



NATIONAL ARCHIVES OF AUSTRALIA

Inclusion Plan 2025-2028



Australian Government
National Archives of Australia

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Contents

1.	ACKNOWLEDGEMENT OF COUNTRY	1
2.	MESSAGE FROM THE DIRECTOR-GENERAL	1
3.	MESSAGE FROM OUR DIVERSITY CHAMPION	3
4.	MESSAGE FROM OUR DIVERSITY AND INCLUSION NETWORK	4
5.	MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF THE AUSTRALIAN DISABILITY NETWORK	5
6.	INCLUSION AND DIVERSITY AT NATIONAL ARCHIVES	6
6.1.	Our focus	6
6.2.	Workforce demographics and dimensions	7
6.3.	Our employee networks	8
6.4.	Our diversity memberships	8
6.5.	Inclusion and diversity in action	8
7.	OUR INCLUSION AND DIVERSITY JOURNEY SO FAR	10
8.	OUR GOALS	12
8.1.	Goal 1 - Connection and belonging	12
8.2.	Goal 2 – Inclusive recruitment practices and pathways	13
8.3.	Goal 3 – Understanding lived experiences	14
8.4.	Goal 4 – Inclusive leadership and behaviours	15
8.5.	Goal 5 – Equitable work policies, processes, and systems	16
9.	HOW CAN OUR PEOPLE HELP IMPLEMENT THE PLAN	17
9.1.	How employees can support the plan	17
9.2.	How managers can support the plan	17
9.3.	How senior leadership can support the plan	17
10.	IMPLEMENTATION	19

1. Acknowledgement of Country

National Archives of Australia (National Archives) acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, sea, and community. We pay our respects to the People, their cultures, and Elders past, present and emerging.

2. Message from the Director-General

I am delighted to present the National Archives' Inclusion Plan for 2025-28, a cornerstone of our ongoing commitment to fostering a workplace that is inclusive, equitable, and representative of the rich diversity of our society.

This plan is the result of consultation and collaboration with our Diversity and Inclusion Network, First Nations Network and Australian Disability Network. It outlines our ambitions to ensure that everyone – regardless of their background, identity, or circumstances – feels valued, respected, and empowered to contribute in a meaningful way at National Archives.

The Inclusion Plan has been developed as a single, unified plan. This is a deliberate direction to promote cohesion among the diverse dimensions. It will simplify implementation and encourage inclusion and foster a sense of belonging within our workforce. Some of the diversity dimensions the plan refers to include:

- Aboriginal and/or Torres Strait Islander peoples
- age diversity
- culturally and linguistically diverse (CALD)
- gender (non-binary, female and male)
- LGBTIQ+
- neurodiversity
- people with disability.

Our plan also supports the National Archives Disability Inclusion Action Plan 2025. We are committed to making our collections, resources, and services more accessible to diverse communities, enabling everyone to engage meaningfully with our history.

Each of us play a role in shaping an environment that enables people to thrive. We want our employees to continue recommending National Archives as a good place to work in the Australian

Public Service Census (77% positive in 2025). In addition to being a workplace that supports and actively promotes an inclusive workplace culture (85% positive in 2025).

I encourage you to read the plan in full and reflect on how you can contribute to these goals in your daily work. Together, we can make a lasting impact by creating a workplace that is inclusive, and our people have a sense of belonging.

Simon Froude

Director-General

National Archives of Australia

3. Message from our Diversity Champion

As the Diversity Champion for National Archives, I am excited to share my thoughts on the launch of our Inclusion Plan for 2025-28. This Plan is not just a document - it is a call to action for all of us to play our part in building a workplace that truly reflects and celebrates the diverse society we serve.

My role is to help create spaces for open dialogue, encourage understanding, and ensure everyone has the tools and support they need to contribute to this mission. But this is not a role I can fulfill alone - your voices, ideas, and actions are critical to our success.

