



Australian Government
Australian Maritime Safety Authority

DIVERSITY AND INCLUSION at AMSA

Strategy 2023 - 2027

Acknowledgement of Country

In the spirit of reconciliation, the Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We acknowledge and pay our respects to the Traditional Custodians of the lands on which our organisation operates, across Australia.

Aboriginal and Torres Strait Islander peoples have occupied Australia for tens of thousands of years, and their cultures, laws, ceremonies and connection to the land are strong and enduring. We pay our respect to their Elders past and present and the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.

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Message from AMSA Leadership

Guided by a shared vision – safe and clean seas, saving lives, as Australia’s national maritime regulatory body, our work spans across cities, regions, time zones, land, sea and sky. The scale of our operations means that representing the demographics and perspectives of the broader Australian community in our workforce and in the services we provide is paramount to the ongoing success of our organisation.

We continue to move forward with our diversity and inclusion goals. Our recent designation as an Inclusive Employer 2021-2022 by the Diversity Council of Australia demonstrates our significant progress towards embedding inclusive values and fostering a cohesive organisational culture at AMSA. We are proud of what we have achieved and acknowledge that there is more work to do. We are passionate about growing a workforce that is respectful, connected and purpose-driven, where individuals feel valued and recognised for their contributions.

The maritime sector has traditionally struggled to engage a diverse range of candidates, particularly women and Indigenous peoples. As an industry leader, we are committed to working to address the challenges around talent attraction, development and retention. Since 2019 we have offered over 13 scholarship opportunities through the respective Maritime Colleges, and we continue to support opportunities for women and other underrepresented groups seeking to enter the industry. Through our sponsorship work we have been able to support women from the Indo-Pacific region to complete a Master of Science in Maritime Affairs.

This strategy reaffirms our commitment to embedding diversity and inclusion in all facets of our organisation and provides a clear strategic direction for our diversity and inclusion activities over the next four years. Moreover, it outlines comprehensive governance arrangements to ensure visibility and accountability for our diversity and inclusion efforts.

As leaders of our organisation, we recognise our unique and vital position as influencers of organisational change and culture, and we reaffirm our commitment to achieving AMSA’s diversity and inclusion goals.

We are proud to lead the way forward.

