



Returnto
WorkSA

Return to *work.*
Return to *life.*

ReturnToWorkSA Diversity and Inclusion Framework

OFFICIAL

Our Vision for Diversity and Inclusion

All people feel welcome and included at ReturnToWorkSA.

At ReturnToWorkSA, our purpose is to empower and support South Australians impacted by work injury. The way in which we enliven our approach to diversity, and all things, is through our values:



We understand that business success depends greatly on diversity, and we acknowledge that true innovation can only occur in a business that is genuinely committed to building an inclusive culture where all employees feel welcome to share diverse perspective. We work towards a strong employee value proposition, that attracts and retains diverse people who are passionate about empowering and supporting South Australians impacted by work injury.

Our commitment to diversity extends to our customers, and we understand that our impact is far reaching. We affect the many diverse South Australian communities. In order to be best placed to serve our customers, we need to have a deep understanding of their needs through education, lived experience and representation.

Hence, we are committed to creating an environment where all of our employees feel welcome and included at ReturnToWorkSA, thereby providing culturally safe and appropriate services to our community.

We understand that diversity is broad and encompasses:

- First Nations Australians
- Gender Equity
- Diverse Ability (including disability and neuro-diversity)
- Cultural and linguistic Diversity
- LGBTQIA+ Communities
- Generational Diversity

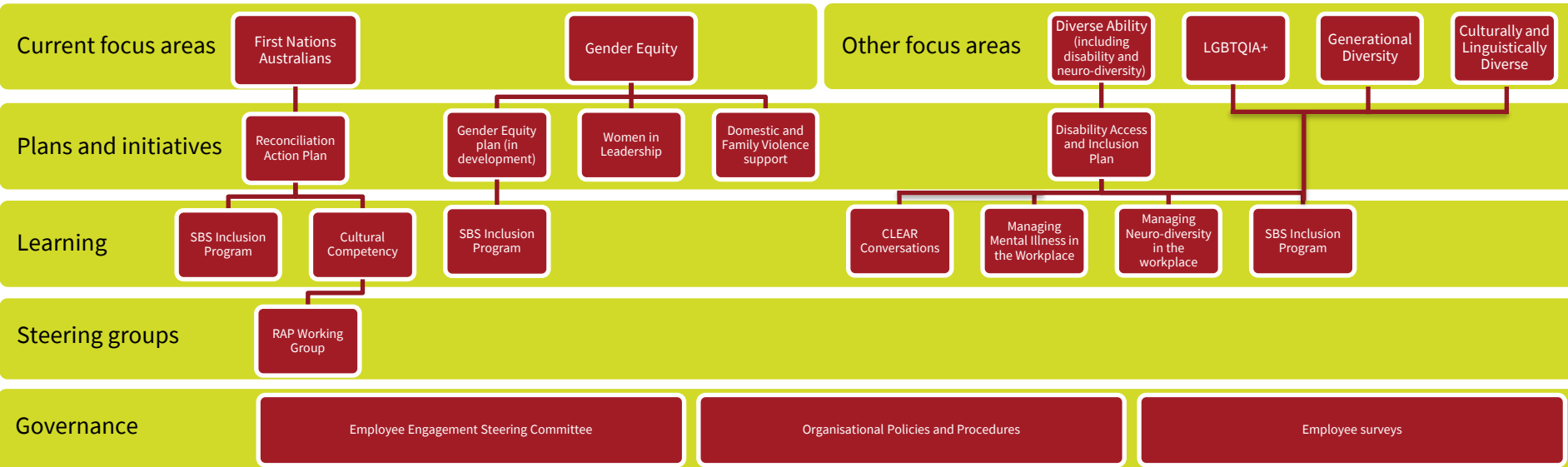
In order to dedicate appropriate time and resources to our efforts, we are currently focusing initiatives in two key areas:

- First Nations Australians
- Gender Equity



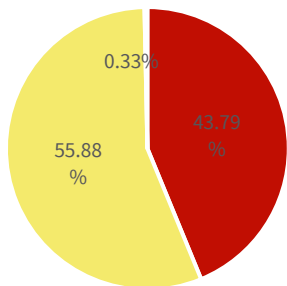
Our Vision for Diversity and Inclusion:

All people feel welcome and included at ReturnToWorkSA.



Diversity profile

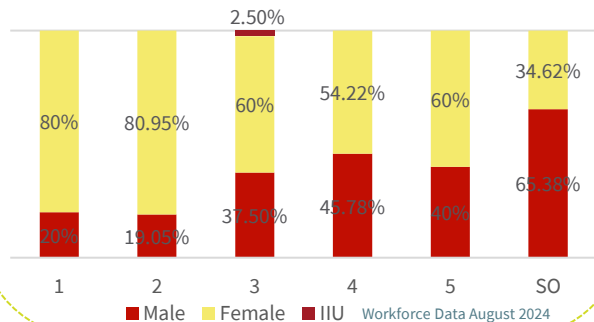
Gender Equity



3/7 Board members and 1/7 Executive leaders are female.

