethos, yindyamarra winhanganha, means the wisdom of respectfully knowing how to live well in a world worth living in. This phrase represents who we are at Charles Sturt University. Our staff should be heard, valued, respected, welcomed and able to access career and development opportunities.

The Australian Human Rights Commission rightly explains that respecting human rights is the cornerstone of strong communities, in which everyone can play a part and feel included. It's well known that this contributes to positive health and wellbeing outcomes. We are very fortunate to have an outstanding group of diverse, passionate, and engaged people working with us, however we can and must do even better. This plan demonstrates our profound commitment to realising our ethos and university vision and delivering on our University Strategy 2030 strategic focus areas.

It's important to recognise we've already taken steps to achieve our diversity and inclusion goals and in many areas we excel. But there is always more we can do. Over the next three years, this plan will focus our efforts and guide our actions, sponsored by our Executive Leadership Team and enabled by our Diversity

Champions and employee networks. This plan is reshaping our priorities and will set us up for continued success beyond 2025.

This plan is more than just an action plan - it is who we are and how we want to be every day. We will be embedding the principles of diversity and inclusion in our policies, processes, systems and enabling plans, uplifting capability and raising awareness to influence how we remove barriers for our staff.

We are all responsible for contributing to ensuring our university is a place where everybody feels a sense of belonging and safety. I encourage you all to be curious, courageous and consciously aware, to take steps to build your own capabilities and ensure what you do every day helps create that feeling of safety and belonging that we all want our university culture to have.

**Maria Crisante**  
Executive Director  
Division of People and Culture

# About Charles Sturt University



Charles Sturt is a public university, established under the Charles Sturt University Act, 1989. The objective of the university is the promotion – within the limits of the university’s resources – of scholarships, research, free inquiry, the interaction of research and teaching and academic excellence.

Charles Sturt is the largest regionally based university in Australia, enrolling approximately 40,000 on-campus and online students from across Australia and more than 72 countries around the world. With campuses in Albury-Wodonga, Bathurst, Wagga Wagga, Dubbo, Goulburn, Orange, Parramatta, Port Macquarie and Canberra, the university also delivers programs onshore and internationally, in collaboration with leading partner institutions.

We are a significant employer in our regions and provide interesting and rewarding employment opportunities. We make a significant contribution to the prosperity and vibrancy of our rural and regional communities, with a reach and impact across Australia and the world.

## Our mission

Our mission is to build skills and knowledge in our regions. We offer choice and flexibility to students and work hand in hand with our industries and communities in our teaching, research and engagement.



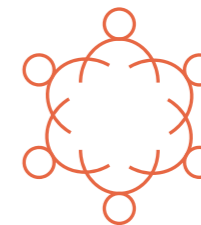
**Understanding people and the world**

- Respectful
- Perceptive
- Knowledgeable, wise and open-minded

## Insightful

## Our ethos

We believe wisdom transforms communities. With tenacity, we help to shape resilient, sustainable regions for the future. The Wiradjuri phrase **yindyamarra winhanganha** means the wisdom of respectfully knowing how to live well in a world worth living in.

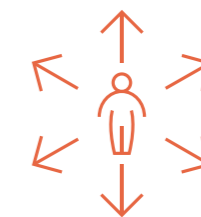


**Stronger together**

- Accessible
- Versatile
- Easy, warm and welcoming

## Inclusive

This phrase represents who we are at Charles Sturt – our ethos. It comes from traditional First Nations knowledge, but it also speaks to the mission of a university – to develop and spread wisdom to make the world a better place.



**Outcome driven**

- Consistent
- Constructive
- Student first, practical and useful

## Our values

Through our values, we create a welcoming community experience and a learning environment that supports innovative research, advances society and gives back to our regions. Our values are at the heart of our commitment to building a diverse workforce and inclusive workplace.

## Impactful

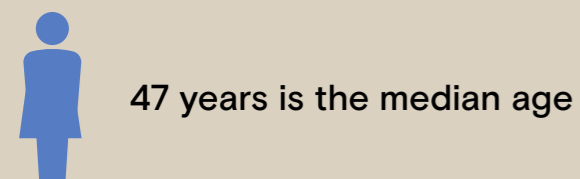
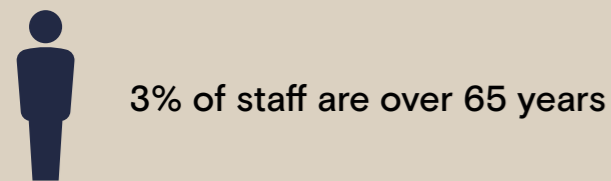
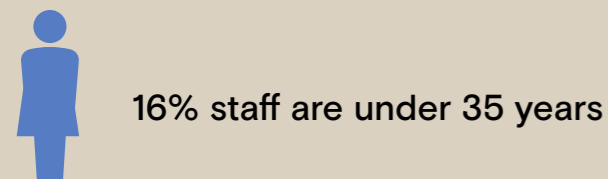
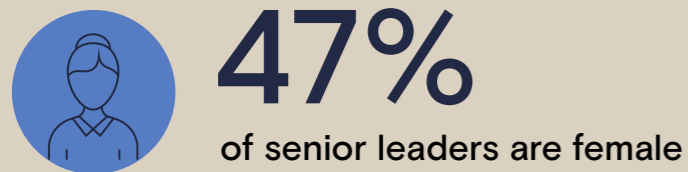
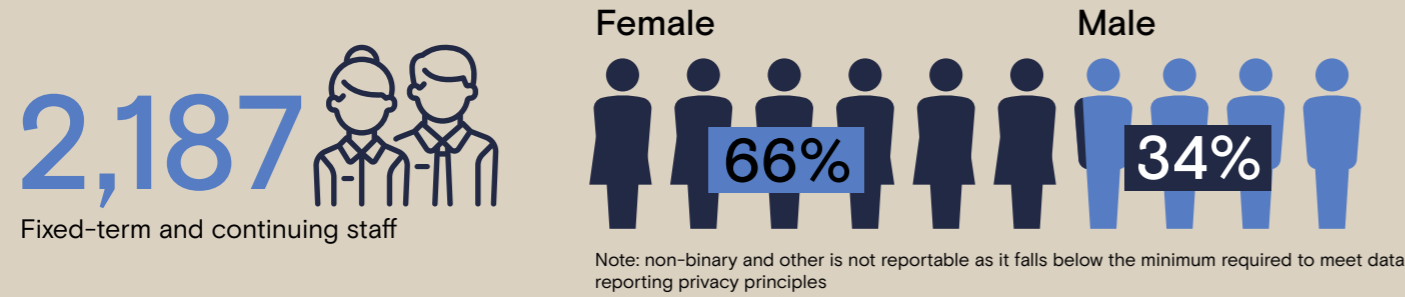


