

INCLUSION & DIVERSITY STRATEGY

2025 – 2028



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ACKNOWLEDGEMENT OF COUNTRY



The Parliament of New South Wales stands on the traditional lands of the Gadigal people.

We pay our respects to their Elders past and present.

We proudly acknowledge all the Aboriginal peoples of New South Wales and honour their enduring connection to the lands, waters and sky of the State.

OUR COLOURS OF COUNTRY

This digital piece represents a celebration of the rich tapestry of Aboriginal peoples, our cultures and Countries from across New South Wales.

BY WALLULA BTHELL (MUNRO)

A Gumbaynggirr/Gamilaroi artist born and raised in Tamworth who has spent time living on Dunghutti Country and currently living in Western Sydney on Dharug Country with her husband and son.

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CONTRIBUTIONS



ACKNOWLEDGEMENT OF LIVED EXPERIENCE AND INTERSECTIONALITY

We recognise that people's lives are shaped by their unique and often overlapping identities, relationships and social factors. We acknowledge this intersectionality and the broad range of lived experiences of all those who work at and visit the Parliament of NSW; and celebrate the richness and diversity this brings to our parliamentary community.

CONTRIBUTIONS TO THIS STRATEGY

We thank those who contributed to this strategy and acknowledge the value of their individual and collective contributions.

In developing this strategy, we have gathered a broad range of perspectives from those with lived and intersectional experiences. We also greatly appreciate their significant contributions to this document and their ongoing contributions to NSW Parliament at large.

PARLIAMENTARY EXECUTIVE GROUP MESSAGE

The NSW Parliament serves the people of New South Wales by:

1. Making and updating laws
2. Holding the Executive Government to account
3. Representing electorates and the broader constituency.

The people working for Parliament support and enable these three objectives.

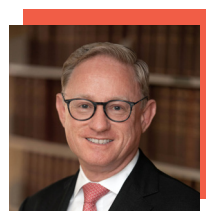
Our *Strategic Priorities* for the 58th Parliament includes a key commitment to strengthen internal capabilities for a safe, inclusive and respectful workplace. We aim to provide a workplace that enables all our people to be at their most productive and bring their best selves to work every day. We value every person's contribution towards our strategic priorities, and expect that all people, including those of all abilities, gender, cultural background, religion and sexual orientation receive:

- Respect and dignity.
- Equal access to opportunities and conditions of employment (such as pay equity).
- Support to thrive and reach their full potential at Parliament.

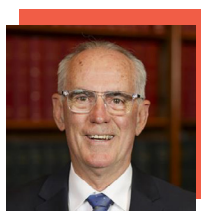
We call on all those in the parliamentary community to make a commitment to foster an inclusive, respectful culture and care for wellbeing and safety. Leadership is fundamental to creating and sustaining an inclusive culture, and we expect our leaders to model inclusive behaviours, create systems and processes that support equality, monitor progress and listen to and act on feedback.

To support the implementation of the strategy, each Department will develop its own Inclusion and Diversity Action Plans.

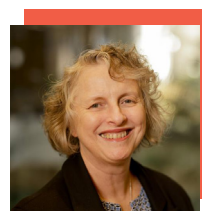
We proudly present the Inclusion and Diversity Strategy for 2025-2028 and look forward to working with colleagues across the NSW parliamentary community to achieve these goals together.



**The Hon.
Benjamin Franklin**
President of the
Legislative Council



The Hon. Greg Piper
Speaker of the
Legislative Assembly



Ms Helen Minnican
Clerk of the
Legislative Assembly



Mr Steven Reynolds
Clerk of the Parliaments



Mr Mark Webb
Chief Executive
Department of
Parliamentary Services

VISION STATEMENT



We strive for an inclusive and diverse workplace:

that fosters a positive culture where everyone within the NSW parliamentary community is valued and empowered to perform at their best every day, fully participate in our workforce and deliver the best possible outcomes for the people of New South Wales.

Public sector research shows that diverse and inclusive workplaces are more innovative and productive and deliver better customer service.* We aspire to provide an environment that:

- Promotes innovation and creativity.
- Inspires consistent excellence.
- Enhances problem solving.
- Promotes flexibility and adaptability.

This strategy provides a framework for NSW Parliament to foster a workplace where everyone feels safe and respected and is given equal opportunities to thrive and reach their full potential.

In this environment people feel included and motivated to come together, share perspectives without fear, learn from each other and collectively grow, regardless of their personal characteristics, background and position.

In doing so we will attract and retain top talent with diverse perspectives, enhance the employee experience and advance Parliament's aspirations of becoming an employer of choice.