44.83% of senior leaders and 46.43% of our team leaders are female.

Gender by Grade



Note IUU = Indeterminate/Intersex/Unspecified

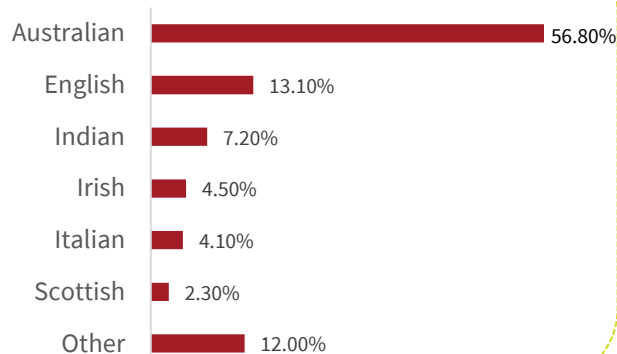
84% of employees feel safe to express their authentic self at work.

Survey taken August 2023

2 employees identify as **Aboriginal and/or Torres Strait Islander**

Workforce Data March 2024

Cultural Diversity

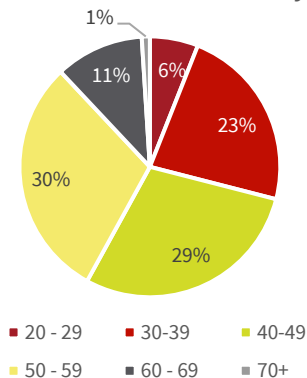


Survey taken March 2024

3.1% of employees identify as **LGBTQIA+**

Survey taken March 2024

Generational Diversity



Workforce Data March 2024

11% of employees have disclosed an **injury, illness, disability or neuro-diversity**

Survey taken August 2023

Diversity and Inclusion Focus areas

First Nations Australians

Gender Equity

Diverse Ability

LGBTQIA+

Cultural and linguistic Diversity

Generational Diversity

ReturnToWorkSA is dedicated to learning about and developing relationships with the Traditional Owners throughout South Australia, as we continue our work of becoming a more culturally inclusive workplace. As such, a current area of focus is First Nations Australians.

To enable this, we have:

- Developed and commenced implementation of our Reflect Reconciliation Action Plan (RAP), working closely with South Australian Aboriginal organisations through the journey including education, development, and graphic design
- Assembled a RAP Working Group with our CEO as RAP Champion, ensuring the governance and implementation of our RAP
- Engaged KSJ Consulting, a South Australian Aboriginal Consulting firm to audit our policies, procedures and online presence, undertake an employee survey and provide education to our Board, Executive Leadership team and employees involved in development of our RAP
- Provided access to all employees to the SBS Inclusion Program, encouraging completion of the First Nations Module
- Embedded Acknowledgement of Country across official communications and meetings
- Developed Aboriginal and Torres Strait Islander Protocols to support employees in respectful interactions with First Nations customers across Australia
- Commissioned artwork by a South Australian Aboriginal artist that represents ReturnToWorkSA and the community we serve

A note on language: using correct terminology is important. In South Australia, the correct term for First Nations People is Aboriginal or First Nations People or First Nations Australians. ReturnToWorkSA acknowledges all First Nations People across Australia and is committed to connecting with cultural sensitivity as outlined in our Aboriginal and Torres Strait Islander Protocols.



Diversity and Inclusion Focus areas

First Nations Australians

Gender Equity

Diverse Ability

LGBTQIA+

Cultural and linguistic Diversity

Generational Diversity

ReturnToWorkSA is committed to create an equitable environment where all employees can thrive, regardless of gender. As such, we are currently focused on creating a Gender Equity program, including activities to increase representation of women in leadership.

The plan and associated initiatives will seek to achieve the following outcomes:

- Raise awareness and understanding regarding the systemic barriers experienced by all genders
- A leadership team that is equitable in terms of gender representation, with a diverse pipeline of capable leaders in our succession plan that supports merit-based selection
- Programs to increase leadership capability for people of all genders
- Increased understanding of the challenges that women and non-binary employees face in the workforce
- Identify and address barriers at ReturnToWorkSA that prevent women and non-binary employees from growing their careers
- An educated workforce that is skilled in identifying their unconscious biases, addressing microaggressions, and preventing discrimination

At this early state, leadership are required to undertake Appropriate Workplace training, and all employees have access to the Gender module on the SBS Inclusion Program. Further specific initiatives are in development and will be part of a learning pathway for all employees with the future Integrated People Management System.

A note on language: the terms "equality" and "equity" are used intentionally. Equality means each individual or group of people is given the same resources or opportunities. Equity recognises that individuals have different needs, experience different disadvantage, and therefore resources and opportunities need to be allocated on a needs basis in order to reach an equal outcome.



