



Government of **Western Australia**  
Department of **Mines, Industry Regulation and Safety**

# Diversity, Multicultural and Inclusion Plan **2023–2027**



# Acknowledgement of Country

The Department of Mines, Industry Regulation and Safety (DMIRS) respectfully acknowledges Aboriginal peoples as being the first sovereign Nations of Western Australia. We acknowledge the perpetual spiritual connection Aboriginal people continue to share with the land, sea and sky through both their ancestral ties and custodianship to Country. We pay our respects to their Elders both past and present, and acknowledge the value brought to our Department through the collective contribution of Aboriginal and Torres Strait Islander peoples across Western Australia.



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## Message from the Director General

The Department of Mines, Industry Regulation and Safety (DMIRS) is committed to fostering a workplace where diverse backgrounds, abilities and experiences of our staff and communities are understood, embraced and celebrated.

Creating a culture where diversity and inclusion is at the forefront of everything we do will support our people to thrive at work. Everyone should feel safe to be themselves at work and empowered to contribute their unique perspectives and skills, with opportunities to develop their capability and progress their careers.

Our diversity, multicultural and inclusion commitment goes beyond our workforce to include our clients and the community we engage with. We are committed to ensuring that everyone has equitable access to our facilities, public information and services when interacting with us.

I am proud to present our Diversity, Multicultural and Inclusion Plan 2023–27, which demonstrates our ongoing commitment to action over the next four years. The plan builds on the achievements of our previous Diversity and Inclusion Plan and Multicultural Plan while recognising the importance of continuous improvement. I would like to acknowledge our staff and diversity committees for their contribution in developing this plan.


This dynamic plan will be reviewed regularly to ensure our commitment remains reflective and adaptable in line with the department's future workforce requirements.

We all have a shared responsibility for the implementation and success of our Diversity, Multicultural and Inclusion Plan 2023–27. Everyone has a role to play as a leader through modelling and supporting inclusive behaviour.

I am proud of what we have already achieved and I look forward to working with you to deliver on our commitment to do more.

**Richard Sellers**

Director General, Department of Mines, Industry Regulation and Safety



# Our workforce diversity and inclusion successes

Our last Diversity and Inclusion Plan 2019–2023 achieved great successes, with a number of strategies and initiatives successfully implemented including:

## **Diverse workforce**

We have a diverse workforce, increasing the number of women in leadership, Aboriginal and Torres Strait Islander, Youth, Culturally and Linguistically diverse (CaLD) and staff with disability.

## **Commitment to diversity and inclusion is incorporated in Operational Plans**

All Operational Plans have a commitment to deliver on diversity and inclusion outcomes. A guide has been developed to assist business areas in developing their deliverables for diversity and inclusion.

## **Innovate RAP, Multicultural Plan and Disability Access and Inclusion Plan**

Development and implementation of the Innovate Reconciliation Action Plan 2020-2022, Multicultural Plan 2021-2022 and Disability Access and Inclusion Plan 2019-2023. These plans outline a range of initiatives to support staff from each diversity group.

## **Supporting Aboriginal Employment**

An Aboriginal Employment Program (AEP) is delivered annually with a number of positions advertised and filled by Aboriginal and Torres Strait Islander employees. Hosted Aboriginal and Torres Strait Islander trainees through the Solid Futures Aboriginal Traineeship Program.

## **Career Development Program and Emerging Leaders Program**

Successfully delivered programs on career development and management/leadership development targeted to levels 1–5 and levels 3–5 respectively.

## **Inaugural Women's Masterclass Career Development Workshops**

A series of women's masterclass workshops were offered to female staff level 6 and above covering topics on managing your career, strategic networking and work-life balance. A total of 107 female staff attended at least one session in 2022.

## **Aboriginal and Torres Strait Islander Cultural Awareness Training**

An essential online Aboriginal and Torres Strait Islander cultural awareness training provided to staff to raise their awareness, and to support their duties to be performed in a culturally informed way. This training has been incorporated into our induction program. The online training is supported by in-person sessions.

