



# Diversity and Inclusion Strategy 2021–2023

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This Diversity and Inclusion Strategy is available on the EPA website: [www.epa.sa.gov.au](http://www.epa.sa.gov.au)

If you require a copy in an alternative format such as Easy Read, large font, electronic format (disk or emailed), audio or Braille, please contact general enquiries on (08) 8204 2004.

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## Acknowledgement of Country

We would like to acknowledge this land is the traditional lands for Kaurna people and that we respect their spiritual relationship with their country. We also acknowledge the Kaurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.

We pay our respects to their Elders past, present and emerging.

### Artist: Scott Rathman



Scott is an Arrernte descendant who has lived the majority of his life in Adelaide. The rich design in his work is a tribute to his Grandmother who was a member of the Stolen Generation and overcome so much in her life to be an amazing role model. His curiosity to explore and understand his cultural background is the passion that drives him to continue to look at new ways to combine the traditions of his heritage with designs of the present day.

# Message from the Chief Executive



I'm delighted to launch the EPA's inaugural Diversity and Inclusion Strategy for 2021–2023.

This Strategy will integrate the excellent work already underway within the EPA as we continue the pursuit of a truly diverse and inclusive workforce and workplace culture.

It's well established that having a more diverse workforce has proven benefits to employee engagement which leads to stronger workplace productivity. Through diversity we gain the more varied perspectives that are needed to tackle complex problems and our ability to come up with innovative solutions. We all know that great teams and great teamwork requires respect, recognising the value of each person's contribution, being fair and inclusive, and working together to achieve the best outcomes.

Building for a more diverse workforce is the right thing to do for individuals and a key attribute for truly successful organisations.

The work we've already undertaken is reflected in our Workplace Equality and Respect Project, our Reconciliation Action Plan, our Disability Access and Inclusion Plan and our support for White Ribbon Australia. This overarching Diversity and Inclusion (D&I) Strategy outlines our aim, our D&I purpose and principles, and our alignment and commitment to the stated priority areas of the South Australian Public Sector D&I Strategy.

The Strategy focuses on supporting the different diversity streams of Gender Equality, lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+), Disability, Aboriginal and Torres Strait Islander People, Culturally and Linguistically Diverse (CALD) and Age.

This inaugural Strategy reaffirms our ongoing commitment to a more diverse workforce and provides a three-year strategic roadmap with clear objectives and accountabilities

I encourage you to take a closer look at what's planned and consider what contribution you can make towards our goal of building more diverse workforce at the EPA.

A handwritten signature in black ink that reads "Circelli".

Tony Circelli

**Chief Executive  
Environment Protection Authority**

**February 2021**

# About the Environment Protection Authority

The Environment Protection Authority (EPA) is South Australia's independent environment protection regulator. We protect, restore and enhance the environment through the risk-based regulation of pollution, waste, noise and radiation.

We work closely with industry, the community and government to protect our unique natural environment while supporting economic growth and improving wellbeing.

We administer the *Environment Protection Act 1993*, *Radiation Protection and Control Act 1982* and *Plastic Shopping Bags (Waste Avoidance) Act 2008*, and develop guidelines and codes of practice.

The EPA is governed by a Board with members appointed by the Governor.

## Our EPA Diversity and Inclusion Strategy 2021–2023

Diversity and inclusion are important at the EPA. We support and pursue diversity and a more inclusive organisation where people feel safe, respected and able to reach their full potential.

This Strategy provides our overarching commitment to being a diverse and inclusive organisation, reflecting the community that we serve.

The EPA Diversity and Inclusion (D&I) Strategy 2021–2023 outlines our objectives and priorities that will be implemented to meet the commitments for our areas of focus.

The Strategy includes new initiatives designed to further expand our work across the different diversity streams and underpins the work already underway within other key EPA D&I plans and programs.

# What we mean by Diversity and Inclusion

Diversity relates to the mix of backgrounds, characteristics, experiences, professional skills and perspectives that employees bring to our workforce.

