



Australian  
Communications  
and Media Authority



eSafety Commissioner

# Diversity and Inclusion Strategy 2024 - 26

MAY 2024

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# Chair's Foreword

As Chair of the Australian Communications and Media Authority (ACMA), it is my great pleasure to introduce the 2024-26 Diversity and Inclusion Strategy (the Strategy) for the ACMA and the Office of the eSafety Commissioner.

We are a medium sized agency, with our people living and working in different locations around Australia. We regulate communications and media services within Australia, contributing to maximising the economic and social benefits of communications infrastructure, services, and content for all Australians. Our workforce also supports the eSafety Commissioner, who is dedicated to helping safeguard all Australians from online harms and to promoting safer, more positive online experiences. The diversity of the work that we do, which is aimed at supporting the whole Australian community, can be best achieved by ensuring that our own workforce reflects the diversity of the community. This ensures that we bring a range of perspectives, knowledge and skills to the innovative development and delivery of our work and the discharge of our regulatory responsibilities.

The values we share as a workforce – being Purposeful, Curious and Questioning, and Collaborative – reflect that we want to work together to recognise, value and foster the diversity of our workforce, making best use of our people. We have built this Strategy around these values. Similarly, we all want to feel included, valued and respected at work, knowing that our individual skills, attributes, and identities can be used to make a difference to the people and communities who benefit from our work.

We recognise that improving diversity and inclusion in the workplace is an ongoing journey. Every day I see ACMA and eSafety employees bringing their best contributions to work and valuing the input of the unique individuals they work with. This Strategy brings together our existing diversity and inclusion initiatives and workforce culture, as well as stretching us to go further in creating a more diverse, inclusive, and accessible workplace.

As their major project, our 2022 graduate cohort considered our approach to diversity and inclusion, and they made recommendations about how we continue to grow an inclusive workforce culture that values diversity. The research of the graduate cohort has been fundamental to the development of this Strategy. My thanks go that group for their insights. I am delighted that the work of our graduates has contributed to a key strategy for our agency, which will benefit our stakeholders and our workforce in the years to come.

I encourage all of you to read this Strategy with a view to considering what it means for you; asking how you can bring your unique skills and perspectives to the agency, and how you can best value the unique culture, skills and perspectives of those around you.

**Nerida O'Loughlin PSM**  
Chair

## ACMA Diversity Champion Statement

I am excited to be the ACMA's inaugural Diversity Champion in support of the ACMA Diversity and Inclusion Strategy 2024-26. I am committed to the ACMA's culture being one that is inclusive, safe and non-judgemental – a culture where everyone is supported to contribute to their fullest potential. The Diversity and Inclusion Strategy brings together a range of existing initiatives along with some new ones and sets the direction for us all to truly embed a culture of inclusion and making the ACMA a great place to work.

I am delighted that the ACMA is moving into the next stage of our diversity and inclusion journey and looking forward to working with colleagues to deliver on what the strategy promises. I encourage everyone to get involved and take some action to contribute to an ACMA that is both diverse and inclusive.

Cathy Rainsford.  
General Manager  
Consumer Division

## eSafety Diversity Champion Statement

I am pleased to be the eSafety Commissioner's first diversity and inclusion champion. It's an ethos I have lived every day of my professional life. Diversity fuels creativity, fosters empathy, and drives excellence. It enables us to better serve all Australians by making sure the voices within our agency reflect those of the broader community.

Diversity on its own is not enough – inclusion is key. It makes sure we don't just appreciate this diversity, but we also leverage it to benefit everyone. This is why we place such a high value on the uniqueness of our people. We want to not only be proud of our work, but also proud of *where* we work too.

Together, we can create an agency that truly reflects the richness of our nation and delivers exceptional service for all.