Mick Kinley
Chief Executive Officer

Linda Ward
Chief Operating Officer

Michael Drake
Operations
Executive Director

Leanne Loan
Policy & Regulation
Executive Director

Mark Morrow
Response
Executive Director

Peter White
Future Operations Taskforce
Executive Director

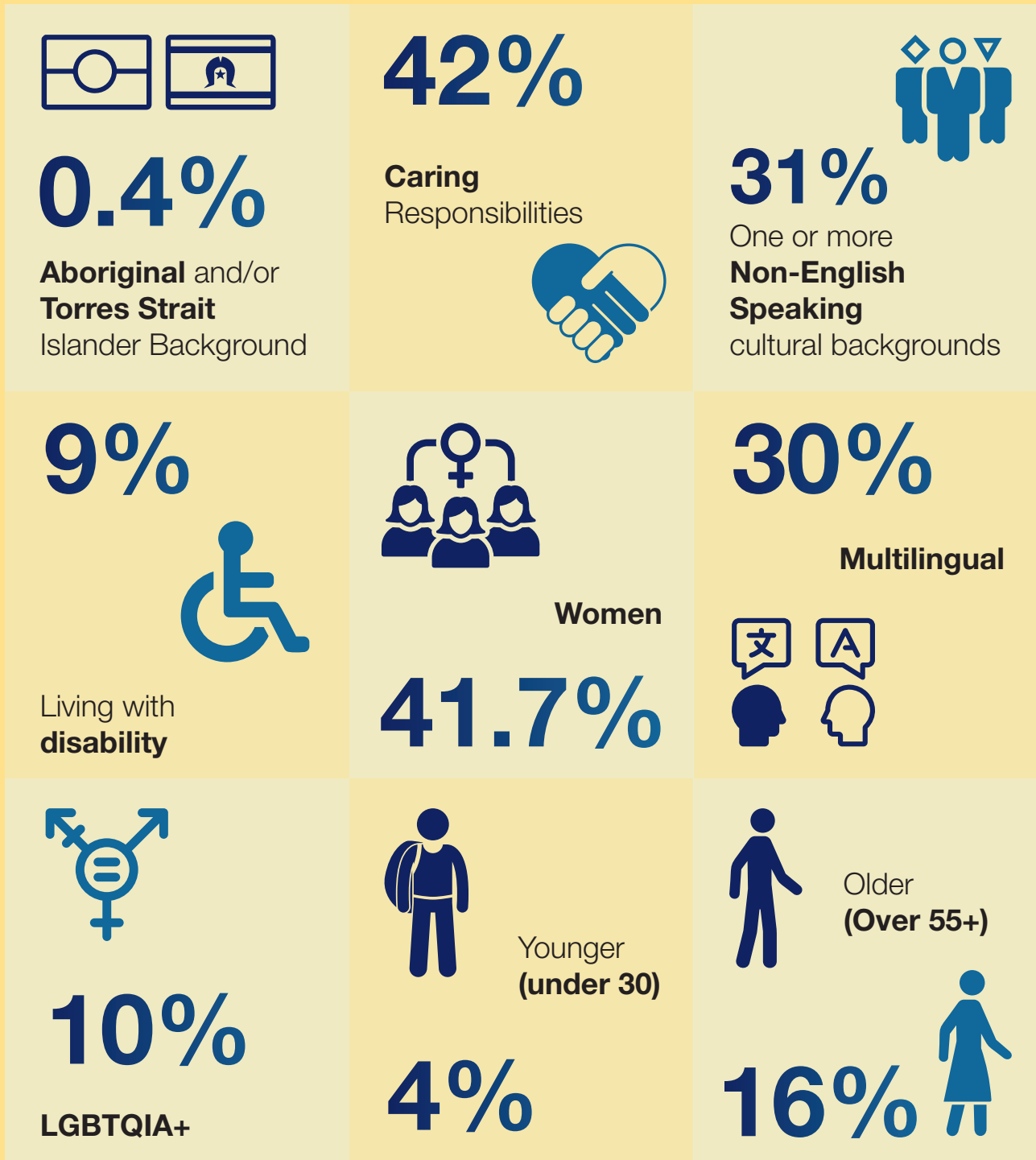


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Diversity at AMSA

The below data shows a snapshot of the diversity we have at AMSA and was collected from our Human Resource Dashboard as well as from data provided by the Diversity Council of Australia's Inclusive Index Survey Report. Data is as at September 2022.



Source: Diversity Council Australia, 2021-2022 Inclusive Employer Index Report: Australian Maritime Safety Authority, DCA, 2022.

Our Diversity and Inclusion Journey

Since launching our first strategy in 2014, AMSA has undertaken numerous activities to support the growth of diversity within our workplace. In recognition of an ever-changing operating environment and a highly competitive labour market in August 2022, we introduced our Strategic Workforce Plan 2022-2027. This plan helps us prepare our workforce for the future and includes, for the first time, a capability specifically around diversity of staff and modelling inclusive behaviours. Additionally, we recently created and appointed a dedicated Diversity and Inclusion Officer at AMSA – a role that is crucial in supporting us to achieve our diversity and inclusion goals.

In our annual engagement survey, our staff communicated that they wanted greater access to flexible work. To deliver on this expectation, we revised our Flexible Working at AMSA policy to ensure fairness and equity in accessing flexible work. Instilling a culture

supportive of flexible work will both establish work environments suitable for individuals from diverse demographics and enable greater access to opportunities at AMSA for the wider community.

Further demonstrating our dedication to embedding inclusive values, we became a member of the Diversity Council of Australia and, in September 2022, for the first time we undertook their Inclusive Employers Index to enable us to build a more complete picture of our workplace culture and diversity demographics. As a result, AMSA achieved the Inclusive Employer designation for 2022 – one of only four government agencies to receive the recognition.

Below are some highlights of our recent diversity and inclusion activities in the areas of gender equity and Indigenous engagement:

Gender Equity and Women in Maritime

- Launched our Gender Equity Action Plan, outlining our commitment to achieving a gender balanced and inclusive workforce.
 - Developed and delivered unconscious bias training to all staff with hiring responsibilities. The training provided the opportunity for our staff to understand how biases impact on the hiring process as well as how biases can hinder an employee's growth in the organisation.
- Comprehensively reviewed our recruitment and selection processes to identify and design out bias and gendered language.
- Continued sponsorship with Australian Maritime College including the AMSA Women in Maritime Engineering scholarship to encourage more women to choose careers in the Australian maritime sector.
- Revised our Respect in the Workplace policy to reflect the findings of the Respect@Work Report and to reiterate our zero-tolerance policy towards harassment, bullying and/or discrimination in the workplace.