## **Youth Employment Programs**

The department has continued to deliver an Interagency Graduate Program with 50 graduates participating in the program since 2019. The department has also continued to participate in the Public Sector School-based traineeship program with 6 trainees participating in the program.


## **Recognising Diversity and Inclusion Champions**

Individuals and teams who have gone above and beyond to demonstrate their commitment to diversity and inclusion are recognised and celebrated through an annual award ceremony.

## **Driving Diversity and Inclusion Promotion**

A calendar is released annually promoting key diversity and inclusion events to encourage all staff to celebrate and recognise these events.

This plan aims to build on this success.



## Our workforce diversity and inclusion challenges

As a department with a large workforce, we face challenges meeting identified workforce representation targets. While we see a strong increase in representation by headcount across all diversity groups, our representation in percentage does not reflect this strong increase due to our workforce size.

The identification and implementation of a wide range of strategies to sustain and increase the attraction and development of women in leadership, Aboriginal and Torres Strait Islander, youth, people with disability, and people from culturally and linguistically diverse backgrounds continue to be a priority.

Our workforce data also relies on employees voluntarily disclosing their diversity status. Results from conducted employee perception surveys indicate that there is higher representation in our diversity groups in comparison to those reported through our HR Management System. The department aims to continue to encourage staff to share their diversity status and provide an environment where they feel safe and supported.

Given the specialist technical capability requirements of some positions, the recruitment of staff from diversity groups can be challenging, with strategies to address this identified through the workforce planning process.

The COVID-19 pandemic and its impact on the economy and labour market, has required our department to rapidly navigate and respond to these challenges. In consideration of this, this plan's action items are more agile to adapt to changing environments.

These challenges present an opportunity for improvement and have helped inform our key diversity and inclusion priorities and actions for the next four years.

# Who we are

A snapshot of our workforce of 1822 staff as at 31 March 2023.

## Our workforce profile and diversity targets

Diversity group	Workforce profile as at 31 March 2023	DMIRS' target by 30 June 2027 <sup>1</sup>
Women in Senior Executive Service (SES)	53.33%	Continue to meet and exceed 50.0%
Women in Tier 2 and 3 leadership positions	45.45%	50.0%
Aboriginal and Torres Strait Islander people	2.14%	3.7%
Youth (age 24 and below)	4.06%	5.8%
People with disability	3.35%	5.0%
Culturally and linguistically diverse (CaLD) people	17.29%	Continue to meet and exceed 15.5%

The department and the WA public sector do not currently measure representation of people who identify as lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual or more (LGBTQIA+), however, we are committed to implementing initiatives and actions that will ensure LGBTQIA+ people are supported and included.

<sup>1</sup> Targets proposed in Workforce Diversification and Inclusion Strategy for public sector.

# Our gender and salary profile

## Gender



**54.9%**

Representation %  
as at 31 March 2023



**45.1%**

Representation %  
as at 31 March 2023

Our department provides staff the opportunity to share their gender identity including gender that is not exclusively male or female. As at 31 March 2023, no staff have shared that they identify as other than male or female.

## Salary profile as at December 2022<sup>2</sup>

### Equity index for women

DMIRS

**83.3**

WA Public Sector

**78.8**

### Gender pay gap

DMIRS

**\$17,938**

WA Public Sector

**\$8,632**

Our department's equity index for women is higher than the WA Public Sector. There is, however, an opportunity for women to be more evenly represented across all salary levels so our equity index for women is closer to the optimal 100.

Although there is strong female and women in leadership representation, there is also an opportunity to consider further activities to close the gender pay gap.