Paul Clark  
Executive Manager  
Education, Prevention, Inclusion & Diversity

# Introduction

The purpose of the ACMA is to contribute to maximising the economic and social benefits of communications infrastructure, content, and services for Australia. The purpose of the eSafety Commissioner is to help safeguard all Australians from online harms and to promote safer, more positive online experiences. To achieve these purposes, it is important that our workforce reflects the diversity of the Australian community. We want a diverse workforce to genuinely have opportunities to contribute to and grow within our agency. We are committed to growing and nurturing a workplace culture where employees feel valued, respected and can safely contribute fully; bringing their unique and best selves to work.

This Strategy sets out the goals and actions we have established to build on our commitment to being a diverse and inclusive workforce. We recognise and celebrate the progress we have made and look forward to our further work together to create an inclusive workplace and build our capability. The Strategy aims to build a strong foundation of diversity and inclusion within the ACMA and eSafety by encouraging employees to think widely about diversity and inclusion. The Strategy supports achievement of the ACMA's and eSafety's objectives as outlined in both our corporate plans<sup>1</sup>. The [ACMA Enterprise Agreement 2024-2027](#) also details our commitment to diversity and highlights that our diversity increases our innovation, learning and productivity. This Strategy sits alongside our Reconciliation Action Plan, which contains specific actions in relation to First Nations people in our workforce and which are not duplicated in this Strategy.

Our Strategy also supports our contribution to broader diversity initiatives of the Australian Public Service (APS) – specifically the [Aboriginal and Torres Strait Islander Workforce Strategy 2020-24](#), the [APS Disability Employment Strategy 2020-2025](#), the [Australian Public Service Gender Equality Strategy 2021-26](#) and will include the [APS Culturally and Linguistically Diverse Employment Strategy](#) when this is released. We recognise that these groups often face barriers to participation in the workforce and that as an APS agency we have a unique opportunity to contribute to removing these barriers.

## Diversity and Inclusion at the ACMA and eSafety

We recognise that diversity includes background, identity, life experience and point of view. We are proud of the diversity that exists in our workforce and the many ways our people bring their unique skills, experiences and identities to improve and achieve what we do. We undertake a range of initiatives, both locally within teams and across our agency, to ensure that we value diversity and ensure inclusion. Importantly, this Strategy documents our existing initiatives, identifies opportunities for us to improve further in our diversity and inclusion journey and provides for us to measure our progress and reflect over time.

The Diversity and Inclusion Champions are the General Manager, Consumer Division ACMA, Cathy Rainsford, and the Executive Manager, Education, Prevention, and Inclusion Branch eSafety, Paul Clarke, and they are responsible for:

- supporting and monitoring progress of the actions identified in this Strategy, and
- raising diversity and inclusion matters with senior leaders and employees to work towards embedding a strong diversity and inclusion culture.

The Strategy aims to build on the strong foundation that the ACMA and eSafety have developed to continue our diversity and inclusion journey. As a workforce we value the diversity of each other, and we recognise and celebrate diversity awareness days of significance. A dedicated diversity budget enables the program to deliver a variety of activities such as guest speakers, morning tea events, capability development opportunities and provide information and resources to build awareness.

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<sup>1</sup> [ACMA Corporate Plan 2023-24](#) and [eSafety Commissioner Corporate Plan 2023-24](#)

