

Culturally and Linguistically Diverse Action Plan 2025–30

It is fundamentally important that everyone in the APS can flourish, with their cultural, linguistic, racial, social or religious background, or any other aspect of their self.



I am proud to share Finance's CALD Action Plan which will drive practical and impactful action for lasting change.

This Action Plan holds us accountable in addressing the barriers facing colleagues with rich cultural, linguistic and racial diversity that we are fortunate to harness in Finance and the broader APS. We will strive to identify challenges for CALD staff to ensure they can continue to make a full contribution to our workplace, reduce limitations on career progression, and eliminate the impacts of discrimination and racism.

Informed by the overarching **APS Culturally and Linguistically Diverse Employment Strategy and Action Plan**, our CALD Action Plan outlines a series of actions that we will lead to foster greater cultural awareness, improve recruitment, mobility and promotion, and inspire a culture that values diversity and inclusivity.

Our key goals include:

- ensuring a safe, fair, equitable and inclusive workplace that is free from racism, discrimination, bullying and harassment
- understanding and building on the diversity of the current workforce
- enabling people to make a full contribution and empower them to fulfil their potential
- creating a level playing field and a fair go for all APS employees, creating a workforce that reflects the population we serve.

I encourage you to take time to understand the CALD Action Plan and consider how you can equip yourself with the knowledge and skills to support a professional, safe and respectful workplace culture. Drawing on the full breadth of talent available and reflecting the people we serve, can only enhance our work, our connections and our lives.

 **Catherine McLachlan**
Chief People Officer

Supporting Cultural and Linguistic Diversity in the Department of Finance

We are committed to advancing CALD inclusion by delivering a plan that aligns with the focus areas and goals outlined in the **APS CALD Strategy's** 5 Headline Actions. Through delivering our CALD Action Plan, we aim to elevate our workplace culture, empowering our staff to foster an inclusive and respectful environment.

We will measure our progress and success against the shared focus areas and goals. While Finance currently performs moderately against most indicators, we are determined to drive further enhancements that will create lasting impact for our CALD people.

Our people¹



Roles and responsibilities

Everyone at Finance has roles and responsibilities under our CALD Action Plan.

All staff

- embed the principles of each of the focus areas and goals into how we work and act every day
- contribute to a supportive and inclusive workforce culture, with active involvement in CALD initiatives and uplifting cultural capability and safety.

Leadership and management

- model inclusive behaviours and empower staff to prioritise inclusive thinking and acting.

CALD Network and SES Champions

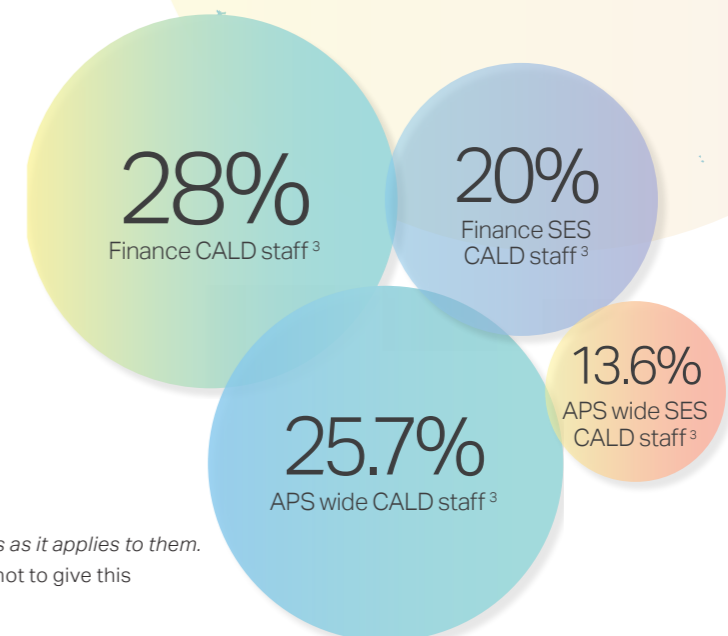
- drive, critically inform, and evaluate the CALD Action Plan.

Business Enabling Services teams

- own and enable the CALD Action Plan.



22% of Finance staff are from a non-English speaking background²



1. 2024 Census results: *How would you describe your cultural background?* Respondents able to select multiple options as it applies to them.
 2. SAP Data as at 30 June 2024. Proportion of employees whose first language is not English. Missing data and 'chose not to give this information' responses excluded.
 3. 2024 Census results: *Do you identify as culturally and linguistically diverse?* (Yes %)

Where we are now



Where we want to be

Our pathway to success

Development of our CALD Action Plan employed qualitative and quantitative research methodologies to identify issues and inform its recommendations. Staff from a wide range of backgrounds completed a voluntary all-staff survey and participated in listening circle sessions where they shared lived insights and experiences. This gave important key insights on where we are and where we want to be:

Cultural blind spots

Lack of awareness of cultural differences among staff

Leadership barriers

Obstacles for CALD staff in reaching leadership positions

Workplace inequity

Unfair treatment of CALD staff, especially first-generation migrants and visible minorities

Underrepresentation

Limited representation of diverse perspectives within the workforce

Inclusive culture

Cultural inclusion is a fundamental part of daily work practices

Enhanced intelligence

Prioritising cultural intelligence development for all staff

Supportive environment

Creating a safe and welcoming workplace for CALD staff

Diverse perspectives

Leveraging diverse viewpoints to enhance work quality and impact

Measuring success

To measure our progress and success, information will be gathered from the following evidence-driven insights:

- meetings with the CALD Network Executive
- workforce and employment representation data including
 - CALD recruitment, onboarding, retention and exit survey data
 - annual APS Employee Census results (with attention to employee sentiment on inclusion, wellbeing, flexibility, mobility and leadership)
- engagement with CALD training, events and communications
- active contribution and accountability against the [APS CALD Strategy](#).