**Leading for the future**

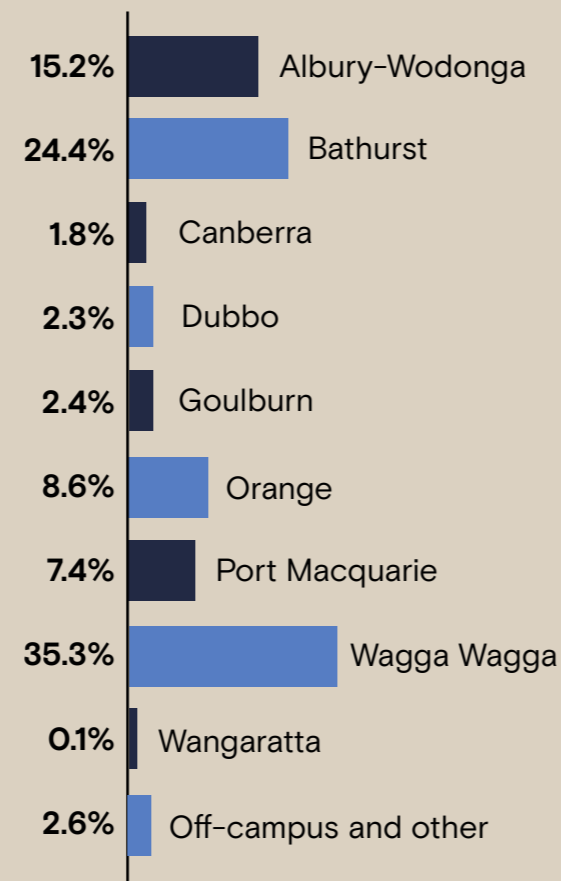
- Rigorous
- Creative
- Leading, imaginative and solid

## Inspiring

## Our workforce



### Staff by campus



\* Equal Opportunity data is not currently requested from casual staff; all data from snapshot date of 31 March 2023; we're not yet collecting data on members of the LGBTIQ+ community

## Our commitment to diversity and inclusion

Charles Sturt is committed to building a diverse and inclusive workforce, where our staff feel valued and empowered when they come to work. Our aim: whatever your background or identity, you are welcome at Charles Sturt.

We are committed to continue building a workplace culture that provides dignity and respect to all, that encourages the sharing of ideas and perspectives and that values everyone's differences. We want our staff to feel safe and supported within the workplace and able to thrive at work. We are committed to breaking down barriers that impede diversity and inclusion. We want to educate and equip our leaders and managers with the understanding and skills to be inclusive and foster a sense of belonging.

We are also committed to building and attracting a workforce that reflects the communities we serve – including our students and partners. This plan is key to enabling our people and is underpinned by the [University Strategy 2030](#) with strategic focus areas relating to students, research, people and social responsibility. When we get inclusion right, it contributes positively to the university achieving its [key performance indicators](#).

### Understanding diversity and inclusion

#### Diversity

Diversity includes anything that makes people different and unique. These differences can be more or less visible and include gender, ethnicity, cultural background, disability, age, sexual orientation, religious beliefs and disability. Diversity also includes other differences such as family responsibilities, educational level, socio-economic background, geographic location and differences in views and opinions.

#### Belonging

Belonging is a sense of feeling secure and comfortable, respected and supported, so people can bring their authentic selves to work, contribute openly to all that is going on in the organisation and know that they are appreciated and valued for their individual contributions. This, along with having an affiliation with peers, teams and the broader organisation and being able to participate fully at work, means our staff can thrive.

#### Inclusion

Inclusion is how we accept and respect all our staff for their diverse and often overlapping characteristics and include their voices in what we do. We do this by embracing diversity, creating an environment that is welcoming to everyone, and values people's backgrounds, perspectives and lived experiences. It means creating a climate and culture where people feel they belong and are motivated to work collaboratively to uphold the university's values and achieve its goals.

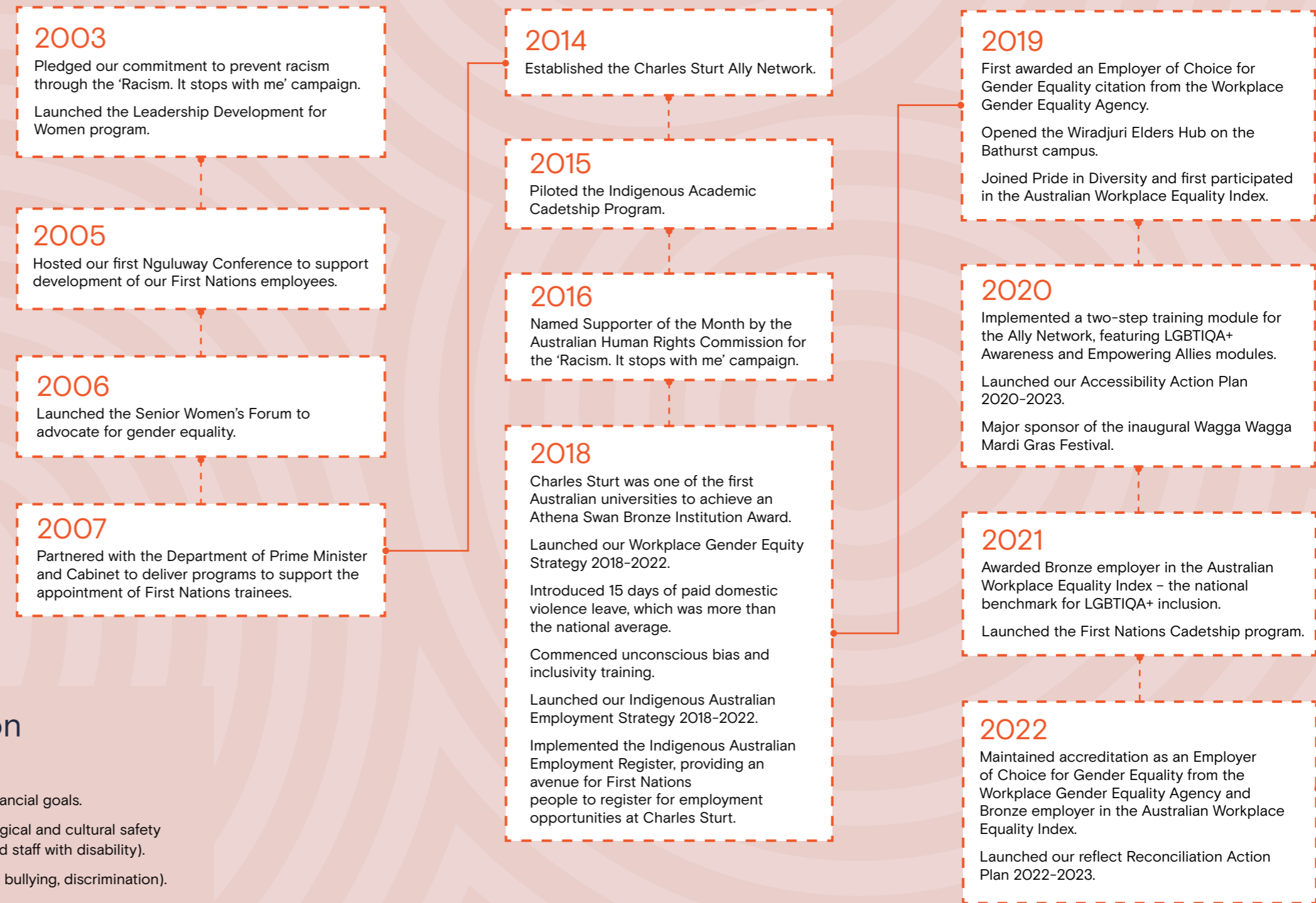
#### Intersectionality

Intersectionality acknowledges that people cannot be defined by a single aspect, such as race, gender or disability and that a person can belong to more than one traditionally under-represented group. For example, a person may identify as a member of the LGBTIQ+ community and as a person with disability. Intersectionality can lead to multiple overlapping barriers, biases or discrimination. Each person's experience and challenges are unique and a person should not be 'reduced to a label'.