I encourage you to reflect on the Inclusion Plan and think about what it means for you and your work. Ask yourself:

- How can I contribute to an inclusive environment within my team?
- What steps can I take to support colleagues from diverse dimensions?
- How can I ensure our collections and services are accessible to all communities?

Together we can identify and address barriers to inclusion, advocate for underrepresented voices, and celebrate the richness that diversity brings to our organisation. We are seeking to create a workplace where everyone feels they belong and where everyone can thrive.

Let's make the next three years a period of real progress and transformation for National Archives. Together, we can ensure our organisation continues to lead by example, preserving the nation's history while building an inclusive future.

Thank you for your passion and dedication. I look forward to working alongside you on this important journey.

Gill Savage

Deputy Director-General, Chief Operating Officer and Diversity Champion

National Archives of Australia

4. Message from our Diversity and Inclusion Network

The Diversity and Inclusion Network supports the Inclusion Plan 2025-2028 and identifies closely with its goals and objectives.

As an employee-led voluntary network, our purpose is to emphasise a sense of community and belonging, whilst fostering positive change to the workplace and its culture.

We are proud to represent National Archives employees from all levels and across Australia, including those who identify with diverse and inclusive groups, as well as their allies.

The Network is proud to champion initiatives such as:

- charitable fundraising through social events
- promotion of a range of days of significance
- providing information for employees regarding revisions to APS wide and legislative impacts in the diversity and inclusion space
- reviewing internal documents to promote best practice for diversity and inclusion in the workplace
- offering support to employees both within and outside the Network through attendance of meetings and providing a safe space during our monthly network gatherings.

We, as a Network, understand that fostering a safe, fun and open environment leads to honest and enjoyable collaboration across the Agency. Our members feel encouraged to discuss their own experiences with diversity, leveraging this to make positive contributions to the Network and the wider Agency.

The Diversity and Inclusion Network is passionate about building capabilities and providing opportunities and experiences that they may not get in their usual roles.

National Archives is committed to creating a positive and inclusive workplace, where everyone feels valued and has equal opportunity. As a network, we are representing the organisation and work to instil this message with each meeting, engagement and social event. This Inclusion Plan is one step in helping to achieve this commitment.

Chantal Martino and Charlie Palmer

National Archives Diversity and Inclusion Network Co-Chairs

5. Message from the Chief Executive Officer of the Australian Disability Network

A warm congratulations to National Archives of Australia on the development and launch of their Inclusion Plan 2025 – 2028.

Developed with valuable input from National Archives' employees, this plan takes a comprehensive and whole-of-organisation approach to inclusion and access, centring around five themes that provide a strong foundation for the plan's actions. The themes include inclusive workplace policies, processes and systems, which will guide National Archives in advancing a disability confident workforce, enhancing their built and virtual premises and ensuring access is at the heart of their work. As a member of our network since 2011, National Archives continuously demonstrates their ongoing commitment to ensuring equitable access for all employees.

Australian Disability Network applauds the efforts made by National Archives in developing this Inclusion Plan.

Deborah Homewood
Chief Executive Officer
Australian Disability Network

6. Inclusion and diversity at National Archives

At National Archives we believe that our workforce is strengthened by our diversity. We are committed to a culture of belonging and empowerment for our people.

APS wide strategies have been released by the APS Commission to build an APS which values diverse views, backgrounds, and perspectives. Current strategies and plans include Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024, the APS Disability Employment Strategy 2020-2025, the APS Gender Equality Strategy 2021-2026 and the APS Culturally and Linguistically Diverse Employment Strategy and Action Plan.

This Inclusion Plan brings these strategies together with a focus on continuing to build understanding, inclusive leadership behaviours and workplace practices to achieve our goals.

Our initiatives are shaped by the valuable insights and contributions of our employee networks, in collaboration with diversity specialist partners such as the Australian Disability Network, ensuring a holistic and inclusive approach for all.