Our external reporting activities: Annual Report, State of the Service Report, APS Employment Database, Diversity Council of Australia Inclusion@Work Index.

Our actions

Focus areas	Whole of APS standards	Cultural understanding	Leadership and management	Recruitment, progression, and representation
Goals	We will ensure a safe, fair, equitable and inclusive workplace that is free from racism, discrimination, bullying and harassment.	We will understand and build on the diversity of our current workforce.	We enable our people to make a full contribution and empower them to fulfil their potential.	We will contribute to the creation of a level playing field and a fair go for all APS employees, creating a workforce that reflects the population we serve.
To progress CALD inclusion at Finance:				
Our people will demonstrate awareness of, and uphold existing safeguards, demonstrating alignment with the APS Values, Code of Conduct and Employment Principles engage in CALD Network initiatives to enhance cultural understanding, such as attending language sessions, reading communications and attending events.	... engage with activities to enhance cultural literacy, including the MOSAIC: multicultural awareness digital magazine multicultural capability uplift program via APS Learn. ... lead at all levels and foster a culturally safe workplace for all.	... strive to recognise the value of diverse experience, skills, thinking and worldviews, to enhance our work. ... seek education on unconscious bias and be aware of its impacts in decision making.
Our CALD Network will inform specific design needs for our corporate documents, internal procedures, and HR policies. ... provide feedback on internal policies and procedures efficacy to address and reduce racism and discrimination in our workplace.	... share lived experiences of being CALD and promote and advocate for the specific needs and expectations of CALD employees.	... explore opportunities to implement initiatives like discussion panels showcasing different leadership styles, sponsorship programs, and mentorship/ buddy systems to address CALD employees' advancement barriers.	... provide feedback on our systems to ensure our recruitment processes reflect a thorough understanding of merit, providing opportunities for all that are fair and equitable, irrespective of cultural or racial background.
Our leaders and managers will foster a workplace of open, inclusive engagement and respectful and culturally informed communication, where individuals can work in an environment of mutual trust, free from racism or stereotyping.	... advocate for reducing barriers faced by CALD employees, drawing on the broader experience of the CALD Network to leverage and implement practical workplace solutions.	... promote and embed cultural capability training and sponsorship of CALD employees. ... recognise the skills, experience and talent of CALD employees and harness these to the full advantage of Finance and the APS.	... promote that assessments of merit recognise a broader suite of skills, styles and characteristics including emotional intelligence, cross-cultural awareness and cultural intelligence, as they improve our work. ... sponsor and mentor our CALD employees to support their career development and progression.
Our Business Enabling Services teams will implement processes to guard against and identify harmful behaviours such as discrimination based on identity or background. ... ensure avenues for our people to raise issues and make complaints are accessible and psychosocially and culturally safe.	... produce CALD workforce insights based on workforce data including the annual census results, and present to senior governance committees. ... support the implementation of workplace initiatives to enrich cultural understanding and celebrate cultural diversity.	... demonstrate how we develop and strengthen our people's cultural capability.) ... enable and empower our leaders and managers to foster diverse teams effectively.	... monitor and enhance recruitment and retention processes, to ensure increased CALD representation and progression towards 24% SES CALD representation by 2030. <small>Calculated based on APSC methodology (first language is not exclusively English). As of 31 December 2023, Finance has met 19% SES CALD representation.</small>
Desired outcomes	<ul style="list-style-type: none"> Our attitudes and behaviours with respect to cultural diversity clearly reflect the APS Values, APS Employment Principles, the APS Code of Conduct, the SES Performance Leadership Framework and Charter of Leadership Behaviours. We uphold existing laws. We co-design processes to reflect and recognise the lived experience of those most affected. 	<ul style="list-style-type: none"> Our CALD employee's experience and contributions are shared and reflected in greater intercultural understanding. Our greater intercultural understanding enables us to harness the wealth and depth of expertise available in Finance and across the APS. We apply best practice to promote and collaboratively develop and strengthen cultural understanding in Finance and across the APS. 	<ul style="list-style-type: none"> We have the cultural capability to lead and manage culturally diverse teams effectively and demonstrate that we are a model employer. Our advice and decision making reflects greater diversity of thought and innovation which strengthens our capability to do our job domestically and our international influence. 	<ul style="list-style-type: none"> We apply the merit principle in a manner that provides fair opportunities for all, respective of cultural or racial background. We reduce and strive to eliminate systemic barriers in our recruitment and progression processes. We have an increase of CALD staff in our talent pipeline for SES roles. We reflect and respect cultural diversity at all levels.