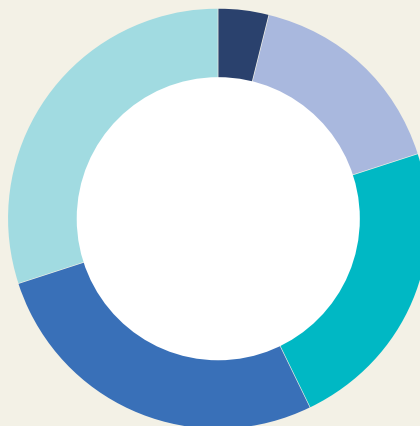
# Our age distribution

The department currently has a mature workforce with more than 50 per cent of staff who are aged 45 years and over.

## Age Group (years)

Representation % as at 31 March 2023

- Under 25 4.06%
- 25 to 35 15.86%
- 36 to 44 23.49%
- 45 to 54 26.51%
- 55 and over 30.08%



Median age  
**47**

2 Quarterly Entity Report as at December 2022



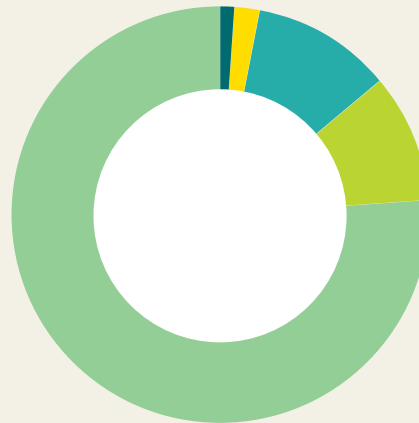
# Our working arrangements

The majority of staff are employed on a permanent basis, giving them employment stability, and around one in 10 staff are working under part-time arrangements.

## Appointment type

Representation % as at 31 March 2023

Permanent Full Time	77.38%
Permanent Part Time	10.24%
Fixed Term Full Time	10.80%
Fixed Term Part Time	1.41%
Trainee Part Time	0.17%



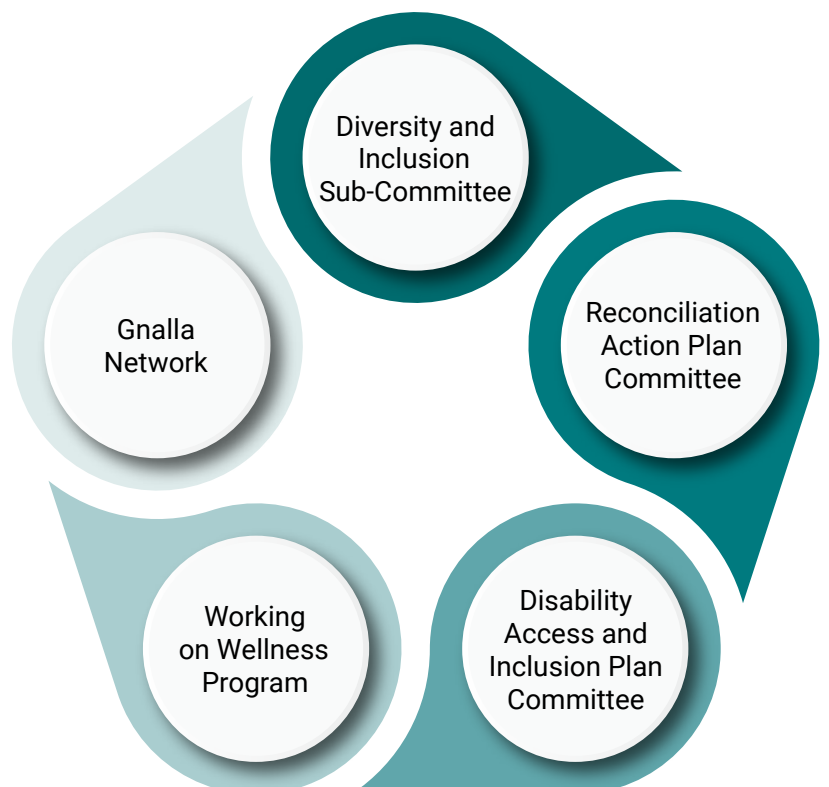
Staff with a regular approved working at home arrangement  
**40.67%**

It is noted that staff also have the flexibility to work at home on an approved ad hoc arrangement and at other office locations, which is not formally captured.

