



Australian Government

AUSTRAC

# AUSTRAC

Workplace DIVERSITY and INCLUSION Program  
2019-23

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# CONTENTS

CEO's foreword	03
Workplace accessibility plan	11
Gender equality plan	14
Indigenous employment plan	17
LGBTI+ employee plan	20
Culturally and linguistically diverse employee plan	22
Mature age employee plan	24
Definitions	26

# CEO'S FOREWORD

I am pleased to present *AUSTRAC's Diversity and Inclusion Program 2019-23*.

One of AUSTRAC's strengths is our inclusive culture and ability to attract and retain high-performing and dedicated professionals from a diverse range of backgrounds and perspectives.

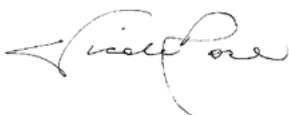
The environment in which we work is ever-changing and criminals are always looking for new ways to exploit and avoid detection. It is essential for AUSTRAC to continually adapt and innovate. Embracing diversity in our agency is one way we can do this.

AUSTRAC's Diversity and Inclusion Program sets out our objectives and goals over the next four years as we continue to cultivate an organisational culture where all voices are heard, respected, and valued.

In recent years AUSTRAC has taken significant strides in building a workplace that is accessible and welcoming to all. Our staff have access to a broad range of flexible work practices and we encourage a healthy workplace where everyone is respected and feels safe. It is important that we continue to nurture this culture of inclusion and actively look to remove barriers to workforce participation.

Workplace inclusion is everyone's responsibility. I encourage all AUSTRAC staff to play an active role in the ongoing diversity and inclusion discussion, and participate in the initiatives in this program to contribute to making it a success.

AUSTRAC is only as strong as our people and I am continually humbled to work for such a dedicated, professional and inclusive agency.



**Nicole Rose PSM**  
Chief Executive Officer  
AUSTRAC

## ACKNOWLEDGEMENT OF COUNTRY

AUSTRAC acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.







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ONE OF AUSTRAC'S  
STRENGTHS IS OUR  
INCLUSIVE CULTURE  
AND ABILITY TO  
ATTRACT AND RETAIN  
HIGH-PERFORMING  
AND DEDICATED  
PROFESSIONALS FROM  
A DIVERSE RANGE OF  
BACKGROUNDS AND  
PERSPECTIVES.

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## WHAT IS WORKPLACE DIVERSITY AND INCLUSION?