*NSW Public Sector Commission (2021). 'Diversity and inclusion in the NSW Public Sector: A conversation', published online at <https://www.psc.nsw.gov.au/sites/default/files/2021-03/A-Conversation.pdf>

GUIDING PRINCIPLES



- Respectful, inclusive and safe workplaces are everyone's responsibility, individually and collectively - in how we behave, make decisions and treat each other every day.
- Our commitment to inclusion and diversity is integral to our core operations, prioritising time, energy, focus and resources to foster meaningful and impactful change. Inclusion and diversity drives positive and productive workplaces. Workers in inclusive teams are 10 times more likely to be innovative and 2.5 times more likely to work harder to achieve success.**
- Decisions on issues related to inclusion and diversity are made in consultation with members of the NSW parliamentary community.
- This strategy does not operate in isolation. It is designed to support and incorporate other key strategies and plans, including the Parliament's Strategic Priorities and our Disability Inclusion Action Plan (DIAP), strategic and operational business plans, and area-specific inclusion and diversity plans.
- We recognise that intersectionality is fundamental to diversity. Everyone's multifaceted identity is to be respected, supported and celebrated.
- We will engage in regular dialogue with a broad cross section of our people to seek ongoing feedback and gain a better understanding of some of the challenges faced in achieving a truly inclusive and diverse workplace.
- We commit to clear measures, timing and responsibilities and provide regular updates on implementation, including progress reports.

**Diversity Council Australia Inclusion@Work Index 2023-2024.

EVERYONE PLAYS A PART

We all have a role to play in building and supporting respectful, inclusive and safe parliamentary workplaces, and contributing to our inclusion and diversity priorities.



What can you do to contribute to creating and maintaining a diverse and inclusive workplace?

- Take time to understand the experience of others and engage with empathy and respect.
- Actively seek and consider a diverse range of perspectives to inform day-to-day work.
- Actively practise inclusive behaviours and report, or constructively challenge, workplace behaviour that has the potential to cause harm.
- Get involved in an employee network and participate in inclusion and diversity initiatives and events.
- Participate in learning opportunities to build your awareness, understanding and capability relating to inclusion and diversity.
- Share stories and experiences to contribute to inclusion and diversity in parliamentary workplaces.

How are our people supported?

- Ongoing and updated capability uplift to enable you to work in inclusive ways.
- Access and opportunities to participate in employee networks, training and initiatives.
- People policies and parliamentary infrastructure reflect and support a more diverse range of needs.
- Opportunities to provide feedback, allowing us to better understand your experience.

EVERYONE PLAYS A PART



Responsibilities of people leaders within the NSW parliamentary community:

- Lead by example by consistently demonstrating inclusive behaviours. Treat all team members with respect, show empathy and actively support a culture of inclusion.
- Motivate and support their team to engage in inclusion activities, such as training, workshops, and employee networks. Ensure that team members are aware of initiatives that promote diversity and inclusion.
- Facilitate a work environment that accommodates diverse needs by supporting flexible work arrangements and making reasonable adjustments, in keeping with relevant policies and guidelines.
- Create a workplace culture where diverse perspectives and feedback are actively sought and valued. Encourage open dialogue and ensure that all team members feel heard and respected.
- Take prompt action to address any behaviour that does not align with Parliament's values and codes of conduct.
- Ensure workplaces are compliant with WHS legislative obligations by proactively identifying, assessing and managing physical and psychosocial hazards.

How our people leaders are supported:

- Receive strategic advice and mentorship from senior executives to help align with and implement inclusion initiatives effectively.
- Benefit from targeted training and resources to develop skills for leading inclusively, including workshops and guidelines.
- Have access to and utilise people policies and procedures designed to support diversity, including recruitment and performance management practices.
- Participate in development programs to refine inclusion strategies, such as leadership seminars and specialised courses.

OUR RECENT INCLUSION & DIVERSITY ACHIEVEMENTS

2016

- Became ACON Pride in Diversity member.



2017

- First whole-of-Parliament diversity and inclusion strategy approved.
- Parents Room opened to Members of Parliament and staff.
- Changing place facility open to Members of Parliament, staff and the public.

2018

- Message stick displayed permanently in the Legislative Council Chamber as a reminder of the Aboriginal Languages Act 2017.

2022

- Introduced a specialised LGBTQIA+ EAP service for the NSW Parliament community (Pride EAP).
- Achieved Best Practice recognition as a Breastfeeding Friendly Workplace (awarded by the Australian Breastfeeding Association).
- Disability Inclusion Action Plan published.