We have made considerable progress to foster connection and belonging, ensuring that our employees feel welcomed, valued, and included. This includes the development of employee networks, inclusive leadership training, flexibility for observing public holidays and the recognition of cultural and heritage days of significance that reflect the diversity of our workforce. These efforts have laid a solid foundation for building a more inclusive and connected organisation.

6.1. Our focus

We aim to increase the diversity of our workforce and offer an inclusive and welcoming environment for everyone. Our plan also outlines our goal to create more opportunities for our diversity focus areas, which include but are not limited to:

- Aboriginal and Torres Strait Islander peoples
- age diversity
- culturally and linguistically diverse (CALD)
- gender (non-binary, female, and male)
- Lesbian, Gay, Bisexual, Transgender, and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)
- neurodiversity
- people with disability and carers.

The goals of this plan are:

- Goal 1 – Connection and belonging
- Goal 2 – Inclusive recruitment practices and pathways
- Goal 3 – Understanding lived experiences
- Goal 4 – Inclusive leadership and behaviours
- Goal 5 – Inclusive workplace policies, processes, and systems

6.2. Workforce demographics and dimensions

Diversity is about our individual differences that contribute to the unique blend of knowledge, skills and perspectives people bring to the workplace. Diversity dimensions include but not limited too cultural background and ethnicity, race, age, gender, gender identity, disability, sexual orientation, religious diversity, Indigeneity, language, and education. Diversity also includes characteristics such as professional skills, working styles, location, and life experiences. Understanding intersectionality is critical in ensuring workplace policies and processes are equitable.

Workforce representation (data as of 30 June 2025)

Diversity dimension	Workforce representation (Employees – 429)	2025 Census data (300 responses)	Australian Public Service (APS) target
Aboriginal & Torres Strait Islander	2.1%	3%	5% representation at APS 4 to APS 6 levels by 2022 and EL 1 and EL 2 levels by 2024. 3% representation at the SES levels by 2024. *
Culturally and linguistically diverse (CALD)	18.4%	18%	24% by 2030. #
Disability	7.4%	15%	7% by 2025. ^
Neurodivergent	3.7%	18%	No current target.
LGBTIQA+	4.4%	17%	No current target.
Over 50 years old	37.3%	35%	No current target.
Under 25 years old	5.1%	4%	No current target.
Women in senior leadership roles (includes ELs, SES & DG)	65.1%	Do not capture data in Census.	No current target.
Carer responsibilities	Do not capture data in ESS	39%	No current target.

* Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024

APS Culturally and Linguistically Diverse Employment Strategy

^ APS Disability Employment Strategy 2020-2025

6.3. Our employee networks

National Archives employee networks play a crucial role in informing and leading inclusion initiatives. The networks are voluntary and employee-led to provide safe spaces for our people to come together to share experiences and support each other; to raise awareness of matters impacting our people; to promote training and events and to inform inclusive workplace policies and programs. The networks collaborate with People and Culture to identify and respond to opportunities to support greater participation, engagement and belonging of our people.

Our networks are:

- Diversity and Inclusion Network (including allies)
- First Nations Network

All employees are invited to join and participate in the Diversity and Inclusion Network. All Aboriginal and Torres Strait Islander employees are encouraged to join and participate in the First Nations Network.

6.4. Our diversity memberships

We are proud to partner with specialist organisations to ensure our strategies, policies and programs are informed by best practice. For example, in 2024, National Archives and Australian Disability Network worked together to educate and support recruitment panels to confidently manage people with disability in their teams and facilitate inclusive recruitment practices. Our diversity partnerships are with:

- Australian Disability Network
- Diversity Council Australia
- Pride in Diversity
- Reconciliation Australia

6.5. Inclusion and diversity in action

This plan demonstrates our commitment to workplace inclusion. Inclusion at National Archives looks like:

Policies and action plans

- Affirmative measures recruitment.
- Study assistance, including additional provisions for First Nations staff and other diverse dimensions.