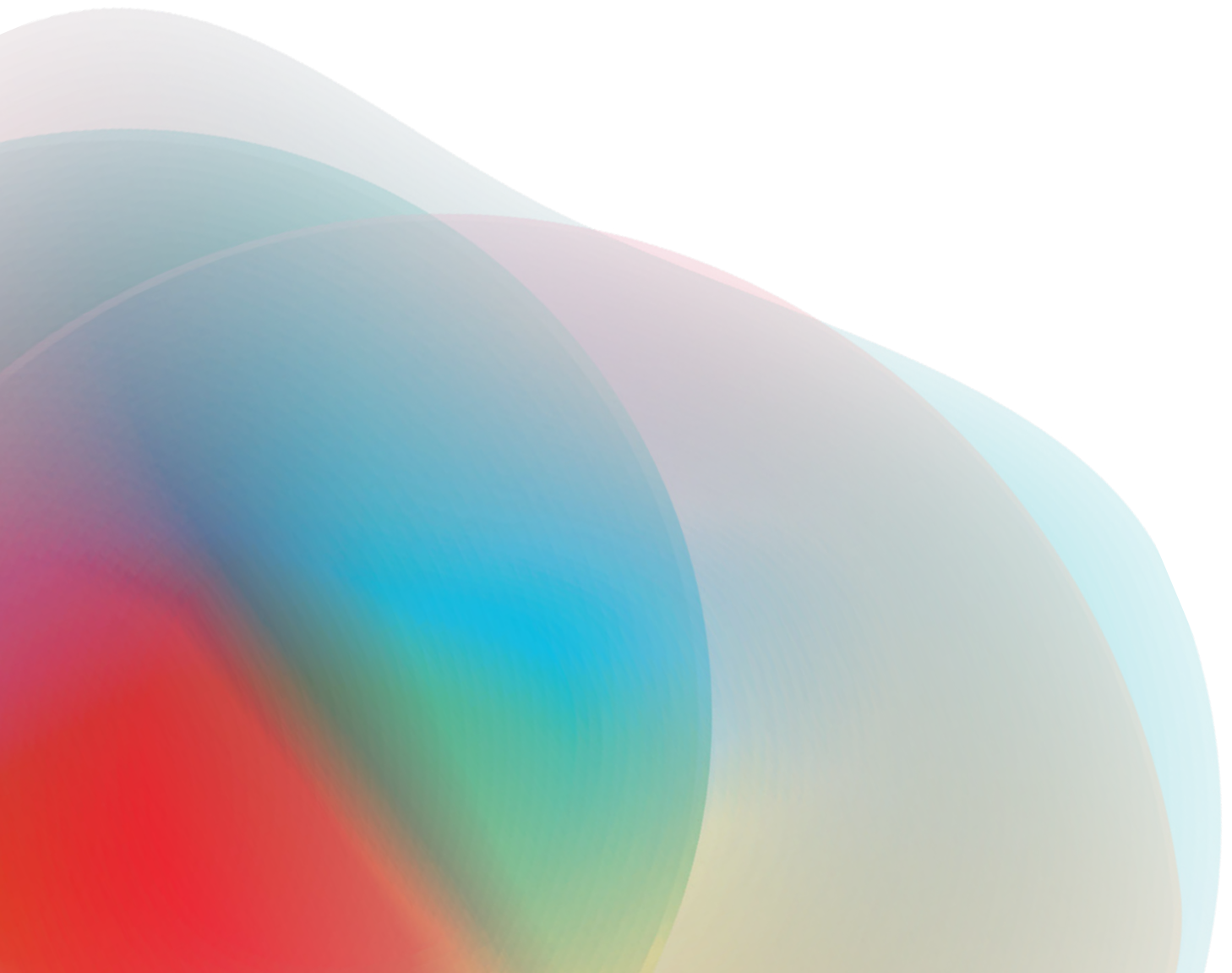
### DIVERSITY

Diversity is about giving everyone in the workplace an equal opportunity to contribute and do their best. The term diversity is used to describe unique traits and characteristics that make us different from one another. Diversity takes on many forms, which may include gender, age, cultural background, language, disability, personal responsibilities, sexual orientation, level of education, socio-economic background, personality and marital status.

### INCLUSION

Inclusion is recognising, valuing and respecting our differences and reflecting this in the way we work and treat each other.

Diversity and inclusion in the workplace is about every member of our workforce bringing their unique perspective to the organisation and being heard and valued by colleagues and management. AUSTRAC recognises the importance of workplace diversity to a healthy organisation, and seeks to foster a culture of inclusion in all that we do.



## THE BENEFITS OF A DIVERSE AND INCLUSIVE WORKPLACE

Valuing diversity allows us to connect with a wide range of stakeholders. It also engages us all by allowing us to bring different ideas, suggestions and solutions to the workplace.

Embracing workplace diversity involves recognising the value of individual differences in people and positively embracing, harnessing and supporting these characteristics to achieve organisational and individual benefit.

INDIVIDUALS	TEAMS	AUSTRAC
<p>Greater recognition of individual skills, talents and abilities.</p> <p>An equitable, respectful, open and supportive work environment</p> <p>Opportunities to get to know other team members.</p> <p>Flexibility to balance work, family and personal responsibilities.</p>	<p>Appreciation of different ways of thinking, gathering and analysing data and evidence, and problem solving.</p> <p>Improved communication, coordination and collaboration.</p> <p>Innovation and creativity.</p> <p>Collaborating effectively and with integrity to achieve results.</p> <p>Greater productivity and capacity to plan for the future.</p>	<p>Reflecting the broader community in our workplace will help us to better understand and serve the needs of the Australian public.</p> <p>Better positioning to attract top quality employees from a broad talent pool.</p> <p>Interacting with our stakeholders in a culturally sensitive manner.</p>

## WE ALL HAVE RESPONSIBILITY FOR DIVERSITY AND INCLUSION

### SENIOR LEADERS

Senior leaders are responsible for creating and maintaining diverse and inclusive workplaces, and ensuring the Workplace Diversity and Inclusion Program is implemented effectively. They will act as role models to normalise diversity and flexibility by using their influence to make inclusivity a part of everyday discussions with peers and employees.

Senior leaders will identify barriers and act to remove them by ensuring the agency has the resources, training, policies and procedures in place that are needed to ensure everyone has the same opportunity to realise their potential.