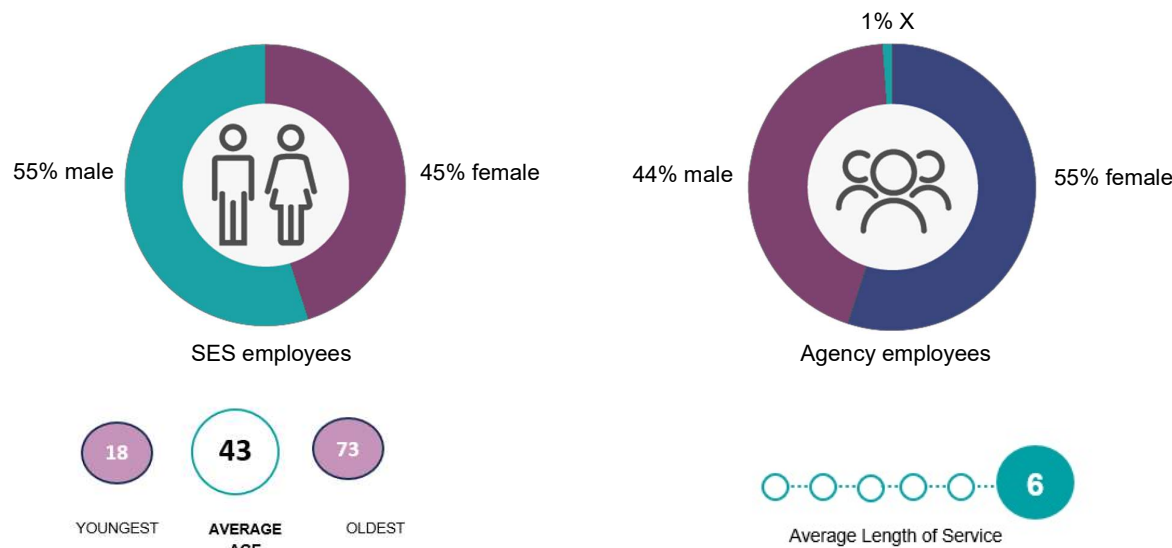
As an agency we participate in recruitment initiatives to engage employees through the School Leavers Program, Indigenous Australia Graduate Development Program (IAGDP) and the Indigenous Apprenticeship Program (IAP) and the Government Graduate Program.

We have online training available for all employees to encourage us all to embrace diversity and promote a safe and respectful workplace.