- Inclusive and contemporary employment entitlements such as flexible work arrangements, cultural leave, parental leave, support for employee's affected by domestic and family violence.
- Workplace adjustments that support our employees.
- Employee Networks consulted on relevant policy development through National Archives Workplace Relations Committee.
- Reconciliation Action Plan Working Group developing a new Reflect Reconciliation Action Plan.

Programs

- APS Jawun secondment program and Pat Turner Scholarship.
- APS entry-level programs and career pathways programs.
- Range of training options such as Inclusive Recruitment, Neurodiversity awareness, and First Nations Cultural awareness.
- Diversity days of significance to recognise and celebrate dates of national significance, including NAIDOC week and National Reconciliation Week.
- Management and leadership programs – Inclusive Leadership.

Services

- Breastfeeding Friendly Workplace – accreditation.
- Wellbeing supports including Employee Assistance Program (Converge), providing free counselling and support to employees and their families.

7. Our inclusion and diversity journey so far

We recognise and celebrate our progress so far, particularly under our *Diversity Plan 2021-2025*.

Under the previous plan we focussed on:

- Participating in entry level programs and launching temporary employment registers to increase workforce representation of young people, people with disability and Aboriginal and Torres Strait Islander peoples.
- Forming partnerships with specialist organisations to increase awareness of diversity issues and promote an inclusive culture.
- Support and commitment to the development of our Reflect Reconciliation Action Plan and encourage application for the APSC Jawun Program.
- Fostering on our sense of community within the workplace by raising awareness, improving understanding and collaboration.
- Providing a supportive workplace that is free of barriers and flexible to the needs and requirements of our workforce.

Our achievements under the previous plan include:

- 2025 – Neurodiversity awareness training, facilitated by Specialisterne Australia.
- 2024 – Participation in the 2024 Australian Government Indigenous Apprenticeship Program (IAP).
- 2024 – First Nations Temporary Employment register launched.
- 2024 – First Nations Network established.
- 2024 – First placement from National Archives in the APS Jawun secondment program in over 10 years.
- 2024 – Inclusion Recruitment training workshops, facilitated by Australian Disability Network.
- 2024 – Diversity and Inclusion monthly days of significance newsletter established.
- 2023 – Inclusive position assessment conducted. Assessment focuses on supporting employment of people with a disability through recruitment and internal management initiatives.
- 2023 – Information sessions held to build manager and employee awareness of how to respond to allegations of unacceptable behaviour (bullying, harassment, and discrimination).
- 2023 – First Diversity and Inclusion Employee Network established.

- 2023 – Became members with Australian Disability Network, Diversity Council Australia, and Pride in Diversity.
- 2023 – Participation in the APS Graduate Program.
- 2022 – Internship Program Guideline developed to engage young people working for National Archives.

8. Our goals

Building on our foundations, we will prioritise inclusion and diversity through our Action Plan. Whilst some actions are targeted to groups, the overarching emphasis is on inclusion for all.

Actions will be undertaken in consultation with the relevant stakeholders including employee networks and our Diversity Champion. We recognise that some actions will support multiple goals, however they are detailed only once. Some actions contribute to our Diversity Inclusion Action Plan and the Multicultural Access and Equity Policy.

8.1. Goal 1 - Connection and belonging

Our people feel connected, valued, and able to bring their authentic selves to work. We will do this by supporting and providing physical and culturally safe spaces for employees to connect and share experiences. We will respond to the needs of our people by listening, offering flexible work arrangements and benefits that support wellbeing.

Action

- 1.1 Continue to support and uplift our employee networks to provide safe spaces for employees to connect and share experiences.
- 1.2 Continue to promote and celebrate diversity days of significance.
- 1.3 Continue to promote and educate on the use of inclusive language and accessibility across all internal and external communications.
- 1.4 Provide information on available policies and entitlements that support employees' individual needs and maintain a healthy work-life balance.
- 1.5 Promote and encourage nominations for the National Archives Awards to recognise and celebrate our colleagues' achievements.

