

Policy title	Diversity and inclusion policy
Policy number	EP003
Owner	Managing Director
Date effective	01 July 2025
Date of next review	30 June 2028

1 Purpose

In keeping with its vision and values, Estuari is committed to fostering a welcoming, respectful, and fair workplace environment. This policy articulates and affirms Estuari’s commitment to ensuring diversity and inclusion are core to all facets of its work.

2 Scope and audience

This policy applies globally to all Estuari People as defined herein. Estuari People are subject to the laws of the country they are in, however must follow the principles of this policy regardless of whether that country has specific fraud and corruption laws in place.

3 Policy statement

3.1 General

Estuari recognises that many people face barriers full and equitable participation in and contribution to the community. Fostering an inclusive and diverse workplace culture offers Estuari the opportunity to understand and leverage each person’s unique contribution for the benefit of all.

Estuari understands equality and inclusion as all individuals enjoying the same rights, responsibilities, resources, opportunities and protections. Equality and inclusion are fundamental human rights, central to Estuari values. Estuari takes an equality and inclusion approach in all to all facets of its work and recognises that people of all identities have different but related needs, priorities, constraints and opportunities based on their relative different beliefs, experiences and values.

Estuari recognises that systemic and structural practices can and do create barriers to the achievement of equality and inclusion. This may be further compounded by other forms of disadvantage or discrimination that a person may experience and that these intersectional impacts may create additional barriers in gaining equal opportunities. Achieving equity and inclusion may require different treatment of people to achieve similar outcomes.

It is recognised that equality and exclusion vary across contexts. Estuari aims to work sensitively across the different contexts in which we work, whilst encouraging and fostering equality and inclusion dialogue.

As an organisation that works in partnership, Estuari understands that the responsibility for addressing inequality is shared by both Estuari and its partners.

Estuari recognises that gender is not binary and commits to equality for people of all genders. This commitment is grounded in a Human Rights Framework and globally agreed principles and standards which includes the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW).

Estuari supports and encourages an organisational culture that reflects the commitment to equality and inclusion through supporting staff to develop good practice and display values and behaviours that reflect accountability, equality and integrity.

3.2 Reconciliation

Estuari acknowledges Aboriginal and Torres Strait Islander People as the first engineers and scientists of the many First Nations across the Australian continent, caring for Country sustainably for more than 65,000 years. We speak well of Elders past and present, and walk softly on Country.

Estuari graciously accepts and commits to the invitation from First Nations people to work for a better future articulated in the Uluru Statement from the Heart.¹

4 Procedures

In order to promote equality and inclusion, Estuari will:

- (a) Mainstream inclusion principles across all work and encourage full participation of all people in the organisation and programs.
- (b) Integrate equality and inclusion principles into the business processes, management, leadership and performance framework. Estuari has a zero-tolerance approach to any discrimination and exclusion based on gender, disability or other forms of identity.
- (c) Ensure all staff receive induction and training to ensure they are able to work in alignment with this policy.
- (d) Ensure that Estuari places of work are characterised by high levels of professionalism and inclusion sensitivity.
- (e) Support Estuari People who experience gendered violence and provide a safe workplace environment that promotes safety and security.
- (f) Actively foster a diverse and inclusive staff base and that encourages full participation, paying particular attention to recruitment, training and deployment support strategies which encourages culturally diverse applicants to apply.
- (g) Apply fair parental leave arrangements to all parents including flexible work arrangements.
- (h) Influence, where applicable, partners and decision-makers to adopt equality and inclusion in their work.
- (i) Ensure monitoring and evaluation of programs with an equality and inclusion lens.
- (j) Investigate any breaches of the Code of Conduct regarding equality and inclusion standards. Act on any incidents of harassment in a sensitive and timely manner, following guidance outlined in the Estuari Anti-discrimination, harassment and bullying policy, alongside state and federal legislation, as applicable.

¹ Uluru Statement from the Heart (2017) < <https://ulurustatement.org/the-statement/view-the-statement/> >, accessed 28 June 2025.



5 Diversity and inclusion steering committee

In keeping with the ‘nothing about us without us’ principle, Estuari will establish and maintain a steering committee to advise on lived experience of the contexts and communities in which we work.

This may incorporate or work in parallel a Reconciliation Action Plan Working Group, as appropriate.

6 Roles and responsibilities

6.1 Advisory committee

The diversity and inclusion advisory committee will:

- Advise senior management on diversity and inclusion policy and strategy, and the translation of these into practice
- Monitor and evaluate implementation of the policy
- Hold Senior Management accountable for diversity and inclusion commitments.

6.2 Senior management

Senior Management will:

- Exert support, leadership and overall responsibility
- Promote an inclusive and diverse workplace culture to stakeholders
- Assist in the development and implementation of policies and actions.
- Monitor and evaluate diversity and inclusion policy implementation and programming

6.3 All Estuari People

Individual Estuari People will:

- Contribute to ensuring inclusion and diversity in the workplace and initiatives
- Generate conversation about pertinent equality issues with an underlying
- Actively work to build mutual understanding across cultures and identities in the course of their duties

7 Definitions

Term	Definition
Disability	In keeping with the definition used in the Convention on the Rights of Persons with Disabilities, the term, ‘persons with disabilities’ includes those who have long term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.
Diversity	Relates to sex, gender, age, language, ethnicity, cultural background, disability, sexual orientation, intersex status, religious beliefs, educational level, professional skills, work experience, and socioeconomic background. In addition, Diversity also includes differences in background and life experience, communication styles, interpersonal skills, education, functional expertise, thinking preferences, and personalities.

Equality	Equality refers to equal opportunities, rights and responsibilities for all people. It does not mean that everyone is the same. Inequality is a result of unequal power distribution between people, exacerbated by ongoing discrimination, weaknesses in laws, policies and institutions, and social relations that normalise inequality.
Estuari People	As the context requires, all directors, employees, contractors, consultants, volunteers, and members of Estuari, irrespective of location.
Exclusion	A process by which people are isolated or segregated from benefiting from services or opportunities being offered to others due to the diversity they present.
Gender	Socially-constructed roles, behaviours, activities and attributes that a society considers appropriate for a person based on their assigned sex at birth. Gender roles are dynamic and change over time.
Inclusion	The way an organisation's culture, values, workplaces and behaviours make a person feel valued, included and able to participate fully. It relates to a work environment where all people are treated fairly and respectfully, with equality of opportunity
Reconciliation	The strengthening of relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

8 Version history

Version	Date of approval	Summary of updates
1.0	01 July 2025	Approved.