This includes diversity streams with a focus on gender equality, disability, Aboriginal and Torres Strait Islander people, lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+), culturally and linguistically diverse (CALD) and age streams.

Inclusion is the extent that we value, respect and connect with the diverse mix of people in our workforce and community, and where participation, progress and success supports the EPA's high performance culture and removes barriers to equality.

Diversity and inclusion is included in the Code of Ethics for the South Australian Public Sector which asserts that the South Australian public sector should be as diverse as the community it serves. The views and experiences of all people should be respected, regardless of nationality, gender, cultural or social background, sexuality, religion, age, or physical or intellectual ability.

## Benefits of Diversity in our Workplace

We value diversity and inclusion. Our workforce already consists of people from diverse backgrounds who are working in a range of roles.

Research demonstrates that diversity improves organisational performance and effectiveness and provides greater employee satisfaction and wellbeing<sup>1</sup>.

By valuing our people we increase our creativity and innovation for the betterment of our service to the South Australian community.

With input from our people we have assessed our strengths and opportunities for improvement in relation to diversity and inclusion, and have used this as the basis for developing strategies and actions over the next three years (2021–2023).

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<sup>1</sup> South Australian Public Sector Diversity and Inclusion Strategy 2019–21

# Key Contributors

Our D&I Governance Group, a sub-committee of the EPA Executive Leadership Team (ELT) was established to drive strategic actions that continue to pursue diversity and inclusion at the EPA.

The sub-committee is responsible for developing and implementing the strategy which is aligned with the [South Australian Public Sector Diversity and Inclusion Strategy 2019–21](#) and vision for a diverse, inclusive and safe public sector where everyone belongs.

The sub-committee is an active body that provides strategic and operational direction and support to the EPA's D&I working groups. It also serves as a mechanism to create opportunities for synergies across the EPA D&I areas including:

- Establishing D&I working groups that align with public sector D&I priority areas.
- Providing an ELT member to champion and sponsor each D&I focus.
- Ensuring opportunities for staff to participate and influence D&I outcomes through the establishment of D&I working groups.

The sub-committee is also responsible for:

- Providing progress of D&I programs to the Chief Executive and the ELT, and
- Monitoring the communications and engagement for the D&I strategy to ensure promotion to all staff.

# Relationship to other Strategies and Plans

The South Australian Public Sector, as an employer of choice, is committed to reflecting the diverse community it serves and creating an inclusive workplace for all of its employees.

Individuals deserve to feel valued and have the opportunity to actively participate and prosper in the public sector and feel safe to be themselves.

The South Australian Public Sector D&I Strategy 2019–21 provides an overarching vision, priority areas and principles for adoption sector-wide. It provides a strategic umbrella which enables agencies to prioritise activities and approaches according to their varied contexts, circumstances and needs.

The South Australian Public Sector D&I Strategy's three priorities are:

1. Reflect the diverse communities that the public sector serves.
2. Build diversity and inclusion knowledge and capability.
3. Be accountable for diversity and inclusion.

The EPA works on ensuring that our D&I Strategy is integrated with other relevant strategies, plans and frameworks including:

- Strategic Directions 2018–2022
- Corporate Plan 2020–2021
- Engagement Charter
- Service Charter
- Workplace Equality and Respect
- Reconciliation Action Plan 2020–2023
- Disability, Access and Inclusion Plan 2020–2023.

# EPA Purpose (What we will pursue)

The EPA supports and pursues diversity and a more inclusive organisation where people feel safe and feel that they belong. The EPA will:

- Have a D&I Strategy that also supports the South Australian Public Sector D&I Strategic priorities.
- Use the D&I Strategy to continue our work in taking a holistic view to diversity and to further build our inclusive culture and culture of high performance.
- Use an inclusive approach that supports additional, special actions to improve representation with regard to gender equality, Aboriginal and Torres Strait Islander People, disability, LGBTIQ+, CALD and age diversity.