Source: Adapted from [HealthShare NSW: What is diversity, inclusion and belonging?](#)



## Our achievements so far

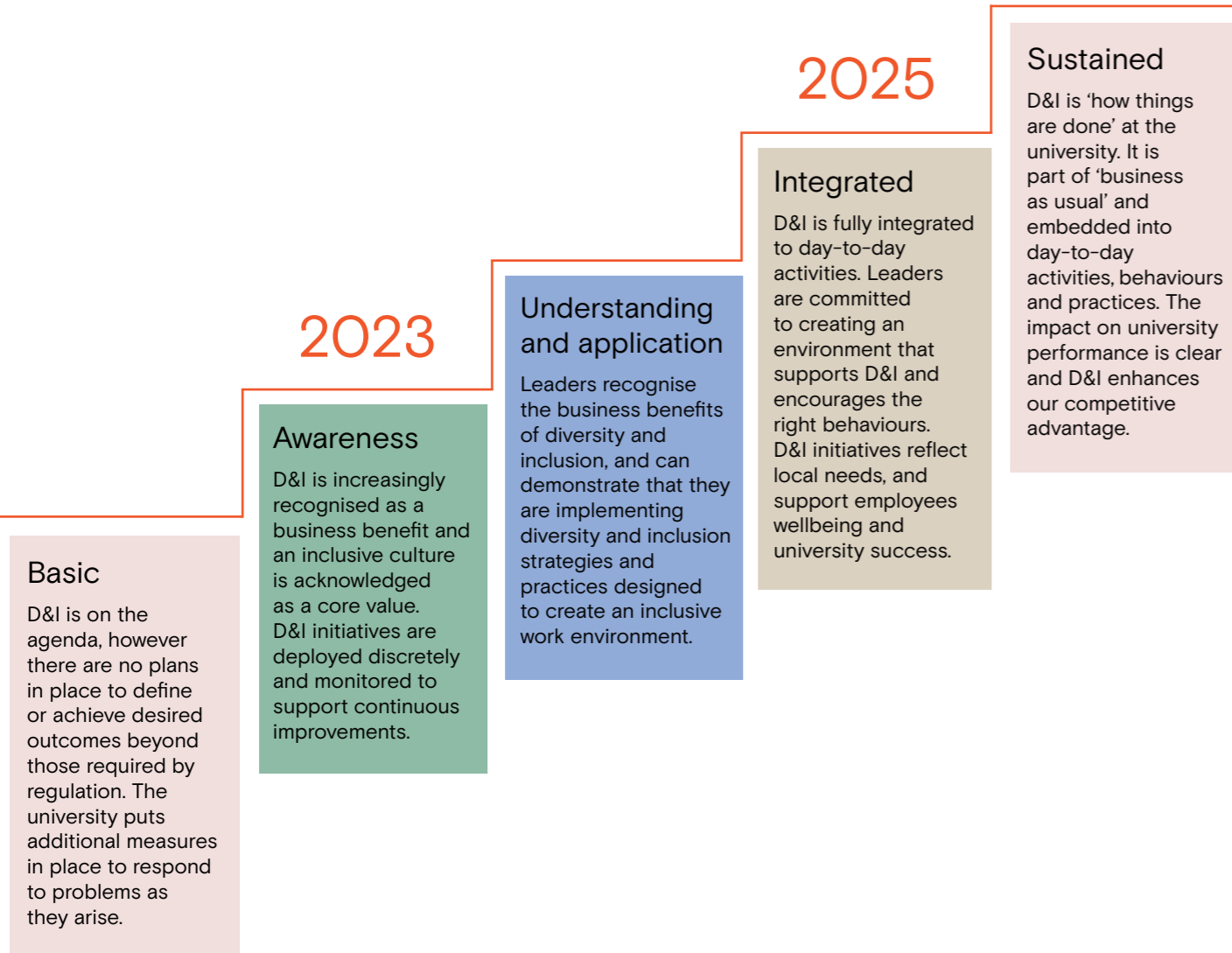


## Benefits of diversity and inclusion

The benefits of workplace diversity and inclusion include:

- Supporting staff to achieve personal health, wellbeing, career and financial goals.
- Improved staff engagement and wellbeing, including higher psychological and cultural safety (in particular for First Nations, diverse faith and culture, LGBTIQ+ and staff with disability).
- Reduced risk of unlawful and unproductive workplace behaviour (e.g. bullying, discrimination).
- Better collaboration, innovation, decision making and problem solving.
- Enhanced individual, team and organisational performance.
- Recognition as an employer of choice, with greater attraction and retention of talent.
- Better outcomes in education, research and community engagement.
- More resilient organisations are better able to respond to challenges and disruptions.

## Where we are heading



Source: Adapted from [BAE D&I Maturity Model](#)

## Our diversity and inclusion memberships and awards



## Our vision for the future

### Our voices - the planning

This plan has been developed with our staff at the centre and draws on themes identified from a wide range of data sources including Your Voice survey results, working parties, staff forums and networks. This plan incorporates staff and stakeholder feedback, gathered through extensive consultation activities from October to November 2022 and March to April 2023, including face-to-face and virtual consultation sessions and a comprehensive all-staff survey.

*"Thank you for the opportunity to contribute. The equitable approach to this has been good. I couldn't attend an online session, but knowing the questions are similar made me not feel like I missed out or that the survey was tokenistic."* - All-staff survey participant

#### Campus workshops

- 3 workshops
- 23 attendees

#### Key stakeholders

- 25 meetings
- 50 attendees

#### Confidential contact

- 21 people

#### Virtual workshops

- 18 workshops
- 197 attendees

#### Online survey

- 60 responses

#### Data statistics

- >1800 unique qualitative data points for thematic analysis

Through these consultation activities, our staff and stakeholders provided insights on what we can do differently, or more of, to enhance workplace diversity and inclusion at Charles Sturt. The below are comments made in the survey.

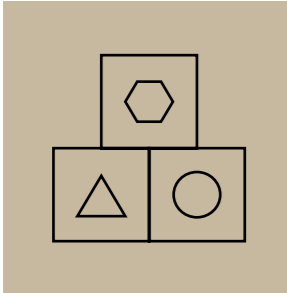
"We need a clear university-wide vision for diversity and inclusion."	"We need to understand more about less visible disabilities eg. neurodiversity, fatigue."	"We need clear and accessible information for managers and employees."
"Senior leaders and all employees need to model inclusive behaviours and actions day-to-day."	"We need to reduce barriers and have greater flexibility for all employees."	"Leaders need to 'talk the talk' and 'walk the walk'."
"Support and services for all diversity and inclusion dimensions and focus areas."	"Provide a safe place to discuss and seek advice on diversity and inclusion concerns."	"Have policies that align with the rhetoric."
"Managers need training and support in EDI, to be able to build an inclusive culture and team."	"Increase people's awareness of diversity and inclusion issues and what they can do to make a difference."	"Include EDI in team meetings and committee agendas."



## Our guiding diversity and inclusion principles

Charles Sturt has developed three guiding Diversity and Inclusion Principles (D&I Principles) in response to key issues and themes identified during consultation and to reflect industry best-practice in supporting an uplift in organisational maturity with respect to diversity and inclusion culture, policy and procedure and workplace practices.

These principles will guide our planning, prioritisation, actions, policies and procedures, education, training and resources and our approach to engaging with each other.



### An inclusive culture is a deliberate decision

Removing systemic and institutional barriers to become a highly desired workplace where all staff have opportunities to thrive, requires deliberate intent, action and reflection.