8.2. Goal 2 – Inclusive recruitment practices and pathways

Our workforce is more representative of the Australian community we serve. We will embed inclusive recruitment practices by providing workplace adjustments that remove barriers and ensure equitable recruitment and retention of employees with disability by supporting people to meet the inherent requirements of the role. We will also build our leadership diversity by providing development programs and mentoring that ensure underrepresented groups have access to leadership opportunities.

Action

- 2.1 Job descriptions define inherent requirements and frequency of duties to better support candidates to assess their interest and suitability and request timely workplace adjustments.
- 2.2 Continue to participate in entry level programs to provide accessible and inclusive pathways into National Archives.
- 2.3 Use Affirmative Measures recruitment processes to target candidates who are Aboriginal and Torres Strait Islander or people with disability.
- 2.4 Continue to use the RecruitAbility Scheme for all vacancies.
- 2.5 Use our First Nations Temporary Employment register to fill vacancies.
- 2.6 Launch and promote our Disability Temporary Employment register and fill vacancies using it.
- 2.7 Consider the SES100 initiative (First Nations employment) before filling future ongoing SES vacancies.
- 2.8 Provide development programs for senior roles through mentoring, training initiatives (such as MATE or Stepping Up), and coaching.
- 2.9 Continue to provide training to increase cultural and diversity awareness in recruitment processes.
- 2.10 Review recruitment and on-boarding processes to ensure they are equitable, welcoming, inclusive, accessible, and culturally safe.
- 2.11 Continue to promote additional access to study assistance for underrepresented groups e.g. Aboriginal and Torres Strait Islander peoples.

8.3. Goal 3 – Understanding lived experiences

Our workforce understand and respects differing values, attitudes and beliefs by responding appropriately to these differences. We will foster an inclusive environment by providing opportunities like training to strengthen awareness and education.

Action

- 3.1 Continue to feature employees' experiences in internal communications to highlight diverse perspectives.
- 3.2 Offer our people the option to include 'how to pronounce my name and pronouns' in signature blocks.
- 3.3 Offer our people the opportunity to introduce themselves in meetings along with their cultural heritage and/or pronouns and model this form of introduction where appropriate.
- 3.4 Continue to promote the Diversity and Inclusion program e-modules available on the internal Learning Management System.
- 3.5 Continue to support participation in the APS Jawun Secondment Program to build on relationships with Indigenous professionals, organisations, and communities.
- 3.6 Promote and encourage employees to access Volunteer Leave to support greater participation in the community and understanding of lived experiences.
- 3.7 Continue to promote inclusive language guides to foster open and continuous conversations about culture, identity, and inclusion in teams.

8.4. Goal 4 – Inclusive leadership and behaviours

Our senior leadership team commits to promoting respectful standards of behaviour, a respectful culture and workplace, programs, and policies that support equity.

We will provide learning opportunities to build the capability of our leaders and managers through cultural learning and reflection on biases and perspectives, to promote a culturally safe workplace. We will also ensure that inclusive leadership is not only understood but consistently demonstrated, recognised, and visible – creating a workplace where all individuals feel seen, valued and empowered to contribute authentically.

Action

- 4.1 Establish clear expectations for senior leadership and managers in relation to respectful standards of behaviour, a respectful culture, and a respectful workplace in our performance framework.
- 4.2 Incorporate an assessment framework for our senior executive and directors to measure progress and impact of expectations at the end of each performance cycle.
- 4.3 Assistant Director-Generals complete inclusive leadership training annually.
- 4.4 Our senior leadership team are visible and active in inclusion activities.
- 4.5 Continue to champion recognition of inclusion at Quarterly Showcases.

8.5. Goal 5 – Equitable work policies, processes, and systems

Our work policies, processes and systems are equitable and consider people's varied needs. We will involve employees from diverse background in review and development to ensure policies and processes are inclusive and accessible, and workplace adjustments can be easily accessed.