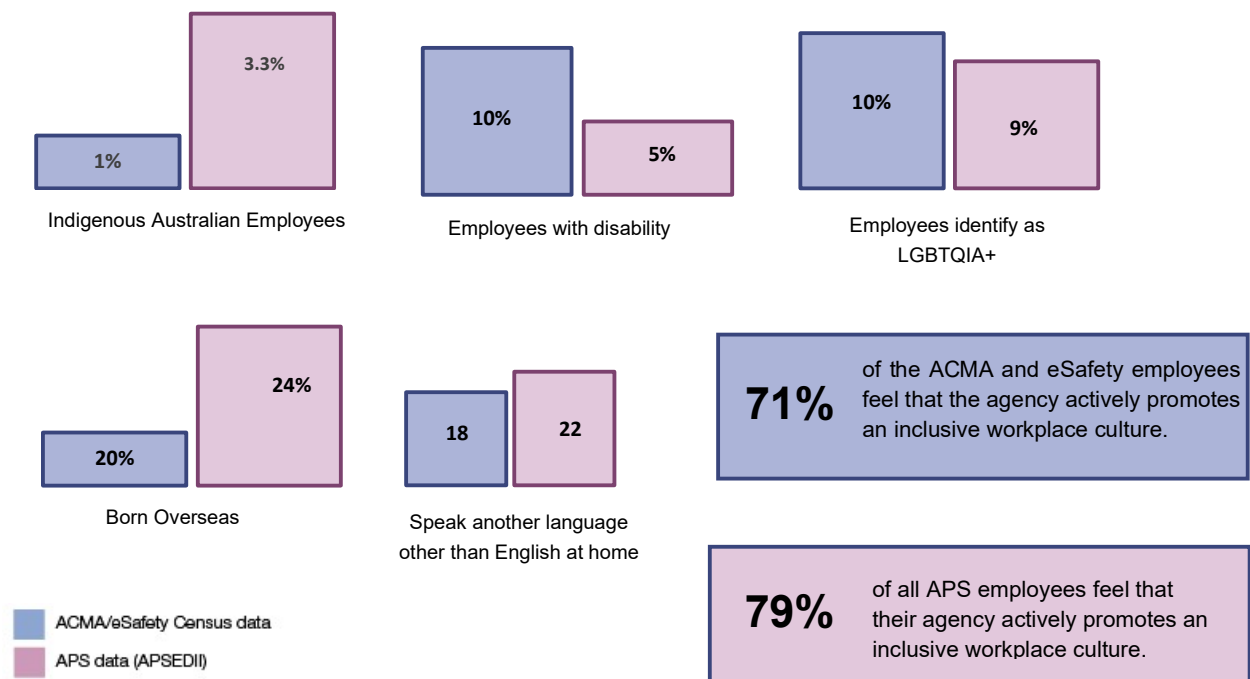


# Diversity and Inclusion at the ACMA and eSafety

ACMA and eSafety profile 31 March 2024



## 2023 APS CENSUS SNAPSHOT



# Our Strategy

Our Strategy outlines a range of initiatives to ensure we achieve diversity and inclusion in our workforce. These initiatives are built around the ACMA values (*We are purposeful, We are curious and questioning, We are collaborative*), creating vital consistency between how we go about achieving our objectives as an agency, and how we seek to improve our diversity and inclusion.

Note that our Reconciliation Action Plan includes further actions that implement our reconciliation strategies and initiatives.

More detail on our values is included in our [2023-24 Corporate Plan](#). Additionally, values relating to the work of the eSafety Commissioner are included in the [2023-24 eSafety Corporate Plan](#).

As part of our Strategy, we will establish a Diversity and Inclusion Strategy Working Group to monitor the progress of our Strategy and to be a point of consultation for those responsible for implementing each action.

## We are purposeful

We want to deliberately take action to enhance the diversity and inclusion of our workforce. We want to ensure that discrimination, exclusion and bias has no place in our workplace.

We commit to:

- building a diverse and inclusive workforce through the application of inclusion strategies and initiatives
- developing workplace policies and practices which promote workplace diversity and are inclusive of personal differences, different perspectives and the lived experiences of our employees
- establishing a diverse workforce through the implementation of recruitment and retention strategies to attract, recruit and retain a diverse group of employees; and
- promoting positive workplace behaviours that value individual differences and do not tolerate discrimination, exclusion or bias in any form.

## We are purposeful

Our commitment to delivering tangible and significant benefits to all Australians provides direction and drives our work. We are committed to maintaining and enhancing our expertise and contribution to the work of the APS. We are outcomes-focused and strive for high performance. We are timely, measured and transparent. We engage with and manage risk and adapt quickly to changing expectations and priorities by being agile and flexible. We contribute to a positive and professional workplace that encourages us to do our best work. We appreciate and support each other and take time to recognise, communicate and celebrate our accomplishments.

Supporting these commitments, we plan to undertake the following specific actions throughout 2024, 2025 and 2026:

Action	Responsible	By when
Continue to engage at least two employees through the School Leaver Program.	Manager, HR Operations	February 2025 and 2026

Action	Responsible	By when
Continue to engage at least one employee through the Indigenous Australian Government Development Program or the Indigenous Apprenticeship Program.	Manager, HR Operations	February 2025 and 2026
Continue to engage at least five employees through the Australian Government Graduate Program.	Manager, HR Operations	February 2025 and 2026
Maintain an annual program, endorsed by EMC (for the ACMA program) and the Senior Executive Board (for the eSafety program), to recognise and celebrate diversity awareness days of significance. This program may include activities such as guest speakers, morning teas, awareness information and capability development.	Manager, HR Strategy and Internal Communications (ACMA)  Manager, Business Operations (eSafety)	February 2025 and 2026
Establish a Diversity and Inclusion Strategy Working Group to monitor progress of the Strategy and be a point of consultation for those responsible for implementing the actions detailed in this Strategy.	Manager HR Strategy and Internal Communications	May 2024
Report quarterly to the Diversity and Inclusion Strategy working group on the progress of actions in this Strategy and provide a copy of the report to EMC.	Manager, HR Strategy and Internal Communications	Quarterly
Consult with the Culture and Values Network and the Wellbeing team to include diversity topics in the Facts and Snacks and the Living Well programs.	Manager HR Strategy and Internal Communications	March each year
Include our Reconciliation Action Plan artwork in our recruitment material.	Manager HR Operations	May 2024
Ensure this Strategy, and corresponding diversity and inclusion information and initiatives are communicated through upcoming revisions to the induction program and processes.	Manager HR Strategy	May 2024
Ensure a dedicated budget continues to be provided for diversity and inclusion initiatives (primarily celebration of days of significance).	General Manager, CRD  eSafety General Manager, Technology and Strategy	June each year
Include responsibilities for diversity and inclusion in each round of SES and all staff with supervisory responsibilities performance development plans (to be included in templates).	Manager HR Strategy and Internal Communications, EMC	June 2024