# Our diversity committees and programs

Our department supports a number of employee representative committees and programs to support diversity and inclusion.

These committees and programs play a crucial role in driving key departmental diversity, multicultural and inclusion priorities. They promote positive change through awareness raising, advocacy or identification of initiatives in support of the target diversity group they represent, and in line with the commitments of this plan.



# Our key priority areas

To achieve our strategic and operational diversity, multicultural and inclusion priorities, we are committed to the following five priority areas over the next four years:

## Attract and Support

Inclusive and barrier free recruitment practices identify and attract diverse talent, who are supported by an inclusive and accessible workplace.

## Educate and Empower

Staff are provided with a variety of opportunities to increase their diversity and inclusion understanding, fostering a culture of empowerment and respectful relationships.

## Lead and Build

Create a high-performance culture that is driven by the diverse backgrounds, thoughts and experiences of our staff.

## Account and Celebrate

Leaders are accountable to drive diversity, multicultural and inclusion initiatives. Inclusion is everyone's responsibility, and the diversity of our staff is respected, valued and celebrated.

## Inclusive Service Delivery

Inclusivity is built into the way we deliver services to our external stakeholders.

# Our Action Plan

## How we will achieve our priorities

The Diversity, Multicultural and Inclusion Plan 2023-2027 aligns to a number of internal and external strategies, including the [Western Australian Multicultural Policy Framework \(WAMPF\)](#).

The WAMPF addresses three multicultural policy priorities for the public sector, being:

1. Harmonious and inclusive communities.
2. Culturally responsive policies, programs and services.
3. Economic, social, cultural, civic and political participation.

The department embraces multiculturalism and is committed to implementing and monitoring actions and activities that address these policy priorities, as highlighted in the action plan.

### Attract and Support

#	Actions	Target Group	Timeframe	Activities	Responsibility
1	Recruitment and on-boarding processes support our workforce diversity goals.	All	Dec 2024	1. Develop and provide resources to assist diverse applicants and panel members through the recruitment process.	Human Resources Panel members
			Ongoing	2. All panel members complete essential recruitment training, which promotes diversity and inclusion and 'unconscious bias' awareness.	
			Jan 2024	3. Induction – Line Manager Checklist is updated to include consideration for reasonable adjustments or access needs of new staff.	
2	Build on our employer of choice brand.	All	Dec 2024	1. Job opportunities have increased visibility by: <ul style="list-style-type: none"> <li>• building partnerships with universities and TAFE colleges to attract diverse applicants.</li> <li>• promoting job advertisements to diverse employment service providers.</li> </ul>	Human Resources
			Dec 2024	2. Job advertisements are written to attract targeted diversity groups.	
			Dec 2025	3. Investigate opportunities to be recognised as a diversity employer of choice.	

#	Actions	Target Group	Timeframe	Activities	Responsibility
3	Use our workforce profile data to recruit for diversity groups with low representation using provisions of the <i>Equal Opportunity Act 1984</i> (EO Act).	All	Ongoing	1. All positions are reviewed before advertising to determine if they are to be advertised under the provisions of the EO Act. ■	Human Resources Senior Leaders
				2. Request to Fill form is updated to reflect the EO Act provisions to support targeted diversity recruitment. ■	
4	Develop and implement a Diverse Talent Register.	All	Jan 2025	1. A talent pool for diversity groups is developed and promoted. ■	Human Resources Panel Chairs
			Dec 2025	2. Request to Fill form is updated to prompt Manager/Panel Chair to initially consider the Diverse Talent Register when filling a vacancy. ■	
5	Continue to deliver youth employment programs, including the Interagency Graduate Program, Public Sector Commission's (PSC) School-Based Traineeship Program and Solid Futures Aboriginal Traineeship Program, internships and vacation work.	Youth	Annually	1. A minimum of 8 graduates and 1 school-based trainee are appointed annually.	Executive Leadership Group
			Ongoing	2. Graduates are permanently appointed following satisfactory performance.	Human Resources Senior Leaders
			Annually	3. An application is submitted for the PSC's Solid Futures Aboriginal Traineeship Program annually.	
			Ongoing	4. Trainees are retained or offered further employment at the end of the program.	
			Annually	5. Internship places or vacation work are offered annually.	
6	Continue to deliver employment programs targeted to Aboriginal and Torres Strait Islander people.	Aboriginal	Annually	1. A minimum of 8 positions are offered as part of the Aboriginal Employment Program annually.	Executive Leadership Group Human Resources