Action

- 5.1 Continue to provide training opportunities to build manager capability to recruit, develop and manage diverse teams while ensuring they apply equitable decision-making practices.
- 5.2 Implement the Workplace Adjustments Policy.
- 5.3 Launch Workplace Adjustments Passport.
- 5.4 Continue to support and promote assistive technologies available.
- 5.5 Update policy review process to ensure the Diversity and Inclusion Network is consulted on all relevant policy updates.
- 5.6 Continue to provide accessibility options to support participation in professional development.
- 5.7 Participate in pilot for a workplace environmental assessment to understand and support neurodivergent needs.
- 5.8 Launch and implement Cultural Safety for Aboriginal and Torres Strait Islander Peoples Guideline.

9. How can our people help implement the plan

We all have a role to play in supporting an inclusive workplace and achievement of these goals.

9.1. How employees can support the plan

- Participate in learning opportunities to build awareness and understanding of inclusion and diversity issues.
- Get involved in an employee network as a person with lived experience or an ally and participate in inclusion and diversity initiatives and events.
- Recognise, embrace, and celebrate the skills and experiences of others.
- Address discrimination and exclusion as it is unacceptable and not tolerated.
- Update your equity and diversity details in National Archives HR system, Aurion ESS, to enable a better understanding of our workforce and tailor services and support.

9.2. How managers can support the plan

- Promote and support workplace adjustments for employees.
- Be curious to learn about your employees differing needs. Be prepared to understand and adapt.
- Encourage and support all team members to actively contribute to inclusion activities and initiative, by participating in events, surveys, or employee networks.
- Participate in and encourage employees to complete learning opportunities to build awareness and understanding of inclusion and diversity issues.
- Encourage employees to introduce themselves and their cultural heritage in meetings where appropriate.
- Support employees to complete the Workplace Adjustments Passport.
- Review First Nations and People with a Disability temporary employment register when roles become vacant in teams.
- Identify and highlight both positive and negative practices and behaviour, collaborating with people to improve their understanding and behaviours.

9.3. How senior leadership can support the plan

- Set the standard from the top, modelling inclusive behaviour, and harnessing inclusive practices.
- Pursue opportunities to increase inclusion and diversity in decision-making processes.

- Senior leadership team and peers to set clear performance goals.
- Champion diversity and take responsibility for advocating and driving inclusion and diversity in National Archives.
- Recognise inclusive behaviours and share good news stories.

10. Implementation

The success of our Plan is the responsibility of our entire National Archives workforce however, the following positions and groups have specific responsibilities for implementing, maintaining, and reviewing our Inclusion Plan:

Diversity Champion

- Actively lead and visibly champion relevant employee-led network initiative, action plans and events.
- Drive senior leadership conversation on inclusion and diversity.

Executive Board

- Assess the risks and allocate appropriate resourcing to implement the Plan.
- Monitor and oversee the performance of the Plan.

Managers

- Lead by example and set expectations for inclusive behaviour and practices.
- Champion inclusion and diversity in their teams.
- Make decisions consistent with internal policy and procedures.

People and Culture

- Oversee and monitor the implementation of the Plan.
- Advise the Executive Board on relevant resourcing required to implement the Plan.
- Advise on the progress of the Plan to the Executive Board and other relevant.

Senior leadership team (the Senior Executive and Executive Level Cohort)

- Champion the goals of the Plan.
- Engage in leadership conversations on inclusion and diversity.

We will regularly measure, monitor, and report on the diversity of our workforce and the actions identified in this plan, to enable the evaluation of trends and identify areas for improvement.

Progress will be measured through:

- National Archives Annual Report
- National Archives Disability Inclusion Action Plan
- National Archives Diversity and Inclusion Network

- National Archives Executive Board
- National Archives Reflect Reconciliation Action Plan
- National Archives Workplace Relations Committee
- The APS Census
- The Workplace Gender Equality Agency
- Multicultural Access and Equity Initiatives