## Our Guiding Principles

At the EPA we will:

- Treat each other respectfully, fairly, justly, reasonably and equitably without discrimination.
- Implement D&I using collaboration and engagement, trust, respect, honesty and integrity. We will apply the Strategy professionally and with courage and tenacity.
- Ensure that the D&I Strategy encourages people at all levels in the agency to contribute to the Strategy and to be involved in its implementation.
- Hold each other accountable for enabling inclusive practices.
- Value difference, and respect and value every individual for the diversity of skills and experiences that they bring to the public sector and the work of the EPA.
- Be strongly aligned with the Public Sector Values – and create an agency that is representative of the diverse communities we proudly serve, to get the best results for current and future generations of South Australians.
- Be an employer of choice with the best people attracted, recruited, developed and retained in the public sector.
- Utilise merit based recruitment approaches that encourage the pursuit of a workforce that reflects the diversity of the community.
- Incorporate survey findings of staff attitudes to different aspects of D&I into our Strategy.

# Our Diversity and Inclusion Priorities 2021–2023

## Priority



What will we do?	Diversity Stream
1.1. Develop a D&I Strategy with associated measures aligned to the SA Public Sector D&I Strategy	All Diversity streams
1.2. Review the EPA Ways of Working to incorporate D&I	All Diversity streams
1.3. Review our selection processes to reduce opportunities for unconscious bias, including when interviewing job applicants	All Diversity streams
1.4. Increase employment of Aboriginal and Torres Strait Islander people at the EPA through: <ul style="list-style-type: none"> <li>• use of the Aboriginal Employment Register to identify potential job applicants for all vacancies</li> <li>• support the Environmental Science branch to implement an Aboriginal Traineeship as part of the allocated number of EPA Aboriginal Traineeships.</li> </ul>	Aboriginal and Torres Strait Islander people
1.5. We will develop a Gender Equality in Leadership Strategy for the EPA. The Gender Equality in Leadership Strategy will progress: <ul style="list-style-type: none"> <li>• Our pursuit of 50% gender equality within Executive roles and also within the Executive Leadership Team</li> <li>• Ensuring we have 50% women who participate within the SA Public Sector Leadership Academy leadership development programs</li> <li>• Our pursuit of 50% gender equality in roles classified at ASO7/PO4 and above</li> <li>• Best endeavours to have 50% women as shortlisted applicants for all vacant roles</li> <li>• Our pursuit of 50% women are identified as potential successors to leadership roles classified at ASO7/PO4 and above</li> </ul>	Gender Equality

## We reflect the diverse community that we serve

How will we track progress?	Responsibility	By When?
The Strategy is in place and a copy has been provided to Office of the Commissioner for Public Sector Employment (OCPSE)	Diversity & Inclusion Governance Group	Feb 2021
The EPA Ways of Working have been reviewed and include D&I	Manager Organisational Strategy & Performance	Jun 2021
Selection processes have been reviewed and actions are in place to reduce unconscious bias	Manager People & Capability	Jun 2021
Report and monitor EPA % of workforce ATSI	Manager People & Capability	Jun 2021
An Aboriginal trainee has been employed		Ongoing
The Strategy has been implemented.		Jun 2021
Monitor the female/male ratios of Executive roles and the Executive Leadership Team (excluding Staff Representatives) and track progress		Ongoing
Monitor the female/male ratios of EPA nominations into, and completion of SA Leadership Academy leadership development courses, and track progress	General Manager People & Performance	Jun 2021
Monitor how many ASO7 PO4 roles are advertised, and track progress on the percentage of female / male ratio of shortlisted applicants		Ongoing
Monitor how roles are advertised, and track progress on the percentage of female/male ratio of shortlisted applicants		Ongoing
Monitor how opportunities for women and succession planning strategies are incorporated into EPA Business Plans and track progress		Ongoing