### Compliance is just the start

We will strive to go beyond minimum legislative and sector requirements, to genuinely seek to “do the right thing” and create a culture where inclusion is central to all that we do.



### We all have our part to play

We all have a role to play in cultivating a diverse and inclusive workplace and contributing to achieving our diversity and inclusion goals – this includes our leaders and managers, teams, and all staff.



## Our diversity focus areas

The principles and actions in this plan aim to foster a more inclusive workplace culture, to enhance the experience for all our staff, including people who identify as being members of under-represented groups and those who experience intersectional barriers, bias or discrimination.

While this plan takes an intersectional approach to inclusivity, the implementation will provide additional focus on improving the representation and employee experience for key diversity groups:

- accessibility and neurodiversity
- carers
- diverse faith and culture (including culturally and linguistically diverse or CALD)
- First Nations\*
- gender
- LGBTIQA+.

\*Focus and support for greater engagement, increased workforce representation and career development opportunities and cultural safety and security for First Nations staff will be guided by Charles Sturt and Universities Australia’s First Nations strategies and plans such as:

- [Charles Sturt University First Nations Strategy 2023-2025](#)
- [Charles Sturt University Reconciliation Action Plan 2022-2023](#)
- [Charles Sturt First Nations Employment Strategy 2023-2025](#)
- Charles Sturt First Nations Engagement Framework (under development)
- [Universities Australia First Nations Employment Strategy 2022-2025](#)
- Universities Australia First Nations Employment Guidelines (under development)






# Our Workplace Diversity and Inclusion Plan 2023-2025


The overarching goal of our Workplace Diversity and Inclusion Plan 2023-2025 is to create a positive, respectful and equitable workplace where staff from all backgrounds and life experiences have equal access to opportunities and can thrive at work.

We will achieve this through a combination of university-wide and Division of People and Culture-led programs, awareness and education activities, reforms to our policies and procedures and by establishing more inclusive practices across the university.


The following key areas have been identified as fundamental strategic priorities for enhancing workplace diversity and inclusion at Charles Sturt.




**Culture**  
We will foster a positive, respectful and inclusive workplace.



**Career**  
We will build a diverse workforce and empower our people to thrive at work.



**Capability**  
We will deliver individual and organisational capability to seek, respect and value diversity.



**Connection**  
We will embrace individuality, authenticity and foster a sense of belonging.



# Culture

## Our goal

We will foster a positive, respectful and inclusive workplace.

## Our approach

Our managers and leaders will exemplify inclusive behaviour and actively pursue opportunities to increase diversity and inclusion day-to-day.

A governance model will drive the plan and ensure continued focus and prioritisation of inclusion initiatives.

## Key actions

- Align governance and progress with the People Committee to direct and monitor the plan.
- Appoint senior Diversity Champions for all key diversity groups.
- Review and update university policy and procedures to support diversity and inclusion.
- Review and refresh university diversity and inclusion memberships and awards.

## What does success look like?

- Visible championing of inclusion and modelling of inclusive practices.
- Increased staff engagement across key diversity groups.



# Career

## Our goal

We will build a diverse workforce and empower our people to thrive at work.

## Our approach

Our managers and leaders proactively support our people to achieve their career goals.

Our programs and initiatives support diversity and inclusion throughout the employee lifecycle, including strategic workforce plan, attraction, recruitment, onboarding, learning and development, reward and recognition, progression and performance, retention and offboarding.

## Key actions

- Review attraction, recruitment and onboarding, learning and development programs and reward and recognition practices to address bias and barriers and promote equity and inclusion.
- Develop manager and staff toolkits and resources about inclusive practices that support people to achieve their career goals, including understanding flexibility and removing barriers.
- Develop university workforce targets for key diversity groups and initiatives to lift representation.
- Improve university data capture and reporting of workforce diversity.

## What does success look like?

- Our workforce diversity more closely reflects the diversity of our local communities.
- Our staff feel valued and supported to thrive at Charles Sturt.
- Staff feel confident to share their diversity details knowing these will be used ethically to inform university reporting and decision-making.





# Capability

## Our goal

We will develop individual and organisational capability to seek, respect and value diversity.

## Our approach

Our people leaders role model inclusive practices and proactively seek to increase diversity and inclusion at Charles Sturt.

Our staff understand the importance of diversity and practice inclusive behaviours.

## Key actions

- Develop education and training on inclusivity for people leaders.
- Refresh and deliver unconscious bias and inclusivity education and training.
- Provide coaching and support for people leaders to navigate complex matters that relate to equity, diversity and inclusion.

## What does success look like?

- People leaders are confident in supporting inclusivity in the workplace.
- Staff feel more supported and empowered to request the adjustments they need to thrive at Charles Sturt.



# Connection

## Our goal

We will embrace individuality, authenticity and foster a sense of belonging.

## Our approach

Empower our people to feel safe to be their authentic and best selves at work.

## Key actions

- Establish employee networks for each key diversity group.
- Establish a diversity and inclusion calendar and support a range of programs and activities.
- Publish staff stories to build a sense of belonging and acceptance.

## What does success look like?

- Staff across each diversity focus group are more engaged and have a stronger sense of belonging.
- Staff know where to seek support, advice and knowledge, to manage their own or others' diversity needs.



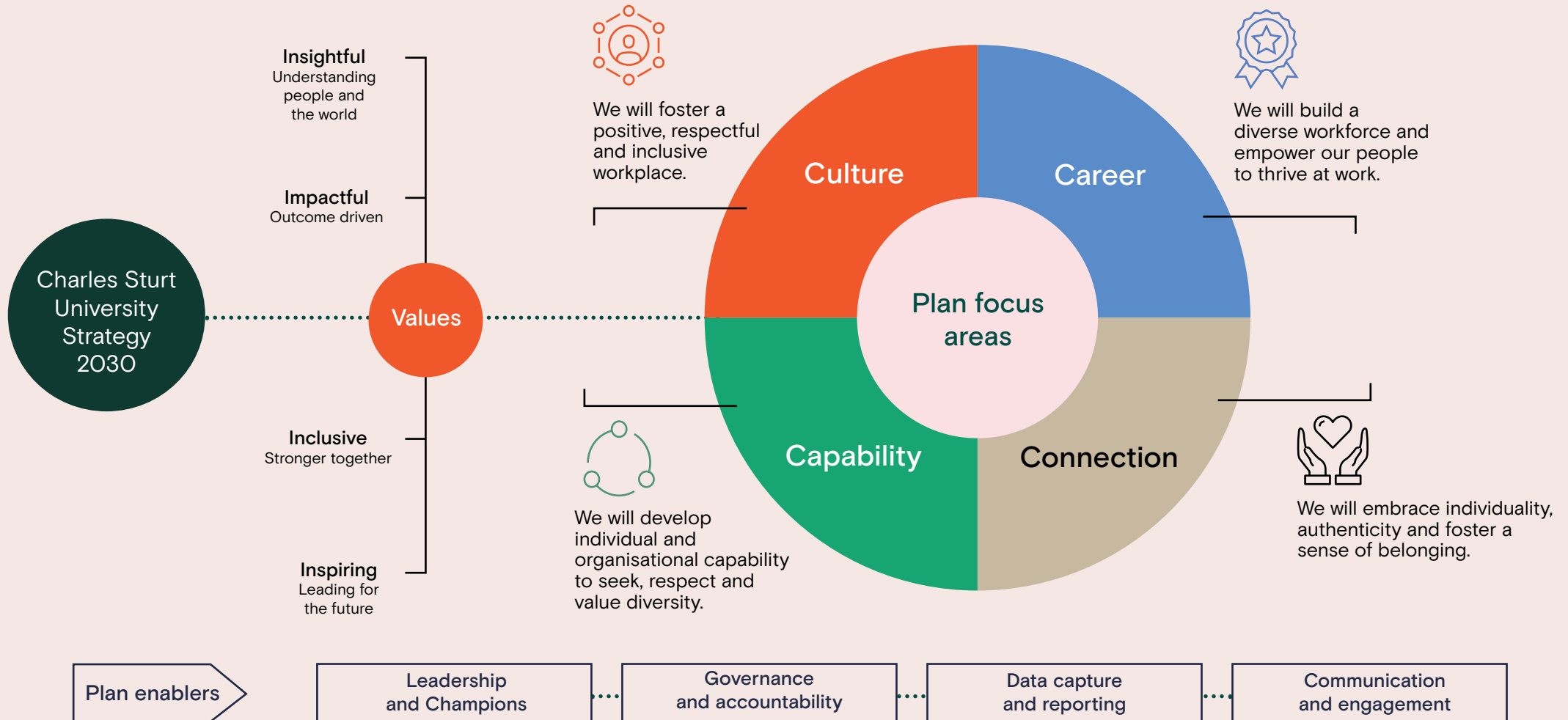
# Workplace Diversity and Inclusion Plan 2023–2025 overview