### MANAGERS

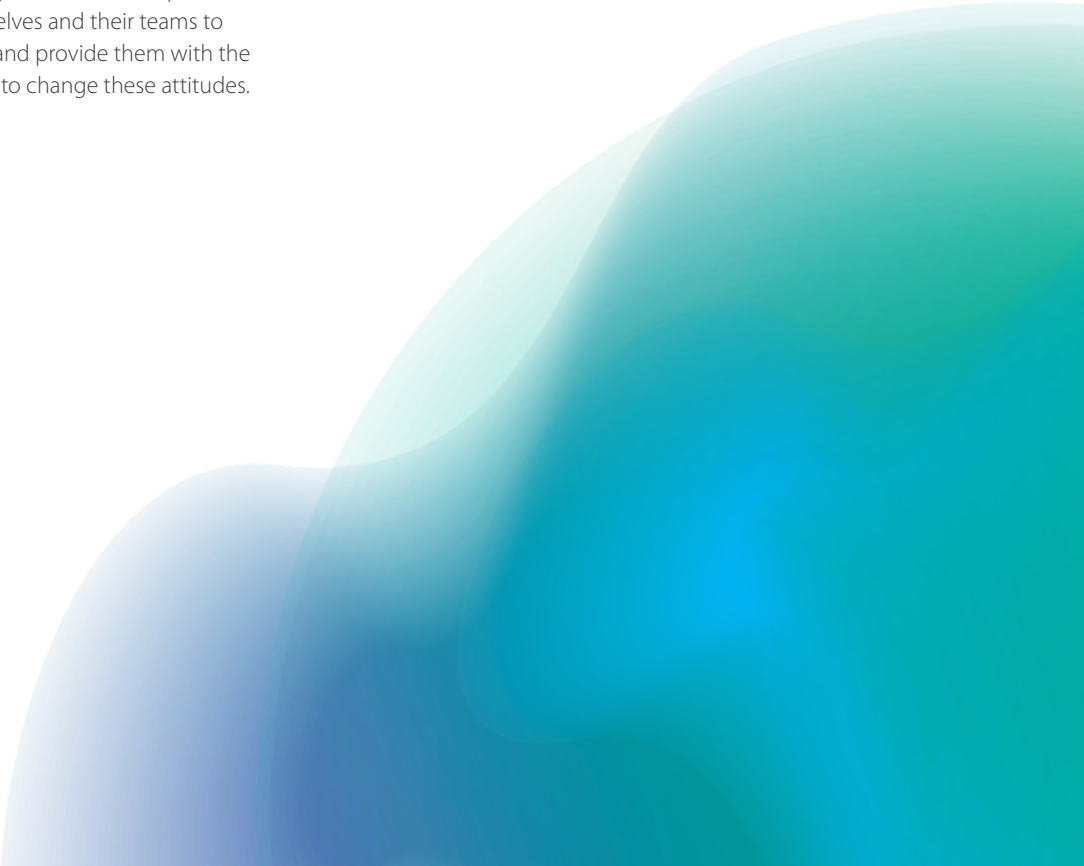
Managers are responsible for understanding and applying the case for change in their everyday behaviour. They will remain positive and open-minded when faced with the challenges of building flexible and diverse teams.

Managers act as sponsors for diversity and will take steps to promote equity by educating themselves and their teams to recognise bias whenever it appears, and provide them with the necessary tools and encouragement to change these attitudes.

### EMPLOYEES

Employees are responsible for actively participating in the implementation of the Workplace Diversity and Inclusion Program. Employees should maintain open communication regarding diversity and embrace the benefits that working in a diverse and inclusive environment provides.

Employees are responsible for behaving in a way that is consistent with Australian Public Service (APS) Values, Employment Principles and Code of Conduct.





## REPORTING

AUSTRAC is responsible for keeping up-to-date data on the diversity status of our staff. This is essential for monitoring diversity in our agency, and to provide accurate information to the APS Employment Database to enable APS-wide monitoring of diversity.

We also report to the APS Commissioner and the Workplace Gender Equality Agency, on the progress and effectiveness of our workplace diversity program. The content of the report will vary depending on the objectives and strategies of our program.

We will monitor achievement against this program regularly to ensure we are on track and identify any emerging opportunities. We will review thoroughly at least every four years to ensure the program aligns with APS Employment Principles and achieves the APS measures for workplace diversity and inclusion programs.

## PROGRAM OBJECTIVES

The Diversity and Inclusion Program 2019-23 has four key objectives:

- attraction and recruitment
- retention and support
- capability and advancement
- education and celebration.

These objectives are supported by activities in our Workplace Accessibility Plan, Indigenous Employment Plan, Gender Equality Plan, Mature Age Employee Plan, LGBTI+ Employee Plan, and Culturally and Linguistically Diverse Employee Plan.

The key objectives of the *Diversity and Inclusion Program 2019-23* are reinforced by the recommendations, strategies and activities underpinned in the Enterprise Workforce Plan 2017-20. The actions undertaken in support of this program will also serve to bolster the measurable success of the Enterprise Workforce Plan 2017-20 in terms of increased workforce diversity, developing leadership capability, improved learning and development uptake, and ageing workforce transition strategies.

## OUR COMMITMENT TO ACTION

AUSTRAC is committed to cultivating an organisational culture that embraces a diverse workforce and removes barriers that prevent participation and advancement. The initiatives, actions and targets outlined in this program demonstrate AUSTRAC's commitment to achieving an inclusive organisational culture that values the contributions, skills and knowledge of all employees.

Just as there are action plans in place that have targeted initiatives for multiple diversity groups, there are also overarching actions we will undertake to strengthen our diversity and inclusion culture as a whole. In undertaking these actions we will:

- obtain senior executive sponsorship to champion AUSTRAC's Diversity and Inclusion Program and provide high-level support for the agency's diversity and inclusion initiatives
- establish relationships with APS-wide diversity networks and other national support programs
- continue to support the choices of employees from all backgrounds via provision of flexible work practices
- formally recognise employees who exemplify AUSTRAC's Cultural Principles
- analyse and mature our workforce intelligence reporting to drive conversations, progress and self-reflection
- implement strategies to support and encourage employees in disclosing their personal diversity data, thus enabling AUSTRAC to develop, improve and further drive diversity-related strategies and initiatives.