- Delivered psychological safety workshops to all our teams.
- We had an unprecedented uptick of women hired into historically male dominated roles with new hires in our Response and Operations divisions.
- Sponsored attendees from AMSA and ANU for the Public Sector Women in Leadership Summit promoting the benefits of a career in the maritime industry. Attendees were selected based on their demonstrated commitment to our values and championship of diversity and inclusion at work.
- Advocated to establish the IMO's International Day for Women in Maritime, 18 May.
- Joined and supported the IMO's IMOGENder Network proposal to establish an annual award for gender equality in the global maritime sector.
- Committed to hosting the 3rd Regional Conference for Pacific Women in Maritime in 2023.
- Established a regional women's scholarship program to empower women from the Indo-Pacific region to complete a Master of Science in Maritime Affairs at the World Maritime University.

Aboriginal and/or Torres Strait Islander Engagement

- Launched our Reflect Reconciliation Action Plan, to acknowledge the important role that Aboriginal and Torres Strait Islander peoples already play in achieving AMSA's vision of safe and clean seas.
- Established a partnership with JAWUN, to increase our Indigenous cultural understanding and had our first participant commence in October 2022. This program encourages sharing of experiences and skills with Indigenous community organisations to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.
- Our Operations division undertook cultural safety workshops to increase their knowledge of how to create and nurture a safe environment for Aboriginal and/or Torres Strait Islander people. The team recognised that having this understanding is paramount to ensuring a workplace that encourages respect, learning and the unlearning of potential biases.
- Through an Indigenous recruitment consultant, we recruited an Aboriginal and Torres Strait Islander Safety Liaison Advisor to focus on engagement with Indigenous communities across the top end of Australia. This position actively contributes to AMSA developing a deeper understanding of local Traditional Owners as custodians of the land and water ways. Furthermore, the position advises on the impacts of policy proposals to communities and helps AMSA develop a greater understanding of the implications of existing and emerging risks with Indigenous-operated domestic commercial vessels.



Our Diversity and Inclusion Priorities

Aligned with our Strategy 2030, Corporate Plan, and Core Capability Framework, over the next four years we will continue to focus on creating a diverse and cohesive workforce that has a thriving culture of inclusion. Our diversity and inclusion strategy has been purposefully linked to our priorities outlined in our Strategic Workforce Plan 2022 – 2027, to ensure that our diversity and inclusion activities support our organisation’s ambition to create a workforce that is future ready.

Our diversity and inclusion success will be achieved through measurable action plans tailored for specific diversity groups. We have

already implemented plans to support our goals around gender equity and Indigenous engagement through the AMSA Gender Equity Action Plan and Reconciliation Action Plan. We are committed to developing and implementing cultural inclusion, LGBTQIA+ and accessibility action plans within the life of this strategy. Moreover, we recognise that we need to prioritise data collection, analysis and evaluation as a crucial tool for measuring the performance of our diversity and inclusion actions. Facilitation and monitoring of these plans is outlined under the Governance section of this strategy.



The below priorities and actions will be delivered in harmony with our action plans (both current and planned).

Priority	Initiatives	Strategic Workforce Plan Priority Action
Reflect the community that we serve	<ul style="list-style-type: none"> • Work to achieve recruitment and employee representation targets outlined in the relevant action plans (current targets include 50% of employees at AMSA are women by 2025, 3.0% of employees at AMSA identify as Aboriginal or Torres Strait Islander by 2025) • Continue to actively create and nurture partnerships with employment agencies that specialise in diverse recruitment to expand available talent pool • Purposefully and respectfully seek to build relationships with community and membership organisations to deepen understanding of barriers to employment for diverse groups 	4.3 - Identify untapped talent markets and expand talent pipeline
Provide a workplace that is inclusive, safe and values each employee	<ul style="list-style-type: none"> • Encourage employees to increase their awareness and understanding of diversity and how it impacts their role, team and the wider organisation • Acknowledge days of significance by coordinating events and through communications spotlighting their importance and their relevance to AMSA (such as Inclusion at Work Week) • Establish sub-committees to design, deliver and monitor accessibility, cultural inclusion and LGBTQIA+ action plans with accountability to the Diversity Working Group • Ensure employees understand the expected workplace behaviours and values that AMSA stands for including a zero-tolerance approach to bullying, harassment and discrimination • Ensure diversity and inclusion initiatives are a focus of AMSA's ongoing Learning and Development effort. 	4.6 - Develop capabilities to ensure inclusive work environment
Leverage diversity and inclusion data to inform our actions	<ul style="list-style-type: none"> • Undertake annual diversity and inclusion data collection through the Employee Engagement survey and DCA Inclusive Index Survey to inform future activities • Evaluate diversity and inclusion activities through frequent reporting on employee participation rates, feedback received, and engagement scores • Conduct a review of data collection processes to ensure alignment with DCA guidelines 	3.5 - Establish a plan for data-driven decision making
Fully committed and accountable leaders who champion diversity and inclusion principles	<ul style="list-style-type: none"> • Include personal goals towards diversity and inclusion in annual performance plans • Ensure leaders* undertake inclusion training to maintain awareness of inclusive leadership behaviour • Rotate annually the Executive sponsorship of the Diversity Working Group to ensure each leader has the opportunity to demonstrate a genuine commitment to advancing diversity and inclusion at AMSA • Formally recognise contribution towards diversity and inclusion activities as consideration towards the Diversity and Inclusive AMSA Champion Award 	2.3 - Executive and managers are accountable through performance agreements to create and foster a shared vision for our future and lead change.