#	Actions	Target Group	Timeframe	Activities	Responsibility
7	Explore opportunities to host work experience migrant students (e.g. AMEP) with TAFE's.	CaLD	Dec 2024	<ol style="list-style-type: none"> <li>1. Identify opportunities to host work experience migrant students. <span style="color: purple;">■</span></li> </ol>	Human Resources
8	An assessment requirement to demonstrate commitment to diversity and inclusion for manager positions at level 7 and above with direct reports.	All	Dec 2025	<ol style="list-style-type: none"> <li>1. Include diversity and inclusion as a key focus capability in manager position job description forms.</li> <li>2. Assessment measures are developed that meet minimum standards of merit, equity and probity as outlined in <a href="#">Commissioner's Instruction 1: Employment Standard</a></li> <li>3. Interview question templates and selection report template are updated.</li> <li>4. Guidance material developed to assist panel members and the delegated authority/approver of the recruitment outcome.</li> <li>5. Guidance material developed to assist prospective applicants of the assessment process. <span style="color: orange;">■</span></li> </ol>	Human Resources Senior Leaders Panel chairs

## Educate and Empower





#	Actions	Target Group	Timeframe	Activities	Responsibility
9	Create an inclusive and welcoming workplace culture.	All	March 2024	1. An essential online 'Respect in the Workplace' learning module is launched and 100% completion by all staff. ■	Executive Leadership Group Human Resources D&I Sub-Committee
			December 2023	2. All staff complete the essential online Aboriginal and Torres Strait Islander cultural awareness training. ■	
			Within 3 months of commencement	3. All new staff attend an induction promoting diversity and inclusion at the department. ■ ■	
			Within 3 months of commencement	4. All new managers are made aware of the department's diversity and inclusion objectives through the induction process. ■ ■	
			Dec 2024	5. A process is in place that reminds staff on a quarterly basis to update their information in ESKI, and improve the sharing of identity information. ■	
			June 2024	6. Mental Health First Aid Officers and Contact Officers are trained to support staff from all diverse backgrounds.	
			Ongoing	7. Systems are in place to support identified workplace adjustments so all staff can perform their duties.	
			Ongoing	8. D&I Sub-Committee discusses strategies to support staff from all diversity groups.	
			Dec 2023	9. Exit survey is updated to gather feedback on employee diversity and inclusion workplace experience.	




#	Actions	Target Group	Timeframe	Activities	Responsibility
10	Staff are provided with fair and equitable flexible working and leave arrangements access.	All	Within 3 months of commencement	1. New staff are informed of available leave types and flexible working arrangements during induction.	Managers Human Resources Assets Managers
			Ongoing	2. Identify opportunities to increase managers' understanding of supporting staff to access flexible working and leave arrangements.	
			Ongoing	3. Resources are provided to support working at home and other office locations, including government hubs.	
11	Review of the pre-employment medical requirements.	Disability	Dec 2023	<ol style="list-style-type: none"> <li>DMIRS Reasonable Adjustment and Workplace Modification Procedure is reviewed.</li> <li>On-boarding process is reviewed to ensure managers and Human Resources are aware of pre-employment medical requirements and any reasonable workplace adjustments are in place prior to an employee's commencement.</li> </ol>	Human Resources Managers
12	Conduct regular reviews of diversity group index and gender pay gap.	Aboriginal CaLD Disability Women Youth	Commencing August 2023	1. An equity index improvement target is identified to improve or maintain the distribution of women, Aboriginal and Torres Strait Islander people, people with disability, and people of CaLD backgrounds across DMIRS' workforce.	Executive Leadership Group Human Resources D&I Sub-Committee
			Commencing Jan 2024	2. DMIRS' equity index and gender pay gap are reviewed against WA public sector wide figures to compare performance and to identify potential barriers and implement strategies to address and improve outcomes for women.	
			Commencing Jan 2024	3. Equity index for women, Aboriginal and Torres Strait Islander people, people with disability, and people of CaLD backgrounds and gender pay gap are included in quarterly Executive Leadership Group reporting.	