# Priority

## 2

What will we do?	Diversity Stream
2.1. Promote the EPA D&I Strategy to the community	All Diversity streams
2.2. Review community engagement procedures and templates to incorporate D&I strategies	
2.3. Review imagery used for publications to reflect community diversity	All Diversity streams
2.4. Review the EPA Engagement Charter to ensure D&I principles are incorporated	
2.5. Embed D&I principles in key internal processes (e.g. Performance and Development Review (P&DR) process, induction and related staff training)	All Diversity streams
2.6. Develop D&I and Unconscious Bias training for managers and staff <ul style="list-style-type: none"> <li>• Ensure 100% of managers attend supportive skill training (e.g. D&amp;I, unconscious bias)</li> <li>• Provide supportive skill training for staff (e.g. D&amp;I and unconscious bias)</li> <li>• Increase awareness and understanding of how to create a diverse and inclusive EPA workforce</li> </ul>	All Diversity streams
2.7. Develop and implement EPA survey questions to assess D&I staff awareness, and gain an understanding of staff experiences	All Diversity streams
2.8. EPA representation on the across government D&I Communities of Practice	All Diversity streams
2.9. Undertake a pay gap analysis across all classification levels	
2.10. Undertake an audit of promotional opportunities e.g. Additional Duties, Reclassification, and Selection decisions and quantify any gaps associated with workforce diversity (where disclosed) and part time work	Gender Equality
2.11. Undertake a review of applicant pools for advertised vacancies to identify diversity streams (where disclosed) and uptake of part time employment	

# We build diversity and inclusion knowledge and capability

How will we track progress?	Responsibility	By When?
The D&I Strategy is published on the EPA website, and is promoted through social media and EPA Monitor newsletter	Manager People & Capability	Feb 2021
Community engagement procedures have been reviewed and D&I principles embedded	Manager, Strategic Communication & Engagement	Sep 2021
Imagery used for publications have been reviewed and reflects community diversity		Dec 2021
The EPA Engagement Charter has been reviewed and includes D&I principles		Dec 2022
Key internal processes have been identified	Manager People & Capability	Jun 2021
Identified internal processes have been reviewed and D&I principles embedded		
Related training that forms part of the key processes e.g. P&DR and induction, have been reviewed and D&I principles embedded		
Training has been scoped and developed, synergies have been identified for training requirements within other EPA D&I plans e.g. WERP, RAP and DAIP, and an integrated and coordinated approach has been established	Manager People & Capability	Mar 2021
Monitor and report on the completion rates of supportive skill training for managers and staff		Ongoing throughout 2021
D&I Information, data and resources are made available		Resources available with training implementation
D&I questions are implemented within the next EPA staff perspectives survey	Manager Organisational Strategy & Performance	Due date of EPA staff survey
EPA representation at the Communities of Practice	Manager People & Capability	Ongoing
Key outcomes are reported to the D&I sub-committee, EPA D&I working groups and broader EPA audience		
Analysis completed	Manager People & Capability	Biannually February & August
Audit completed		
Review completed		
Key findings of the above are reported to the D&I sub-committee and published within the EPA		

# Priority



## What will we do?

## Diversity Stream

	All Diversity streams
3.1. Review the implementation of the EPA D&I Strategy	
<hr/>	
3.2. The EPA has reviewed actions, developed and implemented plans for:	
• Workplace Equality and Respect	Gender Equality
• Disability, Access and Inclusion Plan	Disability
• White Ribbon Reaccreditation	Gender Equity
• Reconciliation Action Plan	Aboriginal & Torres Strait Islander People
• Gender Equality in Leadership Strategy	Gender Equality

# We are accountable for diversity and inclusion

## How will we track progress?

## Responsibility

## By When?

Responsibility for Plan Outcomes has been assigned through a supporting Action Plan and monitored by the D&I Governance Group