## ATTRACTION & RECRUITMENT

Promote fair, equitable, transparent and accessible recruitment and selection of employees, taking into consideration the representational levels for the identified diversity groups in the APS and wider Australian community.

## RETENTION & SUPPORT

Implement initiatives that promote a culture of inclusion in the workplace and demonstrate the value of diversity to the organisation. Foster a diverse and supportive work environment assisting AUSTRAC retain staff and position us as an employer of choice.

## CAPABILITY & ADVANCEMENT

Improve career and leadership pathways for employees from diverse backgrounds by fostering an environment where employees can pursue their career aspirations, and are provided with opportunities to reach their potential.

## EDUCATION & CELEBRATION

Celebrate and raise awareness of diversity and inclusion through recognised events and acknowledge employees who contribute to a supportive workplace culture.

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EMBRACING WORKPLACE  
DIVERSITY INVOLVES  
RECOGNISING THE VALUE OF  
INDIVIDUAL DIFFERENCES  
IN PEOPLE AND POSITIVELY  
EMBRACING, HARNESSING  
AND SUPPORTING THESE  
CHARACTERISTICS TO ACHIEVE  
ORGANISATIONAL AND  
INDIVIDUAL BENEFIT.

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# WORKPLACE ACCESSIBILITY PLAN

## OUR AIM

The *National Disability Strategy 2010-2020* was developed by all levels of the Australian Government and places an onus on agencies to improve the employment, recruitment and retention of people with disabilities.

We aim to cultivate a workplace that is accessible, free from discrimination and highlights the abilities, skills and valuable perspectives of people with a disability. Options are provided to employees with disabilities by having working conditions and recruitment processes that promote equal opportunity.

Our managers and employees will have an understanding of disability in the workplace and how they can contribute to an inclusive workplace for people with disability, through their ideas, actions and attitudes.

Our plan aligns to the *As One: Making it Happen, APS Disability Employment Strategy 2016–19*, which aims to improve the employment experience of people in the APS with disability. The strategy focuses on four key action areas:

1. Expand the range of employment opportunities for people with disability
2. Invest in developing the capability of employees with disability
3. Increase the representation of employees with disability in senior roles
4. Foster inclusive cultures in the workplace.

**2.1%** OF OUR EMPLOYEES IDENTIFY  
AS HAVING A DISABILITY, IN OUR HUMAN  
RESOURCE INFORMATION SYSTEM (HRIS)

**5.6%** OF OUR EMPLOYEES IDENTIFY  
AS HAVING A DISABILITY,  
IN THE APS EMPLOYEE CENSUS\*

**8.70%** OF APS EMPLOYEES IDENTIFY  
AS HAVING A DISABILITY,  
IN THE APS EMPLOYEE CENSUS\*

*Statistics at 30 June 2018. \* of those who responded in 2018.*



## OUR PLAN

ATTRACTION AND RECRUITMENT		
ACTION	TARGET	TIMELINE
We will review our recruitment and selection processes to ensure they are inclusive and barrier-free, and our selection panels will be provided with guidance on identifying and reducing unconscious bias.	The APS Commission's (APSC) 'RecruitAbility' scheme and promotion of AUSTRAC as a flexible employer is included on all external and internal vacancy advertisements.	October 2019
We will expand recruitment pathways for people with a disability.	The agency has investigated participation in the Australian Network on Disability's 'Stepping Into' program, including completion of an 'Accessibility Audit' to determine where adjustments may be made to ensure our workplace is accessible to a broader pool of people with a disability.	September 2019
	We will partner with other Commonwealth agencies to investigate opportunities for resource sharing across entry-level programs with disability streams (such as via the APSC's 'GradAccess', cadetships, etc.)	Ongoing
RETENTION AND SUPPORT		
ACTION	TARGET	TIMELINE
We will partner with a disability support organisation to review and simplify our workplace adjustment procedures and guidelines.	Employees and managers are aware of the support and resources available and employees feel confident seeking workplace adjustments to enable them to best perform their work.	December 2019
We will ensure information accessibility requirements are met, and AUSTRAC's services are provided in a manner that is accessible for everyone using those services.	AUSTRAC's digital information is accessible, in line with the Australian Government Digital Service Standard and Web Content Accessibility Guidelines (WCAG 2.0 AA) at a minimum.	June 2020
	Externally accessed AUSTRAC systems comply with WCAG 2.0 AA at a minimum.	June 2020
	Accessibility guidance material is provided for staff generating content for publication on the intranet or website, and new documents.	December 2019

CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
We will invest in the capability of our employees with a disability.	We work with employees to ensure learning and development materials are available in accessible formats and employees with a disability are supported to attend forums, conferences and external training.	Ongoing
We will support the increased representation of people with a disability in senior leadership roles.	Employees with a disability are able to access training, mentoring and coaching programs to reduce barriers to progression to senior leadership positions.	Ongoing
EDUCATION AND CELEBRATION		
ACTION	TARGET	TIMELINE
We will celebrate days of significance.	Days of significance are recognised through formal events, and awareness for disability matters is raised through these events.	Annually
We will support programs aimed at positively changing managerial mindsets towards engaging employees with a disability.	We will investigate hosting a 'ten plus ten' event to increase the Senior Executive Service (SES) confidence levels of engaging with employee disability issues. Where this is not possible we will seek to adjust the model, or partner with another APS agency to facilitate AUSTRAC employee or SES participation.	Two events by December 2023

# GENDER EQUALITY PLAN

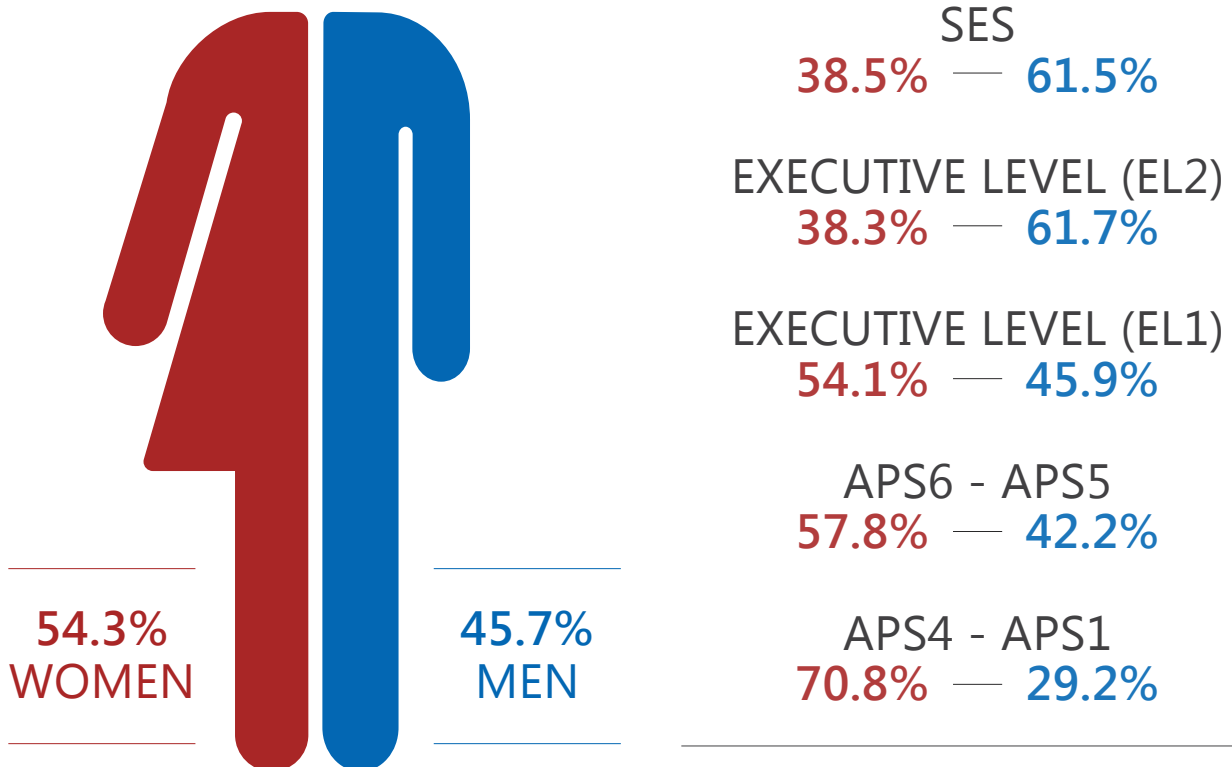
## OUR AIM

Our aim is to have a workplace that maximises performance and capability by enabling all women and men to thrive equally. All staff should be able to participate and progress in line with their talent and aspirations, and feel valued and inspired to do their best.

Our plan aligns with *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016-19*, which aims to address gender imbalance across the APS by changing culture through leadership, flexibility and innovation. The strategy focuses on five key action areas:

1. Drive a supportive and enabling workplace culture
2. Achieve gender equality in leadership
3. Work innovatively to embed gender equality in employment practices
4. Increase take-up of flexible work arrangements for both men and women
5. Measuring and evaluating success.

AUSTRAC statistics at 30 June 2018:



Our target for gender balance is at least 40 percent women and at least 40 percent men in identified segments.