## Principles

An inclusive culture is a deliberate decision.

Compliance is just the start.

We all have our part to play.



# Operationalising the plan

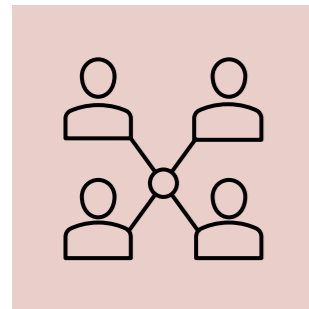
## Roles and responsibilities

The success of the Diversity and Inclusion Plan depends on the support of everyone in the university. We all have a role to play in building a workplace that values diversity and shows a commitment to inclusion through our attitudes, actions and behaviours.



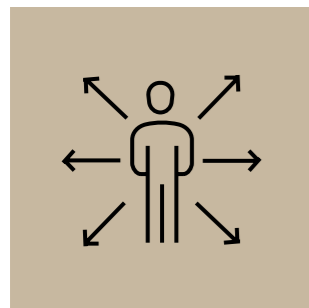
### Senior leaders and managers

- Take the lead in championing diversity and inclusion.
- Walk the talk – model inclusive behaviours and practices.
- Use workforce data and actively seek to increase workforce diversity.
- Take action and hold yourself/others to account for diversity and inclusion goals and practices.
- Recognise and reward inclusive behaviour and practices (including through Rewarding Excellence Daily (RED) reward and recognition).



### Managers, supervisors and team leaders

- Stay informed of relevant diversity and inclusion legislation (Appendix C).
- Be familiar with university diversity and inclusion policy and procedures.
- Value diversity as a team strength and strive to create an inclusive culture.
- Recognise and reward inclusive behaviour and practices.
- Be aware of potential unconscious bias or non-inclusive practices.
- Address behaviour not aligned with university values or code of conduct.
- Support staff to be involved in Employee Networks, forums and consultation.
- Be aware of team needs and support workplace flexibility, including reasonable adjustments.



### All staff

- Be curious, gain knowledge and understanding.
- Be self-aware and consider how your words and actions impact others.
- Treat people with dignity and respect, help others to thrive at work.
- Get involved and support diversity and cultural events and initiatives.
- Celebrate different cultures, beliefs and ideas.
- Keep your equity and diversity data updated in our HR systems (to better understand our workforce and tailor our staff services and support).

## Governance

Charles Sturt has developed an implementation approach with transparent governance arrangements, that will set the foundation for sustainable long-term change and outcomes.

This plan will be overseen by our People Committee to provide direction, guidance and monitor our progress and will report annually to University Council and in the university's annual report.

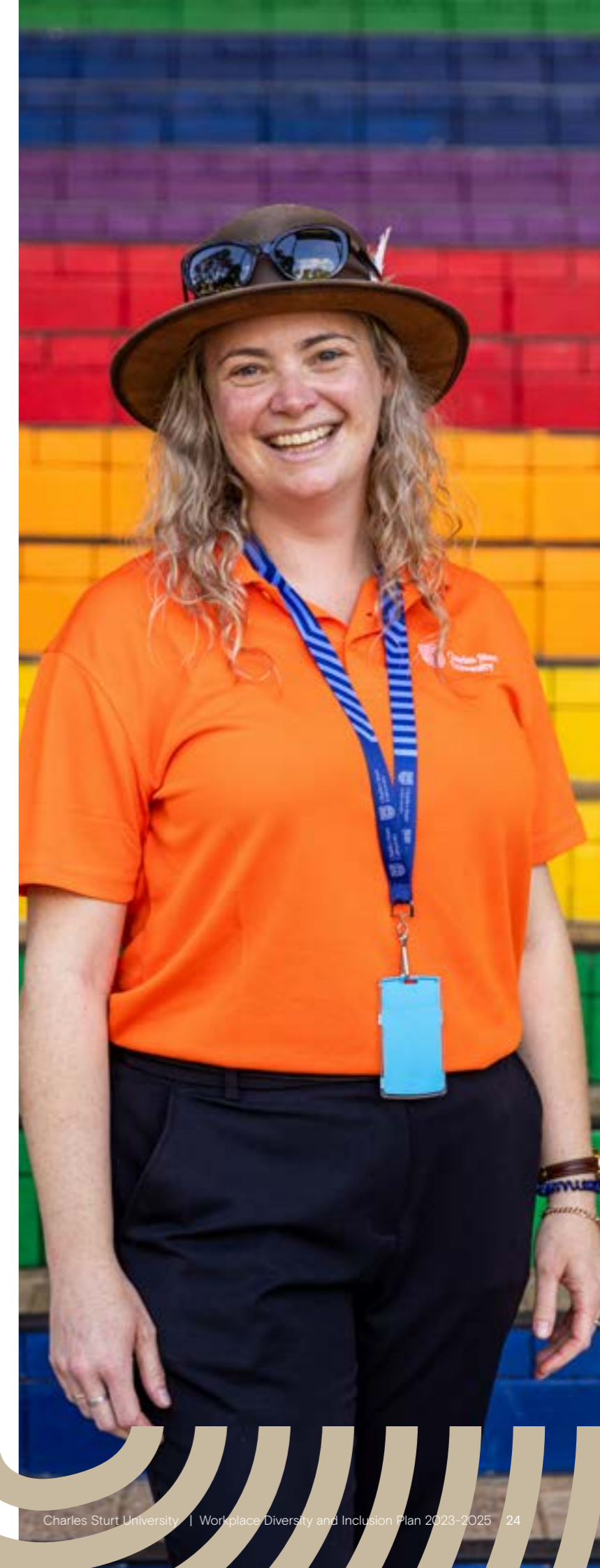
The People Committee will seek input from staff across a range of diversity and inclusion matters and in relation to progress of the plan, via formal employee networks and broader staff engagement forums and initiatives. The People Committee may draw on subject matter and industry experts or reference groups as needed.

The Division of People and Culture will drive the implementation of the plan and liaise with key stakeholders accountable for delivering and enabling related strategies and plans.