Action	Responsible	By when
Update mentoring information on intranets to specifically include an option for mentoring to provide support to an individual in relation to diversity or inclusion issues, or to assist a manager in supporting diversity or inclusion issues.	Manager, HR Strategy and Internal Communications	June 2024
Review internal and external brand guidelines and visual materials across the eSafety and ACMA websites to ensure diversity and inclusion is considered in the application of language, imagery and photography,	Manager, Media and External Communications  eSafety General Manager, Technology and Strategy	June 2024
Undertake a self-assessment against the <a href="#">APS Disability Employment Strategy 2020-2025</a>	Manager HR Strategy and Internal Communications	August 2024
Review recruitment practices and internal guidance material to ensure it includes detail on diversity, discrimination and how to utilise affirmative measures.	Manager HR Operations	September 2024
Undertake a self-assessment against the <a href="#">Australian Public Service Gender Equality Strategy 2021-26</a>	Manager HR Strategy and Internal Communications	November 2024
Review recruitment promotional information (including the ACMA and eSafety websites and recruitment system) to ensure our commitment to diversity and inclusion is communicated, and the availability of accessibility measures and reasonable adjustments is identified.	Manager, HR Operations	December 2024
Undertake a scoping exercise to explore how positions for disability employment can be identified and supported, including seeking advice from employment providers. The exercise should provide clear outcomes on next steps to be delivered.	Manager HR Strategy and Internal Communications	December 2024
Provide at least two sessions per year through the HR101 initiative of selection panel training that includes addressing issues such as unconscious bias, race and racial discrimination and ageism (the value of experience).	Manager HR Operations, Manager HR Strategy and Internal Communications	December each year
Undertake a self-assessment against the <i>APS Culturally and Linguistically Diverse Employment Strategy</i> (when released)	Manager HR Strategy and Internal Communications	April 2025
Review all human resources policies and procedures with a view to ensure they are inclusive and do not create barriers.	Manager, HR Operations	June 2025

## We are curious and questioning

We want to value the individual differences between each of us and use these to drive innovative design and delivery of services and the discharge of our responsibilities in a way that reflects the needs of a diverse Australian population. We want to continually grow in our understanding of diversity so that we can understand, value and support each other.

We commit to:

- recognising and embracing the skills and experiences of others, and
- learning from the different skills, knowledge and lived experiences of each other, and using this to improve what we do.

## We are curious and questioning

We look around us and into the future to explore new ways of addressing ongoing challenges and maximising opportunities. We look deeply into issues from the various perspectives of our stakeholders to develop new understandings. We ask astute questions and interrogate the implications of matters relevant to our work. We gather and analyse data from multiple sources. We value critical thinking and analysis to support rigorous and innovative approaches to our work. We value and invest in learning and opportunities for professional development. We seek out information and learn from international research and the experiences of other jurisdictions.

Supporting these commitments, we plan to undertake the following specific actions throughout 2024, 2025 and 2026:

Action	Responsible	By when
Promote diversity learning programs (through the agency's online learning provider) as part of diversity days of significance campaigns.	Manager, HR Strategy and Internal Communications	For each day of significance
Promote the availability of the SBS Inclusion program eLearning courses.	Manager HR Strategy and Internal Communications	May 2024
Ensure at least one edition each year of Learning Bite focuses on developing diversity and inclusion capability.	Manager HR Strategy and Internal Communications	December each year
Require all SES officers and Managers & Supervisors to complete at least one module within the SBS Inclusion Program each year.	Manager HR Strategy and Internal Communications	December each year