## OUR PLAN

ATTRACTION AND RECRUITMENT		
ACTION	TARGET	TIMELINE
We will work towards meeting the criteria of the Workplace Gender Equality Agency 'Employer of Choice for Gender Equality' citation.	AUSTRAC meets the criteria of the Workplace Gender Equality Agency 'Employer of Choice for Gender Equality' citation.	2021
RETENTION AND SUPPORT		
ACTION	TARGET	TIMELINE
We will encourage opportunities for networking, sharing experiences and discussing issues such as skills development, mentoring and work/life balance.	The agency supports employee-led networks such as the AUSTRAC Women's Network and Girls Loving Innovation, Information and Technology at AUSTRAC (GLIITA).	Ongoing
We will drive a supportive and enabling workplace culture for all employees regardless of gender.	Leaders with family or caring responsibilities make these visible to employees where appropriate, and we continue to support the choices of men and women about their work arrangements.	Ongoing
	AUSTRAC is promoted as a flexible employer throughout all stages of the employee life cycle.	Ongoing
We will provide a workplace that promotes safety, respect and is free from violence.	We continue to support our employees who experience domestic violence, as per our commitments in <i>AUSTRAC's Domestic and Family Violence Policy</i> .	Ongoing
	Domestic and family violence awareness training is available to our managers and employees.	Ongoing
	We have reviewed our <i>Promoting a Workplace Free of Harassment and Bullying Policy</i> , to include information specific to sexual harassment, with guidance and training made available to employees and managers.	June 2019



CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
We will seek opportunities to engage with other agencies on gender equality matters through cross-agency networks and women in leadership programs. We will develop or access existing training, mentoring and coaching programs to support women's progression, not only to senior leadership positions but also through the APS level talent pipeline.	Continued participation in the Women in Law Enforcement Strategy (WILES) cross-agency mentoring initiative.	Ongoing
	We will investigate membership in cross-agency networks, such as the Cross Agency Women's Network. Information regarding these networks will be made available to staff.	May 2019
	Maintain a relationship with Australian Institute of Police Management and engage our employees in unique programs to improve leadership pathways for women, such as the Balance: Women Leaders in Public Safety program.	Ongoing
We aspire to have gender balance on governance committees and panels.	AUSTRAC holds a 50/50 gender balance on governance committees and panels where possible.	June 2019
EDUCATION AND CELEBRATION		
ACTION	TARGET	TIMELINE
We will celebrate days of significance.	Days of significance are recognised through formal events. Awareness for gender equality matters is raised through these events.	Annually
AUSTRAC will recognise employees who reflect and enliven the AUSTRAC Leadership Framework.	The agency acknowledges these employees via the AUSTRAC CEO's Annual Awards Program for Women in Leadership and Men in Leadership.	Annually

# INDIGENOUS EMPLOYMENT PLAN

## OUR AIM

The plan aims to achieve greater Indigenous participation in AUSTRAC's workforce, taking steps to reduce the employment gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

We aim to deliver initiatives that help us attract and retain Aboriginal and Torres Strait Islander employees. These employees will be equipped with unique development opportunities and experiences to allow them to fulfil a sustainable career in the APS, with supported progression into senior leadership positions.

A workplace that represents the broader Australian community will ensure that AUSTRAC benefits from the insights that Aboriginal and Torres Strait Islander employees can bring to national and international challenges. Acknowledging the agency-level targets endorsed by the APS Secretaries Board in June 2014, we aim to increase our representation of Aboriginal and Torres Strait Islander employees in our workforce to 2.5 per cent over the course of this plan.

## OUR PLAN

Our plan aligns with the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy, which aims to build Indigenous employment in the Commonwealth public sector. The strategy supports the Government's target of three per cent Indigenous employment in the sector.

The strategy focuses on four key action areas:

1. Expand the range of Indigenous employment opportunities.
2. Invest in developing the capability of Indigenous employees.
3. Increase the representation of Indigenous employees in senior roles.
4. Improve the awareness of Indigenous culture in the workplace.

**0.3% OF OUR EMPLOYEES IDENTIFY AS AN ABORIGINAL AND TORRES STRAIT ISLANDER PERSON IN OUR HRIS**

**1.2% OF OUR EMPLOYEES IDENTIFY AS AN ABORIGINAL AND TORRES STRAIT ISLANDER PERSON IN THE APS EMPLOYEE CENSUS\***

**3.6% OF APS EMPLOYEES IDENTIFY AS BEING AN ABORIGINAL AND TORRES STRAIT ISLANDER PERSON IN THE APS EMPLOYEE CENSUS\***

## ATTRACTION AND RECRUITMENT

ACTION	TARGET	TIMELINE
We will expand recruitment pathways for Aboriginal and Torres Strait Islander people at all levels via targeted programs, as well as the use of affirmative measures and mobility between both public and private sector organisations.	<p>The agency has participated in centralised entry-level recruitment intakes managed by other APS agencies such as:</p> <ul style="list-style-type: none"> <li>the APS Indigenous Graduate Program</li> <li>Graduate programs held in our portfolio agencies, or law enforcement agencies.</li> </ul> <p>The agency has partnered with public service and private sector organisations as a host employer to facilitate APS employee mobility, such as:</p> <ul style="list-style-type: none"> <li>the APSC-led Australian Government Law Enforcement Indigenous Secondment Pilot</li> <li>the JARWUN Program, in particular 'reverse secondments' via the Indigenous Corporate Leadership Program.</li> </ul>	Commencing 2020
We will partner with the APSC Indigenous Capability Team to ensure Aboriginal and Torres Strait Islander peoples are provided with opportunities to be agency job ready.	Where we are attracting Aboriginal and Torres Strait Islander candidates, we have implemented processes to provide an understanding of the agency's business, skills required and APS context to become job ready.	June 2020