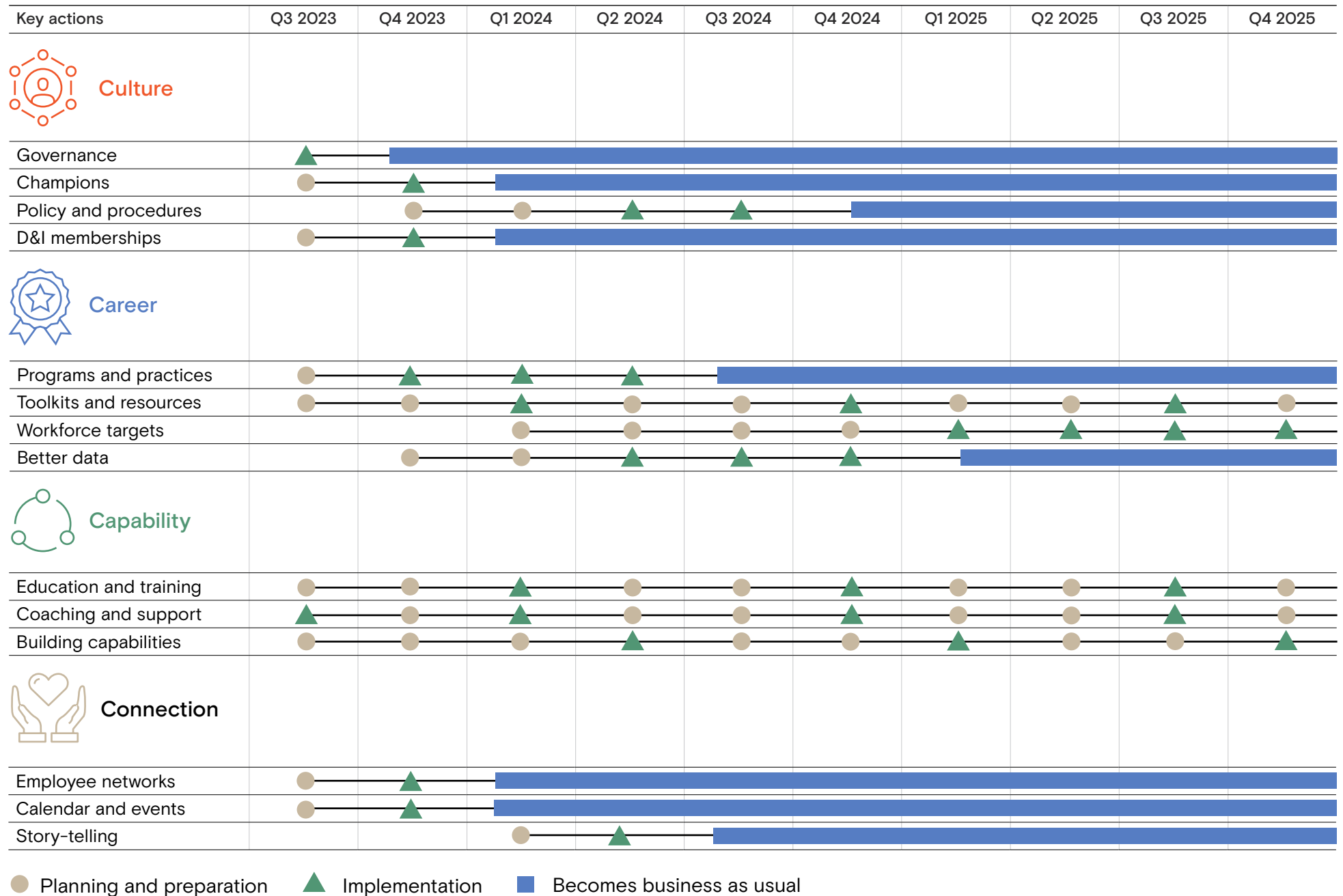
A critical component of the implementation of this plan is appointing visible executive leaders as Diversity Champions, to advocate the unique concerns and needs of staff who identify as belonging to key diversity groups. Additionally, establishing employee networks for each key diversity group to provide connection, support, knowledge and guidance – based on lived experience – on initiatives, will help us all to build a more inclusive workplace.

University engagement, cultural surveys and pulse surveys will also be monitored through a diversity and inclusion lens to monitor operationalisation and impact of the plan.

The Chief Operating Officer is the Executive Sponsor with overall responsibility for supporting and enabling the plan and providing the Vice-Chancellor with guidance in relation to diversity and inclusion matters at Charles Sturt. The Chief Operating Officer is supported by the Executive Director, Division of People and Culture and the Equity, Diversity and Inclusion team.




# Timing of implementation



## Appendix A: Diversity and inclusion implementation plan

 <b>Culture focus area – foster a positive, respectful and inclusive workplace</b>					
	Action	Deliverable	Indicators of success	When	Responsibility
<b>Governance</b>	Align governance and progress with the People Committee to direct and monitor the plan.	<p>Progress on D&amp;I initiatives reported at each People Committee meeting.</p> <p>People Committee members guide D&amp;I decisions and maintain focus on D&amp;I initiatives.</p>	<p>People Committee is established.</p> <p>People Committee members model inclusive practices.</p> <p>Regular monitoring and reporting on D&amp;I outcomes.</p>	September 2023	<p>Executive Director People and Culture</p> <p>Executive Director Security, Safety and Wellbeing</p> <p>People Committee members</p>
<b>Champions</b>	Appoint academic and professional/general diversity champions for each key diversity group.	<p>Diversity Champions appointed, engaged and visibly championing D&amp;I outcomes for key diversity groups.</p> <p>Diversity Champions modelling and advocating for inclusive processes and practices.</p>	<p>Diversity Champions sponsor D&amp;I programs, initiatives and events and consult with the employee network to raise collective solutions via the People Committee.</p> <p>Increased staff engagement across key diversity groups (Your Voice/Pulse metrics).</p>	December 2023	<p>Executive Leadership Team</p> <p>Equity, Diversity and Inclusion team</p> <p>Diversity Champions</p>
<b>Policy and procedures</b>	Review and update university policies and procedures to support diversity and inclusion.	<p>D&amp;I principles are embedded in university operations through inclusive policies and procedures.</p> <p>Benchmark, review and update policies and procedures to reduce and remove systemic barriers for diverse staff.</p>	<p>Policies and procedures are clear and accessible and reflect and incorporate feedback from employee networks, Diversity Champions and diverse staff.</p>	December 2024	<p>Equity, Diversity and Inclusion team</p> <p>Policy owners</p>
<b>D&amp;I memberships</b>	Review and refresh university diversity and inclusion memberships and employer citations and accreditations.	<p>Benchmark D&amp;I focused memberships of other universities and audit Charles Sturt's current memberships and employer citations, with recommendations to start, stop or continue.</p> <p>Adopt best-practice approaches and develop new initiatives to overcome identified barriers, which contribute to maintaining desired D&amp;I citations and accreditations.</p> <p>Conduct analysis of the gender pay gap to understand the contributing factors at Charles Sturt and implement initiatives to redress this.</p>	<p>Refreshed suite of D&amp;I memberships, citations and accreditations that are fit for purpose, reflect our diverse workforce and support the goals of this plan.</p> <p>Achieve five Athena Swan Cygnet Awards, in preparation for Silver Award application.</p> <p>Reduction in gender pay gap.</p>	December 2023	<p>Equity, Diversity and Inclusion team</p> <p>Executive Leadership Team</p>