2021

- Opened a multi-faith Prayer Room for the NSW parliamentary community to use.
- Independent Review of Bullying, Sexual Harassment and Sexual Misconduct in NSW Parliament (report delivered in 2022).

2019

- First Aboriginal Liaison Officer appointed to NSW Parliament.

2023

- Introduced specialised Aboriginal EAP service for Members of Parliament and staff (Yamurrah).
- Became a Diversity Council Australia member.
- RISE (Respectful, Inclusive, Safe and Effective) Training available to all members of the NSW parliamentary community.



2024

- Acknowledgement of Country sculpture unveiled in Parliament House.
- Development of NSW Parliament Inclusion and Diversity Strategy.



- Commencement of the LGBTQIA+ Taskforce.
- Launched Hidden Disabilities Sunflower program.



OUR FIVE PILLARS OF INCLUSION & DIVERSITY



1

EMPOWERING OUR PEOPLE

Our people are supported and equipped to actively participate in a culturally diverse and respectful workplace culture that maximises productivity and inspires innovation and excellence.

WE WILL FOCUS ON:

- Raising awareness of the benefits of diverse, inclusive and respectful workplaces.
- Fostering a culture where safe, inclusive and respectful workplaces are the norm.
- Improving access to up-to-date, relevant resources.

PRIORITISED ACTIONS:

- **Communicate our strategies and initiatives openly**, being clear on the progress we are making in alignment to this strategy and supporting with clear action plans.
- **Increase capability** through customised training that everyone in the NSW parliamentary community can access.
- **Improve access to information and guidance** for staff and people leaders on inclusion and diversity by leveraging relevant communications channels.
- **Continued evaluation of key objectives** that relate to ensuring safe, inclusive and respectful workplaces at the Parliament of NSW.

SUCCESS WILL LOOK LIKE:

- Our people develop their understanding of inclusion and diversity, their responsibilities and the impact that respectful, inclusive and diverse workplaces can have on more effective ways of working - productivity, innovation and excellence.
- Our people have the confidence and capability to seek advice and report on non-inclusive workplace behaviour, such as bullying and sexual harassment.
- For more people to be confident to share information about their diverse backgrounds and identities.
- Increased and sustained engagement with internal inclusion and diversity communications, information support and resources

2

EMPLOYMENT LIFECYCLE

We attract, develop and retain an inclusive and diverse workforce that reflects the people the Parliament of NSW serves.

WE WILL FOCUS ON:

- Creating opportunities to increase the representation of people with diverse backgrounds, identities, and experiences at all levels within our workforce.
- Enhancing Parliament's reputation with prospective employees, to support our aspiration of becoming an employer of choice.
- Strengthening grassroots team and staff involvement.

PRIORITISED ACTIONS:

- **Implement recruitment practices** that provide equal opportunities for people with diverse backgrounds to join the parliamentary workforce and boost the skills and understanding of our hiring managers.
- **Grow and strengthen strategic partnerships** with employment partners who specialise in diverse cohorts.
- **Strengthen our employment brand** by developing career information and applicant resources for prospective job candidates.
- **Strengthen grassroots team and staff involvement** by promoting and supporting employee networks and team-led events and initiatives that advance inclusion and diversity.
- **Strengthen development and growth opportunities** for underrepresented diverse backgrounds and identities.

SUCCESS WILL LOOK LIKE:

- People with diverse backgrounds, identities and experiences have equal opportunities to apply for jobs at Parliament; represent our community at all levels (including leadership positions) and take advantage of professional development initiatives.
- Everyone in the parliamentary community has equal opportunities to participate in employee networks and team-led inclusion and diversity initiatives.

3

INCLUSIVE LEADERSHIP

Our people leaders are supported and equipped to create psychologically safe, inclusive teams. Our leaders welcome diverse thinking and experiences.

WE WILL FOCUS ON:

- Building inclusion and diversity capability and confidence in our people leaders.
- Improving access to resources, support and advice for people leaders.
- Increasing visibility of leadership to demonstrate and support inclusive and diverse workplaces.
- Minimising the risk of physical and psychological harm in all teams across our parliamentary workplaces.

PRIORITISED ACTIONS:

- **Tailored development and training opportunities** for existing and emerging people leaders to increase inclusion and diversity confidence and competence.
- **Individual inclusion and diversity performance objectives** are incorporated in people leaders' performance and development reviews (where appropriate).
- **Increase visibility of leadership** supporting inclusion and diversity, including executive sponsorship (or delegate) of our focus diversity dimensions, employee networks and workplace inclusion and diversity initiatives.
- **Improve access to support and guidance** for people leaders at all levels to enable them to create safe, inclusive and respectful workplaces that inspire widespread productivity and consistent excellence.