## RETENTION AND SUPPORT

ACTION	TARGET	TIMELINE
We will encourage opportunities for networking, sharing experiences and discussing issues such as skills development, mentoring and work/life balance.	An Indigenous Employee Network is established where possible.	December 2022
	Aboriginal and Torres Strait Islander employees will be given opportunity to share their personal and professional stories with AUSTRAC employees via blogs, presenting at internal and external events and networking.	December 2022

CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
Support the progression of Aboriginal and Torres Strait Islander employees, not only to senior leadership positions, but also through the APS-level talent pipeline. We will seek opportunities to engage with other agencies on Indigenous employment matters through cross-agency networks and Indigenous employment, training and mentoring programs.	We will investigate membership in cross-agency networks. Information regarding these networks will be made available to staff.	Ongoing
	The agency has participated in the APSC-led Australian Government Law Enforcement Indigenous Secondment program as a home employer	July 2020
We will support the professional development of Aboriginal and Torres Strait Islander employees	Induction and orientation for Aboriginal and Torres Strait Islander employees who have moved for a role will include participation in local 'On Country' briefing that provides traditional knowledge relevant to the country in which they are working.	Ongoing
	Aboriginal and Torres Strait Islander employees have access to learning and development opportunities equal to non-indigenous employees.	Ongoing
CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
We will invite Indigenous elders to give a 'welcome to country' at AUSTRAC events.	An elder is invited to give a 'welcome to country' at at least one AUSTRAC meeting or event where there is majority employee attendance in that location.	Annually
We will recognise periods of significance.	Dates of significance are recognised and reflected on through formal events, and awareness for Aboriginal and Torres Strait Islander equality is raised through these events.	Annually



# LGBTI+ EMPLOYEE PLAN

**0.3%** OF OUR EMPLOYEES  
IDENTIFY AS LGBTI+  
IN OUR HRIS

**4.8%** OF OUR EMPLOYEES  
IDENTIFY AS LGBTI+ IN THE  
APS EMPLOYEE CENSUS\*

**4.4%** OF APS EMPLOYEES  
IDENTIFY AS LGBTI+ IN THE  
APS EMPLOYEE CENSUS\*

## OUR AIM

Our aim is to create a workplace environment that is inclusive of lesbian, gay, bisexual, transgender and intersex (LGBTI+) people, free from harassment or discrimination, where LGBTI+ people feel comfortable and open to be themselves.

*Statistics at 30 June 2018. \* of those who responded in 2018.*

## OUR PLAN

ATTRACTION AND RECRUITMENT		
ACTION	TARGET	TIMELINE
We will actively promote AUSTRAC as an inclusive employer for LGBTI+ employees.	We will encourage LGBTI+ candidates to apply for all AUSTRAC vacancies. Inclusive policies and working conditions are available on our website.	June 2019
RETENTION AND SUPPORT		
ACTION	TARGET	TIMELINE
We will encourage opportunities for networking, sharing experiences and discussing issues.	Join and promote our corporate membership of a national employer support program to all LGBTI+ employees.	July 2019
	We will undertake a staff survey to determine the viability of an employee-led LGBTI+ Network.	August 2019
CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
We will seek opportunities to engage with other agencies on LGBTI+ matters through cross-agency networks.	We will investigate membership in cross-agency networks, and information regarding these networks will be made available to staff.	Ongoing
EDUCATION AND CELEBRATION		
ACTION	TARGET	TIMELINE
We will recognise days of significance.	A day of significance is recognised via a formal event, and awareness for LGBTI+ equality is raised through this event.	Annually

# CULTURALLY AND LINGUISTICALLY DIVERSE EMPLOYEE PLAN

## OUR AIM

Our agency is committed to supporting and increasing the representation of people from culturally and linguistically diverse (CALD) backgrounds in our workforce. We embrace multiculturalism in our workplaces, with a strong sense of cultural awareness among our people.

We aim to have an open, responsive, and flexible approach to engagement and communication with CALD employees and stakeholders that are impacted by Australia's anti-money laundering and counter-terrorism financing regime. We acknowledge the importance of ensuring that we have cooperative relationships with our CALD stakeholders, to raise awareness of their compliance obligations.

Statistics at 30 June 2018:

**21.5%** OF OUR EMPLOYEES HAVE IDENTIFIED AS BEING FROM NON-ENGLISH SPEAKING BACKGROUNDS

**23.9%** OF OUR EMPLOYEES HAVE IDENTIFIED THAT AUSTRALIA WAS NOT THEIR COUNTRY OF BIRTH

THE **TOP 5** FIRST LANGUAGES ARE GREEK, ARABIC, MANDARIN, CHINESE AND HINDI.

