



AUSTRALIAN  
ENERGY  
REGULATOR

# Cultural Diversity Plan

2022-25

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Australian Competition and Consumer Commission  
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# A message from the CALD Network leaders

The Culturally and Linguistically Diverse (CALD) Network is an employee-led network that promotes cultural diversity and inclusion. Our aim is to create a safe and welcoming work environment in which employees from all cultural backgrounds feel valued and respected.

We proudly represent and support employees who come from many different cultural backgrounds. A diverse and inclusive workplace, where the intersection of identities is recognised and appreciated, is essential for employee wellbeing and drives our agency's success.

All employees have a role in fostering an inclusive workplace. We are proud to champion our agency's cultural diversity and inclusion, and are committed to deliver this action plan to meet our objectives.

# What do we mean by ‘cultural diversity’ and ‘CALD’?

The CALD Network adopts the Diversity Council Australia’s definition of the term ‘cultural diversity’.

“Cultural diversity means having a mix of people from different cultural backgrounds – it can include differences in cultural/ethnic identity (how we identify ourselves and how others identify us), language, country of birth, religion, heritage/ancestry, national origin and/or race.”

This cultural diversity definition recognises that:

- Cultural diversity has multiple aspects.
- Cultural diversity includes both objective and subjective aspects of people’s cultural background.
- Cultural diversity includes cultural identity.<sup>1</sup>

The acronym in our network’s name, ‘CALD’, stands for ‘Culturally and Linguistically Diverse’. While there are different definitions of what this term means, it is often used to describe people who were born overseas, who have parents or grandparents who were born overseas, or who speak another language.

We recognise that describing a person as ‘CALD’ or ‘culturally diverse’ may itself impact their feelings of inclusion. Further, these terms can encompass a range of people who have had very different experiences of how their cultural background has impacted their feelings of inclusion, their experience at work, and their career advancement.

This is why our network focuses on achieving a mix of people from different cultural backgrounds at all levels in our workplace and cultivating a work environment that values and respects cultural diversity.

## What we do

The CALD Network was founded in 2018, and has been a driving force behind improving workplace cultural diversity and inclusion within the ACCC and AER. Since our formation, we have influenced policies and recruitment practices that may impact employees from different cultural backgrounds, established the *Speak Up, Listen Up* reverse mentoring program, and driven improvements in diversity data collection at the agency.

To achieve our aim of creating a workplace in which employees from all cultural backgrounds feel valued and respected, we:

- represent, support and advocate for employees of various cultural backgrounds, particularly groups that experience greater exclusion and inequality than others
- raise awareness and promote understanding of cultural differences and issues affecting our members, including directly with senior leaders in our organisation
- provide feedback and recommendations to the agency’s implementation of broader diversity and inclusion strategies.

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<sup>1</sup> Diversity Council Australia (O’Leary, J. and Groutsis D.), Cultural Diversity Definition, Sydney, Diversity Council Australia, 26 June 2020.

# Cultural diversity priorities

This plan complements the ACCC and AER's broader [Diversity and Inclusion Strategy](#), and outlines our priority commitments for the next 3 years in 3 key areas:

**1**

## **Data and Accountability**

Improve our diversity data collection to better evaluate the agency's progress towards cultural diversity and inclusion.

**2**

## **Culture**

Address barriers that disadvantage, and promote initiatives that develop, employees of various cultural backgrounds to create a workplace culture that values cultural diversity and inclusion.

**3**

## **Leaders**

Engage senior leaders on the importance of, and equip them to advocate for, cultural diversity, to demonstrate their commitment to cultural diversity and inclusion and support the agency's goal of CALD representation in senior leadership positions.

# ACCC/AER Cultural Diversity Plan 2022-25

Priorities	Actions
<p><b>1. Data and Accountability</b></p> <p>Improve our diversity data collection to better evaluate the agency's progress towards cultural diversity and inclusion</p>	<ul style="list-style-type: none"> <li>Advocate for and promote improvements to the agency's collection of diversity data.</li> <li>Use and analyse data to assess progress towards the agency's goals, including reducing the pay gap between employees who identify as CALD and those who do not, and achieving the agency's target of a representation of 20% employees who identify as CALD in senior leadership positions (at EL1 to SES levels) by 2025.</li> <li>Use data to identify potential barriers to recruitment, development, progression, and retention of employees of various cultural backgrounds; and to identify areas of success.</li> <li>Use data to identify employee experiences of exclusion and inclusion in the workplace, to enable the network to assist in addressing experiences of exclusion and learn from experiences of inclusion.</li> </ul>
<p><b>2. Culture</b></p> <p>Address barriers that disadvantage, and promote initiatives that develop, employees of various cultural backgrounds to create a workplace culture that values cultural diversity and inclusion</p>	<ul style="list-style-type: none"> <li>Represent, support and advocate for employees who may experience exclusion and inequality due to their cultural background.</li> <li>Facilitate deeper understanding of cultural differences, encourage allyship and engage in cultural change to address issues affecting employees of various cultural backgrounds via events and intranet articles.</li> <li>Create safe spaces for employees to share stories and lived experiences via network meetings, discussion groups, events and facilitating the <i>Speak Up Listen Up</i> reverse mentoring program, which matches a member mentor with a senior leader mentee.<sup>2</sup></li> <li>Collaborate with CALD networks of other government agencies to share resources, ideas, and run inter-agency projects.</li> <li>Support career development of employees of various cultural backgrounds via events (including the career conversations events presented by external speakers from a mixture of cultural backgrounds), training, resources, and targeted professional development.</li> </ul>
<p><b>3. Leaders</b></p> <p>Engage senior leaders on the importance of, and equip them to advocate for, cultural diversity, to demonstrate their commitment to cultural diversity and inclusion and support the agency's goal of CALD representation in senior leadership positions</p>	<ul style="list-style-type: none"> <li>Encourage senior leader participation in the annual <i>Speak Up Listen Up</i> reverse mentoring program.</li> <li>Encourage senior leaders to reflect each year on the diversity data, including from the APS census results, and work with the network and People &amp; Culture to continually progress and support the agency's targets of CALD representation in senior leadership positions.</li> <li>Promote senior leader membership of the network, attendance at network events, and completion of relevant training.</li> <li>Encourage senior leaders to commit to and achieve meaningful performance goals that contribute to cultural diversity and inclusion in the workplace.</li> </ul>

<sup>2</sup> In 2022, the *Speak Up Listen Up* program included mentors from the CALD Network, Mipla Tunapri Indigenous Employee Network, the Disability and Carers Network, and the Pride Network.



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