Progress of the Plan is reported quarterly to the D&I Governance Group

Diversity & Inclusion Governance Group

Jun 2021, 2022 & 2023

The Plan is in place and a copy has been provided to the Equal Opportunity Commission (EOC)

Director Science & Information

Apr 2021

The Plan is in place and published on the EPA website

General Manager People & Performance

Nov 2020

The EPA has gained White Ribbon reaccreditation

Director Science & Information

Apr 2021

The Plan is in place and endorsed by Reconciliation Australia

Director Regulation

Dec 2020

The Strategy and Plan has been developed and implemented

General Manager People & Performance

Jun 2021

# What does our agency currently look like?

Diversity Stream	National Data		2018 Public Sector Data		2018 Agency Data (EPA)		2019 Agency Data (EPA)			
Aboriginal	2% of South Australia <sup>2</sup>		1.99%		0%		0%			
Age (median)	40 years (South Australia)		44		45		45			
Disability	6% <sup>3</sup>		1.31%		2.7%		2.4%			
Gender	Male	49.4%	Male	31%	Male	115	52%	Male	102	49%
	Female	50.6% <sup>4</sup>	Female	69%	Female	109	48%	Female	107	51%
			Other	0.01%	Other	0	0%	Other	0	0%
Administration roles (ASO1 to ASO3)					Male	9	36%	Male	7	33.3%
					Female	16	64%	Female	14	66.7%
					Other	0	0%	Other	0	0%
Administration roles (ASO4 to ASO6)					Male	25	44.6%	Male	23	41.1%
					Female	31	55.4%	Female	33	58.9%
					Other	0	0%	Other	0	0%
Professional roles (PO1 to PO3)					Male	44	52.4%	Male	41	51.3%
					Female	40	47.6%	Female	39	48.7%
					Other	0	0%	Other	0	0%
Technical Services roles (TGO3 / TGO4)					Male	3	100%	Male	1	100%
					Female	0	0%	Female	0	0%
					Other	0	0%	Other	0	0%
Leadership roles (ASO7 / PO4)					Male	16	53.3%	Male	14	50%
					Female	15	47.7%	Female	14	50%
					Other	0	0%	Other	0	0%
Leadership roles (ASO8 / PO5)					Male	15	71.4%	Male	13	68.4%
					Female	6	28.6%	Female	6	31.6%
					Other	0	0%	Other	0	0%
Executive Leadership Team							Male	4	57%	
							Female	3	42%	
							Other	0	0%	
Executive			Male	50.6%	Male	3	75%	Male	3	75%
			Female	49.4%	Female	1	25%	Female	1	25%
			Other	0%	Other	0	0%	Other	0	0%

As well, details and statistics about South Australia's population including migrants from non-English speaking backgrounds, countries of origin, languages spoken at home, religions and ancestries along with data tables prepared by Multicultural Affairs is available from the Department for Premier and Cabinet [South Australia at a glance page](#)

<sup>2</sup> ABS 2016 Census Data

<sup>3</sup> Defined as 'Persons who have need for assistance with core activities', [2016 ABS data](#)

<sup>4</sup> Note that census data only captures 'male' and 'female', 2016 ABS data

# References

Chan, B: *Top Diversity and Inclusion Benefits in the Workplace* <https://diversity.social/diversity-inclusion-benefits/>

Determination 1 of the Commissioner for Public Sector Employment: *Merit, Engagement, Assignment of Duties and Transfer of Non-Executive Employees*

Lyons, S: *The Benefits of Creating a Diverse Workforce* <https://www.forbes.com/sites/forbescoachescouncil/2019/09/09/the-benefits-of-creating-a-diverse-workforce/#73d7dc50140b>

South Australia at a Glance: <https://www.dpc.sa.gov.au/responsibilities/multicultural-affairs/population-and-migration/south-australia-at-a-glance>

[South Australian Public Sector Diversity and Inclusion Strategy 2019–21](#)



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