## OUR PLAN

ATTRACTION AND RECRUITMENT		
ACTION	TARGET	TIMELINE
We will actively promote AUSTRAC as an inclusive employer for CALD employees.	CALD candidates are encouraged to apply for all AUSTRAC vacancies and cultural and inclusive policies and working conditions are available on our website.	June 2019
RETENTION AND SUPPORT		
ACTION	TARGET	TIMELINE
We will maintain a register of employees with language skills who can provide advice or assist on projects when required.	AUSTRAC's language register is available on the agency's intranet. Employees are encouraged to update the list every six months.	Ongoing
We will encourage opportunities for networking, sharing experiences and discussing issues such as skills development, mentoring and work/life balance.	CALD employees will be given the opportunity to share their personal and professional stories with AUSTRAC employees via blogs, presenting at internal events and networking.	Ongoing
CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
We will seek opportunities allowing our employees to engage with other agencies on CALD matters through cross-agency networks.	We will investigate cross-agency networks, and information regarding these networks will be made available to staff.	Ongoing
EDUCATION AND CELEBRATION		
ACTION	TARGET	TIMELINE
We will recognise days of significance.	Days of significance are celebrated through formal events, and awareness for CALD is raised through these events.	Annually



# MATURE AGE EMPLOYEE PLAN

## OUR AIM

Maintaining an age-diverse workforce holds many significant benefits including increased productivity, performance and innovation, while mitigating skills shortage risks and allowing for transfer of skills and knowledge.

Through good work design and management, we aim to foster a multi-generational workforce, where our attitude towards recruitment, training and retention of older workers is supportive and unbiased. A workplace where mature aged employees are free from discrimination and their ongoing contribution and vast experience is used and highly valued, creating an environment for continued and active engagement.

**25.1% OF OUR EMPLOYEES  
IDENTIFY AS MATURE  
AGE IN OUR HRIS**

**30.8% OF APS EMPLOYEES  
IDENTIFY AS MATURE AGE  
IN THE APS EMPLOYEE  
CENSUS\*.**

*Statistics at 30 June 2018. \* of those who responded in 2018.*

## OUR PLAN

ATTRACTION AND RECRUITMENT		
ACTION	TARGET	TIMELINE
We will promote AUSTRAC as an employer of choice for mature aged workers.	We actively promote AUSTRAC as a flexible workplace during the recruitment and selection process. We will maintain a 'flexible by default' approach to all vacancies.	Ongoing
RETENTION AND SUPPORT		
ACTION	TARGET	TIMELINE
We will provide early and flexible planning support to promote greater choice and self-management during transition to retirement.	Increased retention of mature aged employees via transition to a flexible work environment or work schedule.	Ongoing
We will provide mature aged employees with an accessible workplace and reduce barriers to their continued employment.	We provide assistive technology, workplace adjustments and health case management to mature aged employees who may be affected by acquired disability or chronic health conditions.	Ongoing
CAPABILITY AND ADVANCEMENT		
ACTION	TARGET	TIMELINE
We will continue to enhance leadership capabilities and draw on the talent, expertise and wisdom of mature aged workers via involvement in mentoring relationships.	Mature aged workers are encouraged to participate in the AUSTRAC Mentoring Program as both mentors and mentees.	Ongoing
EDUCATION AND CELEBRATION		
ACTION	TARGET	TIMELINE
We will boost alumni participation and facilitate post-retirement knowledge transfers.	Support a formalised Alumni Network, allowing current and retired/separated employees to maintain contact.	From 2020

# DEFINITIONS

## Culturally and linguistically diverse

Cultural and linguistic diversity refers to the parts of our identity that stem from: where our parents were born and the languages they speak; where we were born and the languages we speak; our ancestries; and our religious identity. For data purposes the definition is usually people whose first spoken language was not English.

## Gender equality

Gender equality refers to creating workplaces where everyone is afforded equal opportunities and employment conditions irrespective of their gender.

## LGBTI+

Lesbian, gay, bisexual, transgender and/or intersex (LGBTI) includes people who are same-sex attracted, attracted to both men and women, identify as a gender other than the one they were assigned at birth, and those who have biological characteristics that are not typically male or female.

## Mature age

While being of mature age is not defined to a specific age bracket, for data collection purposes the definition of mature age refers to people aged 50 or over. To acknowledge the lifespan disparity of Aboriginal and Torres Strait Islander people compared to non-Indigenous Australians, our mature age employee initiatives will also support Aboriginal and Torres Strait Islander people who are aged 40 or over.

## Disability


A disability is any condition that restricts a person's mental, sensory or mobility functions. It may be caused by accident, trauma, genetics or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible. The agency uses the definition of disability as defined by section 4 of the Disability Discrimination Act 1992 for the purposes of disability employment policies, programs and processes. The definition of disability includes:

- physical
- intellectual
- psychiatric
- presence in the body of disease-causing organism
- sensory
- neurological
- learning disabilities
- physical disfigurement

For the purposes of data collection, AUSTRAC uses the Australian Bureau of Statistics Disability, Ageing and Carers Survey definition of disability. A person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities.



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