* 'Leaders' refers to any individual who is either a Senior manager or Executive Director

Governance

We recognise that a key component of achieving our diversity and inclusion goals is defining each stakeholder's role and their subsequent accountabilities as they relate to the above initiatives.

Executive Leadership

An engaged and committed Executive leadership team is crucial for AMSA to progress its diversity and inclusion work. The Executive will provide feedback to the Diversity Working Group around the strategic direction of Diversity and Inclusion at AMSA and will hold the Diversity Working Group accountable for achieving its vision.

Diversity Working Group

The Diversity Working Group provides the oversight of diversity and inclusion activities within the organisation. The Diversity Working Group will have governance over the sub-committees and will have accountability for the delivery of diversity and inclusion activities contained within the action plans. The Diversity Working Group meets quarterly and has a diverse range of representatives from across AMSA's operations.

The peer-elected position of Chair is a yearly rotation and the group also includes contributions and support from the Executive Sponsor and external members.

Action Plan

Sub-Committees

Sub-committees will be created to support the delivery of AMSA's diversity and inclusion goals. These sub-committees will be responsible for developing, delivering and monitoring their relevant action plan and reporting to the Diversity Working Group.

They are expected to:

- act as a consultation body on matters relating to their diversity group
- actively own and progress diversity and inclusion activities as defined in the action plans
- provide information to the wider staff body on their area of responsibility
- provide regular reporting on progress and status to the Diversity Working Group

Human Resources

The Diversity and Inclusion Officer (who sits within the HR Strategy team) is responsible for advising and supporting the Diversity Working Group to achieve AMSA's diversity and inclusion commitments. The HR Strategy team is also responsible for providing reporting to the Executive Sponsor who will update the Executive on the status of the actions listed above.

What can I do?

In line with our values and code of conduct, we firmly believe that these priorities underpin the work that we do, and that diversity and inclusion capabilities are paramount to us achieving AMSA's vision.

All Employees

Have a responsibility to ensure that they are contributing to a working environment in which inclusive values thrive. This can be achieved through activities such as undertaking learning on topics of inclusion like understanding bias and the impact of language in the workplace. It can also be achieved by:

- Getting involved in events and networks that promote an inclusive workplace culture such as the Diversity Working Group or the Action Plan Sub-Committees.
- Active participation in the working groups and committees will be taken into consideration during the performance review cycle.
- Demonstrating and living inclusive values is a key personal attribute under the Core Capability framework.

All Managers

Have a responsibility to create an inclusive team environment. This can be achieved through:

- Ensuring you demonstrate that you value differences, seek out diverse ideas and perspectives, treat individuals fairly and respond to inappropriate behaviours swiftly and effectively
- Celebrating and acknowledging significant cultural days
- Participating in working groups around diversity and inclusion topics and undertaking training to ensure you understand the importance of using inclusive language and the role that unconscious bias plays in the workplace
- Recognising and rewarding staff who demonstrate a commitment to and passion for inclusivity in the workplace.

All Leaders

Have a responsibility to create an organisational culture that ensures all employees are treated equitably and fairly and where diversity and inclusion are seen as genuine imperatives for the organisation's growth. This can be achieved by:

- Truly and authentically living inclusive values
- Ensuring you actively champion for marginalised staff to be seen and heard
- Providing opportunities for staff to deepen their awareness and understanding of diversity and inclusion
- Rebuking behaviour that runs counter to inclusive values at AMSA.

To learn more about Diversity and Inclusion at AMSA contact diversity@amsa.gov.au



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