 <b>Career focus area – build a diverse workforce and empower our people to thrive at work</b>					
	Action	Deliverable	Indicators of success	When	Responsibility
<b>Programs and practices</b>	Review attraction, recruitment, onboarding, learning and development programs and reward and recognition practices, to address bias and barriers and promote equity and inclusion.	Update job advertisement and position description templates to ensure use of inclusive language and to encourage applications from people with diverse backgrounds and adjustment requirements.	<p>Our staff feel valued and supported to thrive at Charles Sturt (Your Voice/Pulse metrics).</p> <p>Increased number of applicants from key diversity groups.</p>	December 2023	<p>Equity, Diversity and Inclusion team</p> <p>Talent Acquisition team</p>
		Upskill hiring managers and Talent Acquisition team in inclusive recruitment practices.	<p>Inclusive language and practices embedded into recruitment process.</p> <p>Increased number of new staff appointed from key diversity groups.</p>	March 2024	<p>Equity, Diversity and Inclusion team</p> <p>Talent Acquisition team</p> <p>Hiring managers</p>
		Continue to monitor academic promotions and other recognition and reward programs to include and measure the impact of Equal Opportunity (EO) statements and ensure achievement relative to opportunity is considered.	<p>Increase in use of EO statements in reward and recognition processes.</p> <p>Increase in staff from key diversity groups progressing in academic promotions.</p>	June 2024	<p>Equity, Diversity and Inclusion team</p> <p>Program owners</p> <p>DVC Academic</p> <p>DVC Research</p>
<b>Toolkits and resources</b>	Develop manager and staff toolkits and resources to increase inclusive practices that support people to achieve their career goals, including understanding flexibility.	<p>Develop toolkits and resources to increase awareness of barriers and non-inclusive practices, relative to each key diversity group and from an intersectional perspective.</p> <p>Toolkits will include a range of resources such as fact sheets, brief videos and podcasts, conversation starters and self-serve training options.</p>	<p>Number of times toolkits and resources are accessed/downloaded.</p> <p>Staff feedback on toolkits and resources.</p>	March 2024	<p>Equity, Diversity and Inclusion team</p> <p>Managers</p> <p>All staff</p>
<b>Workforce targets</b>	Develop university workforce targets for key diversity groups and implement initiatives to retain current staff and increase representation.	Targeted recruitment strategies for work areas, disciplines and levels with diversity imbalances.	<p>Our workforce diversity, including gender balance, more closely reflects the diversity of our local communities.</p>	December 2025	<p>Executive Leadership Team</p> <p>Equity, Diversity and Inclusion team</p>
		Embed accountability for workforce diversity targets within performance agreements (including senior leaders and managers).	<p>Key targets achieved.</p>	December 2025	<p>Executive Leadership Team</p> <p>Division of People and Culture</p>



## Career focus area – build a diverse workforce and empower our people to thrive at work

Action	Deliverable	Indicators of success	When	Responsibility	
Better data	Improve university data capture and reporting of workforce diversity.	Build trust during onboarding and throughout employment, for staff to provide personal data relating to Equal Opportunity (EO) considerations and key diversity groups.	Staff feel confident to share their diversity details, knowing these will be used ethically to inform university reporting and decision-making.	December 2024	Equity, Diversity and Inclusion team Managers
	Develop process for staff to update own EO data when their circumstances change.	Up to date EO data is available to inform decision-making for initiatives that impact key diversity groups.	December 2024	Division of People and Culture All staff	
	Develop a workforce diversity dashboard for senior leaders to understand the diversity dimensions of their portfolios.	Senior leaders understand the diversity profile of the workforce in their portfolio and communicate desire for more balanced diversity representation.  Managers actively identify and address any imbalances and inequities in their areas, supported by senior leaders and EDI Team.	December 2024	Executive Leadership Team Senior leaders Managers Equity, Diversity and Inclusion team DPC Systems team	



## Capability focus area – develop individual and organisational capability to seek, respect and value diversity

Action	Deliverable	Indicators of success	When	Responsibility	
Education and training	Develop education and training on inclusivity for managers.  Refresh and deliver unconscious bias and inclusivity training.	Develop education and training programs for managers and staff about: <ul style="list-style-type: none"> <li>creating accessible and inclusive work environments for staff in key diversity groups</li> <li>inclusive practices for all staff.</li> </ul> Benchmark and refresh current D&I focused training (including ELMO, EO online, Ally and Unconscious Bias and Inclusivity training) and create new programs as required.	Training attendance and participant feedback.  Increased staff engagement across key diversity groups and increased satisfaction with flexibility and inclusivity practices (Your Voice/Pulse metrics).	March 2024	Equity, Diversity and Inclusion team Organisational Development team Managers All staff
	Coaching and support	Provide coaching and support for managers to navigate complex matters of gender equity and diversity, including those related to inclusive workplace practices, performance management and workplace culture.	Creation of an online hub with information relating to navigating complex equity, diversity and inclusion matters.  Central email address established ( <a href="mailto:EDI@csu.edu.au">EDI@csu.edu.au</a> ) for managers to seek advice and coaching from the EDI team.	Utilisation of information hub and links. Feedback from managers. Number of managers liaising with EDI team. Collaboration between EDI Team and other DPC teams.	September 2023
Building capabilities	Build manager and staff capabilities in inclusive practices.	Promote availability of toolkits, resources and training programs for all staff.  Work with teams across the university to deliver bespoke training relevant to their unique contexts.  Develop conversation guides to build confidence and competence for staff to be curious, inclusive and respectful when engaging with staff from key diversity groups.  Ongoing development and review of ELMO modules and other training pertaining to inclusivity.	Training delivered and participant feedback. Access/downloads of toolkits and resources. People leaders are confident in supporting inclusivity in the workplace. Staff feel more supported and empowered to request the adjustments and flexibility they need to thrive at work at Charles Sturt.  Increased staff engagement across key diversity groups (Your Voice/Pulse metrics).	June 2024	Equity, Diversity and Inclusion team Managers All staff





## Connection focus area – embrace individuality, authenticity and foster a sense of belonging

	Action	Deliverable	Indicators of success	When	Responsibility
Employee networks	Continue to support or establish employee networks for key diversity groups.	Establish and support employee networks for key diversity groups: <ul style="list-style-type: none"> <li>• accessibility and neurodiversity</li> <li>• carers</li> <li>• diverse faith and cultures (including CALD)</li> <li>• First Nations</li> <li>• gender</li> <li>• LGBTIQ+.</li> </ul>	Employee networks established and meeting regularly. Information from networks informs new initiatives and policy renewal/development. Employee networks function as forums in which to raise issues of importance, to provide feedback and guide decisions around University priorities and initiatives that impact them. Staff across each diversity focus area are more engaged and have a stronger sense of belonging. Staff know where to seek support, advice and knowledge to manage their own or others' diversity needs.	December 2023	Equity, Diversity and Inclusion team Diversity Champions
Calendar and events	Establish a diversity and inclusion calendar.	Calendar of significant days/events published and available on Staff Hub. Establish a range of programs and activities that acknowledge and celebrate days of significance.	Support and visible acknowledgement of a range of initiatives/days of significance informed by employee networks. Staff participation in initiatives that acknowledge days of significance.	December 2024	Equity, Diversity and Inclusion team Diversity Champions Employee networks All staff
Story-telling	Publish staff stories to build a sense of belonging and acceptance.	Create opportunities for staff to share success and challenges to help build awareness and understanding of diversity and inclusion.	Number of stories shared. Increased understanding for staff about how to be inclusive at Charles Sturt. Increased staff engagement across key diversity groups (Your Voice/Pulse metrics)	June 2024	Equity, Diversity and Inclusion team Staff with lived experience