Action	Responsible	By when
Create a dedicated Hub page for diversity and inclusion to make information available in a single location and provide an opportunity for employees to provide feedback, share and access learning and direct questions.	Manager HR Strategy and Internal Communications	December 2024
Deliver compulsory diversity and inclusion training for staff in public facing roles	HR Manager eSafety	December 2024

## We are collaborative

We want to use our differences to work better together. We want to contribute to the broader initiatives of the APS to improve diversity and inclusion. We want to provide opportunities for employees to form networks around diversity identities where they choose to do so and provide opportunities for all employees to share their skills and knowledge in relation to diversity.

We commit to:

- making each other feel valued and comfortable to contribute our own skills and experiences
- actively seeking input from those that have different skills, perspectives and lived experiences to ourselves; and
- ensuring that we use knowledge and experience outside our agency to enhance our approach to diversity and inclusion.

## We are collaborative

We collaborate within the ACMA, with the Department, other regulators and relevant agencies, as well as across all levels of government. We engage proactively and creatively with industry and the community, demonstrating a clear understanding of their issues and challenges. In doing so, as with all our work, we maintain the highest levels of integrity. We articulate and promote the work of the ACMA to maximise awareness of what we do. We seek out and value diverse perspectives and ideas. We are respectful and share knowledge generously.

Supporting these commitments, we plan to undertake the following specific actions throughout 2024, 2025 and 2026:

Action	Responsible	By when
Establish a working group to oversee the completion of actions from this Strategy and inform the development of the next Strategy.	Executive Manager, HRC Branch	May 2024
Expand initiatives to conduct exit interviews and surveys, to allow any workplace improvements relating to diversity to be collected from employees leaving the agency.	Manager HR Strategy and Internal Communications	June 2024

Action	Responsible	By when
Implement stay interviews to understand what employees like and to ensure workplace improvements can be made prior to employees leaving the agency.	Manager HR Strategy and Internal Communications	June 2024
Seek interest from employees to establish diversity networks. Provide information to employees about the availability of these networks (where formed).	Manager HR Strategy and Internal Communications	September 2024

# What can I do?

As employees of the APS, we are guided by the Australian Public Service (APS) Values and Code of Conduct. These values underpin the work of the agency and this strategy to ensure our workplace behaviours and actions promote workplace diversity and are inclusive of personal differences, different perspectives, and the lived experience of our colleagues.

## **All employees**

have a critical role in proactively improving diversity and inclusion with the ACMA and eSafety to grow a workplace culture where employees feel valued, respected and can safely contribute fully; bringing their unique and best selves to work. Participating in learning and development opportunities and events will assist to build understanding and capability relating to diversity and inclusion.

## **All managers**

will lead by example by demonstrating inclusive behaviours and cultivating an inclusive environment where staff can share ideas and speak up when they have differing views. Managers will have regular meaningful discussions with their staff on how they can contribute to improving diversity and inclusion in the agency. All managers and supervisors will complete one of the SBS Inclusion modules annually with responsibilities relating to diversity and inclusion to be included in Managers Performance and Development Plans.

## **All senior leaders**

will exemplify inclusive behaviours and hold leaders and peers to account. They will champion the principles and benefits of diversity and inclusion and visibly commit to embedding these in practice to create a safe and inclusive environment for all staff. All SES will complete one of the SBS Inclusion modules annually with responsibilities relating to D&I to be included in SES Performance and Development Plans.



# Review

Recognising that this is our first Strategy, we understand that many of the actions are designed at uplifting our organisational capability in relation to diversity and inclusion; creating a foundation for further, longer-term actions.

Reflecting this, we will review the Strategy by the end of 2025 to replace it with a new Strategy for 2026 and beyond.

To inform this, and to ensure the above actions contribute positively to diversity and inclusion at the ACMA and eSafety, any feedback on this Strategy or our diversity and inclusion initiatives can be provided to [HRAssist@acma.gov.au](mailto:HRAssist@acma.gov.au).