Diversity and Inclusion Focus areas

First Nations Australians

Gender Equity

Diverse Ability

LGBTQIA+

Cultural and linguistic Diversity

Generational Diversity

At ReturnToWorkSA we consider that diverse ability enriches our environment. People with diverse abilities, neuro-diversity, illnesses, or injuries contribute significantly to a culture of innovation, and research shows that capable and inclusive management practices brings out the best in diverse employees. It is our responsibility to provide an accessible work environment that brings out the best in all our employees, and enables them to provide services that empower and support South Australians impacted in work injury.

As such, ReturnToWorkSA has had an embedded Disability Access and Inclusion Plan (DAIP) since 2014. As per our DAIP, ReturnToWorkSA:

- Ensures access and equity requirements are included in key provider/agent contracts.
- Provides information, education and resources about disability to employees and scheme participants
- Provides accessible information in alternative formats (e.g. audio and e-text)
- Undertakes regular Disability Access Audits and implements actions to address enhancements
- Provides workplace modifications for employees to meet individual accessibility needs.
- Provides education to our leaders to create inclusive and accessible working environments for all employees

In addition, we maintain the following programs and support services for all employees:

- Employee Assistance Program
- Mental Health First Aid Officers
- Equal opportunity Contact Officers
- Targeted leadership training on mental illness and neuro-diversity in the workplace



Diversity and Inclusion Focus areas

First Nations Australians

Gender Equity

Diverse Ability

LGBTQIA+

Cultural and linguistic Diversity

Generational Diversity

ReturnToWorkSA ensures that we provide an inclusive and welcoming work environment for all our employees. Whilst not currently in focus, we are committed to embedding programs to further support employees who belong to the LGBTQIA community, employees who are culturally and linguistically diverse, and employees of all generations.

To enable a supportive work environment that is well informed, inclusive and welcoming, all employees have access to the SBS Inclusion Program. This program covers topics relating to:

- Unconscious bias, and how workplace practices and decision making can be affected by bias and assumptions
- Discrimination and the difference between direct and indirect discrimination
- Bullying, harassment including sexual harassment, and duty of care
- Inclusion skills such as curiosity and flexibility
- Intersectionality
- Inclusive design

The program also provides specific information to better understand people who are First Nations Australians, people of all genders, people with disability, injury, illness, or neurodiversity, members of the LGBTQIA+ community, people who are culturally and linguistically diverse, and people of all generations.

In addition, leadership are provided with training and support to grow their capability in leading diverse teams and addressing issues relating to discrimination or bias.



Diversity and Inclusion Governance and Resources

Governance

Learning and Development

Employee support

Employee feedback

All items relating to employee experience, engagement, inclusion and wellbeing are overseen by the Employee Engagement Steering Committee. The Committee is comprised of employee representatives from all areas of the business as well as the CEO, Executive Leader People and Communications, and subject matter experts leading activity in this area. The Committee operates as per a Terms of Reference, which outlines its functions, responsibilities and membership.

ReturnToWorkSA provides an extensive learning and development curriculum including the following inclusion specific trainings:

- CLEAR Conversations
- Managing Mental Illness in the Workplace
- Managing Neuro-diversity in the workplace
- SBS Inclusion Program
- Awareness sessions in a range of topics
- Leadership & Management development programs cover D&I and Psychosocial Hazards

A range of services are also available for all employees, including:

- Employee Assistance Program including Manager Assist
- Mental Health First Aid
- Equal Opportunity Contact officers
- Guided and tailored Wellbeing plans
- Coaching and/or mentoring services
- Tailored leadership support
- Workplace modifications



Diversity and Inclusion Governance and Resources

Governance

Learning and Development

Employee Support

Employee Feedback

ReturnToWorkSA encourages employees to provide feedback formally and informally. Three key surveys facilitate anonymous mechanisms for feedback.

MyWellbeing Self-Assessment

This holistic individual assessment provides employees with insight in their wellbeing across five pillars: Health, Work, Values, Family & Community and Finances. Participants can view their results and access resources on the SAHMRI Be Well dashboard upon completion. The business is provided with aggregate data that enables the development of the MyWellbeing Program. Data also informs other related programs, e.g. Diversity & Inclusion, Leadership Development, Learning and Development, and any HR Interventions. This survey is undertaken biennially.

Public Sector Engagement Survey

The Office of the Commissioner for Public Sector Employment leads a public-sector wide survey to measure engagement. This survey measures engagement and psychosocial safety. This survey is undertaken biennially.

Employee Experience Survey

ReturnToWorkSA take a biannual pulse check (approximately February and August each year), to understand the Employee Experience over nine metrics: psychological safety, meaning, purpose, clarity, resources, leadership, workload, recognition, and inclusion.



For more information, contact
People and Communications.

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