## Appendix B: Glossary of terms

Term	Description and links
Accessibility and neurodiversity	<p>One of the diversity focus areas covered in this plan. It includes people who have physical, mental, intellectual, developmental, or sensory impairments which may hinder their full and effective participation in society on an equal basis with others.</p> <p>While many neuro-diverse people do not consider themselves to have a disability, neurodiversity is part of this focus area, recognising that individuals may need additional support or a reasonable adjustment to be able to participate fully and effectively at work.</p>
Athena Swan	<p>A quality charter and accreditation scheme established in the United Kingdom in 2005 to recognise and celebrate good practices in higher education and research institutions towards the advancement of gender equality, representation, progression, and success.</p> <p>→ <a href="https://advance-he.ac.uk/guidance/equality-diversity-and-inclusion">advance-he.ac.uk/guidance/equality-diversity-and-inclusion</a></p>
AWEI	<p>Australian Workplace Equality Index: Australia's national benchmarking instrument for LGBTIQ+ workplace inclusion.</p> <p>→ <a href="https://pid-awei.com.au">pid-awei.com.au</a></p>
Carers	<p>One of the diversity focus areas covered in this plan, which also crosses over with multiple focus areas, including gender and diverse faith and culture.</p> <p>Caring responsibilities exist in many forms for employees and usually require flexibility and support from supervisors, as well as identification of barriers for staff to feel included and have equal access to opportunities. The university also has legislative obligations to carers, under the Disability Discrimination Act, which are outlined in the Accessibility Action Plan 2020-2023.</p>
D&I	Acronym for Diversity and Inclusion.
Diverse Faith and Culture	<p>One of the diversity focus areas covered in this plan, which recognises people from different ethnic, nationality and language backgrounds, those with different religious and spiritual beliefs, and people who live within different societal structures and traditions. This area is sometimes called Culturally &amp; Linguistically Diverse, or the acronym CALD.</p>
EDI	Acronym for Equity, Diversity and Inclusion.
First Nations	<p>One of the diversity focus areas covered in this plan. Australian Aboriginal and Torres Strait Islander peoples have lived in Australia for over 60,000 years. There are many Nations, with over 250 languages spoken at the time of colonisation. The widespread effects from colonisation are ongoing and continue to affect First Nations communities today.</p>
Gender	<p>One of the diversity focus areas covered in this plan. Gender diversity is a complex focus area encompassing topics from gender pay equity, targets and quotas for underrepresented professions and leadership levels, removing gendered workplace discrimination, engaging, and educating people on gender equality issues and caring.</p> <p>Preventing and responding to gendered violence and gendered sexual misconduct and harm is part of this focus area, as is implementing contemporary best practices leveraging the Respect. Now. Always. campaign (Universities Australia) and the work of the Australian Human Rights Commission in addressing the risk and occurrence of sexual violence in workplaces (Respect@Work 2020).</p>
LGBTIQ+	<p>One of the diversity focus areas covered in this plan. This is the acronym used at Charles Sturt to recognise Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/ Questioning, Asexual and other terms that people use to describe their experiences of their gender, sexuality, and physiological sex characteristics.</p>
Pride in Diversity	<p>Pride in Diversity is Australia's first and only national not-for-profit employer support program for all aspects of LGBTIQ+ workplace inclusion. A social inclusion initiative of ACON, Pride in Diversity are specialists in HR, organisational change and workplace diversity dedicated to improving the health and wellbeing of LGBTIQ+ people by reducing exclusion, invisibility, homophobia and stigma in the workplace. As a member of PID, all Charles Sturt staff and students can access the organisation's online resources.</p> <p>→ <a href="https://prideinclusionprograms.com.au/about-pid/">prideinclusionprograms.com.au/about-pid/</a></p>
SAGE	<p>Science in Australia Gender Equity: SAGE is the Australian organisation licensed to grant awards under the internationally recognised Athena Swan Charter. Its mission is to embed genuine and sustainable gender equity, diversity and inclusion across the Australian tertiary education and research sector.</p> <p>As a member of SAGE, all Charles Sturt staff and students can access SAGE's extensive library of resources and training, via the organisation's website.</p> <p>→ <a href="https://sciencegenderequity.org.au">sciencegenderequity.org.au</a></p>
WGEA	<p>Workplace Gender Equality Agency is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012. Charles Sturt is required to report annually to the agency on our staff data.</p> <p>→ <a href="https://wgea.gov.au">wgea.gov.au</a></p>

## Appendix C: Legislation, standards and regulations

Commonwealth legislation, standards and regulations
Age Discrimination Act 2004
Australian Human Rights Commission Act 1986
Disability Discrimination Act 1992
Disability Standards for Access to Premises – Buildings 2010
Disability Standards for Accessible Public Transport 2002
Disability Standards for Education 2005
Education Services for Overseas Students (ESOS) Act 2000
Equal Employment Opportunity (Commonwealth Authorities) Act 1987
Equal Opportunity for Women in the Workplace Act 1999
Fair Work Act 2009
Higher Education Funding Act 1988
Higher Education Support Act 2003
Human Rights (Sexual Conduct) Act 1994
Human Rights and Equal Opportunity Commission Act 1986
Indigenous Education (Targeted Assistance) Act 2000 and Amendment Act 2004
Native Title Act 1993
Privacy Act 1988
Racial Discrimination Act 1975
Racial Hatred Act 1995
Sex Discrimination Act 1984
Tertiary Education Quality and Standards Agency Act 2011
Work Health and Safety Act 2011
Workplace Gender Equality Act 2012
Workplace Relations Act 1996
NSW legislation
Anti-Discrimination (Miscellaneous Provisions) Act 2004
Anti-Discrimination Act 1977
Carers (Recognition) Act 2010
Charles Sturt University Act 1989
Disability Inclusion Act 2014
Disability Services Act 1993
Multicultural NSW Act 2000
Other states
Refer to guides on the following websites:
<a href="#">Attorney General's Department, Australian Government</a>
<a href="#">Australian Human Rights Commission</a>

## Appendix D: Aligned and enabling university strategies

Strategy/plan and links	Description
<a href="#">Accessibility Action Plan 2020-2023</a>	The Charles Sturt Accessibility Action Plan 2020-2023, outlines a university wide strategy to prevent and address disability discrimination for current and prospective students and staff. This plan reflects the university's ethos and values and its obligations under the Commonwealth Disability Discrimination Act 1992 and Disability Standards for Education 2005.
<a href="#">First Nations Employment Strategy 2018-2022</a>	A strategy to support First Nations workforce representation and engagement and career advancement strategies and support cultural safety and security. The 2023-2025 strategy is under development.
<a href="#">First Nations Strategy 2023-2025</a>	The Charles Sturt First Nations Strategy, 2023-2025 has been co-created to advance a suite of agreed initiatives aligned to six strategic outcomes.
<a href="#">Reconciliation Action Plan (RAP) 2022-2023</a>	A plan to formalise Charles Sturt University's reconciliation with First Nations people and to demonstrate leadership for tangible change in First Nations tertiary education, research, employment and governance.
<a href="#">University Strategy 2030</a>	A strategy to guide the university's ten-year journey towards a vision to be Australia's leading regional university, advancing the careers of our students, inspiring research excellence and driving regional outcomes with global impact.
<a href="#">Wellbeing Framework and Plan</a>	A strategy to support staff wellbeing.

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