SUCCESS WILL LOOK LIKE:

- People leadership across Parliament should be reflective of the diversity of New South Wales.
- Widespread adoption of inclusion and diversity performance objectives in people leaders' performance and development reviews.
- Inclusion and diversity considerations are embedded in strategic and operational plans from the beginning.
- All focus diversity dimensions are supported by one or more executive sponsors or delegate to the extent permitted by their roles. Decision making on inclusion and diversity initiatives considers best practice and an evidence-based approach, when relevant and practical.
- Our people leaders understand their WHS legislative responsibilities regarding provision of safe work environments, and proactively identify, assess and manage physical and psychosocial hazards.

4

ACCESSIBLE AND INCLUSIVE WORKSPACES

Our people are empowered to participate fully and equitably in our workplaces and to bring their unique and best selves to work.

WE WILL FOCUS ON:

- Reviewing and renewing our commitment to the Parliament's Disability Inclusion Action Plan (DIAP).
- Embedding inclusion and accessibility considerations in our work practices and planning.
- Increasing awareness and access to workplace flexibility and adjustments.

PRIORITISED ACTIONS:

- **Continue improving accessibility in the physical environment and facilities** within the Parliament precinct and electorate offices, including capital works and workplace adjustments.
- **Strengthen our focus on digital accessibility** including accessibility audits of existing content and digital accessibility capability development for staff across the Parliament and electorate offices. Ensure work is undertaken with an accessibility lens.
- **Promote and support workplace flexibility and adjustments** to enable everyone to participate fully in their workplace.
- **Embed inclusion and accessibility considerations** in strategic and operational planning as well as BAU functions.
- **Grow and strengthen strategic partnerships** with inclusion and accessibility partners and advisory bodies with lived experience.

SUCCESS WILL LOOK LIKE:

- Implementation and delivery of the DIAP.
- Inclusion and accessibility considerations are embedded in our planning and development of systems, processes and policies. These considerations are also incorporated into the planning and implementation of events, training and initiatives.
- Increased awareness and capability across the organisation of digital accessibility standards and resources to support these standards.
- Increased and sustained uptake of workplace adjustments and workplace flexibility arrangements.

5

MONITORING AND EVALUATION

We respectfully strengthen and enhance our understanding of our people and their experiences to ensure we are meeting their diverse needs and allowing them every opportunity to thrive and reach their full potential at work.

WE WILL FOCUS ON:

- Being agile with continual benchmarking, monitoring and evaluation of our inclusion and diversity progress.
- Informing future inclusion and diversity initiatives by improving diversity data collection.
- Regularly reflecting on and reporting on our progress.

PRIORITISED ACTIONS:

- **Establish and strengthen feedback and reporting pathways** for accessibility, inclusion and diversity matters.
- **Align our data collection and information gathering** about diversity dimensions with NSW Public Sector guidelines, reporting requirements and emerging best practice.
- **Investigate options for and invest in methods to measure experience and perceptions** across the whole of Parliament, to benchmark, monitor and better understand the impact of our inclusion and diversity strategy, plans and initiatives.
- **Regularly report on progress** of this strategy and incorporate lessons learnt during our implementation.
- **Engage closely with parliamentary networks and employee resource groups** to better understand the needs of our people and gain first-hand insights into their lived experiences.

SUCCESS WILL LOOK LIKE:

- Inclusion and accessibility feedback and reporting pathways are available to everyone within parliamentary workplaces.
- Action is taken on inclusion, accessibility and diversity feedback and reports of challenging workplace behaviour that causes harm.
- Inclusion, diversity, and engagement data is sought equally across parliamentary workplaces and informs future inclusion and diversity strategies, plans, evaluations and initiatives.
- Our people are kept informed of our progress and success through internal communication channels over the life of the strategy.

EVALUATION AND REVIEW



Delivery of this strategy requires cohesive and sustained efforts, with clear oversight.

Senior executives are responsible for championing the strategy, and the NSW Parliament community has a role to play in supporting the strategy's priorities.

Progress on the strategy will be reported annually within department annual reports.

A review will be undertaken at the end of the 58th Parliament, which will evaluate the outcomes of the strategy and inform the renewal of future strategies and plans.

Inclusion and diversity is a dynamic landscape and as such implementation plans supporting this strategy are living documents and will be regularly reviewed, updated and/or re-prioritised throughout the 4-year span of this strategy.*

*Each department within NSW Parliament will be responsible for creating a supplementary action plan from this Inclusion and Diversity Strategy.



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