#	Actions	Target Group	Timeframe	Activities	Responsibility
13	Design and implement a Workforce Transition Toolkit for Parental Leave.	Women	Dec 2025	1. Managers are provided with a guidance to support and keep employees connected to the workplace when they prepare, take and return from parental leave.	Human Resources Managers
14	Investigate the feasibility of establishing an employee-led Young Professionals network to provide young staff with opportunities for knowledge sharing and to connect for collegial support.	Youth	Dec 2025	1. Consultation with youth and young professionals.	Human Resources
				2. Consultation feedback gathered from other agencies who have had similar networks.	



## Lead and Build








#	Actions	Target Group	Timeframe	Activities	Responsibility
15	DMIRS Strategic Plan, Workforce Plan and Operational Plans reflect our commitment to diversity and inclusion.	All	Dec 2023	1. The Strategic Plan outlines the Executive Leadership Group’s diversity and inclusion commitment.	Executive Leadership Group
			Annually	2. All Operational Plans includes a diversity and inclusion deliverable.	Strategic Planning, Performance, Risk and Reform
			Dec 2023	3. Diversity and inclusion is embedded in the workforce planning process.	
16	Senior leader champions are identified to promote and drive diversity and inclusion.	All	Ongoing	1. An Executive Leadership Group member heads the Diversity & Inclusion Sub-Committee.	Executive Leadership Group
				2. A senior leader heads the Reconciliation Action Plan Committee and Disability Access and Inclusion Committee.	Senior Leaders
17	Opportunities that promote a diverse, inclusive and supportive working environment are provided.	All	Ongoing	1. Staff are provided with an opportunity to participate in a range of targeted training, with refresher training undertaken as needed, including: <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander Cultural Awareness training (essential)</li> <li>• CaLD awareness training</li> <li>• disability awareness session</li> <li>• family and domestic violence</li> <li>• LGBTQIA+ awareness session</li> <li>• mental health awareness (essential for managers)</li> </ul> 	Human Resources
			Ongoing	2. Staff from diverse priority groups are prioritised in learning and development opportunities to enhance their skills. 	
			Biennial	3. Mentoring opportunities are provided to staff. 	
			Ongoing	4. Networking opportunities are provided to staff for the purpose of career development. 	

#	Actions	Target Group	Timeframe	Activities	Responsibility
18	Review and promote policies and procedures to encourage awareness and understanding of workplace diversity, multiculturalism and inclusion.	All	Ongoing	1. Policies and procedures are up-to-date and reviewed when due to expire. 	Human Resources Project Leads
				2. Policies and procedure are promoted through the intranet or emails to staff.	
				3. Project leader considers diversity group representation when forming project team to ensure diverse perspectives and better project outcomes.	
				4. Project proposals include diversity, multicultural and inclusion considerations to Executive Leadership Group. 	
				5. Consultation with diverse stakeholders is completed as part of the review to ensure diverse perspectives are considered. 	
19	Create the environment to build our individual and collective leadership impact for positive leadership change.	Women	June 2024	1. PSC's Building Leadership Impact is implemented.	Executive Leadership Group Senior Leaders Human Resources
			Annually	2. Career development and leadership programs are offered to staff.	
			Ongoing	3. Identify and provide leadership development opportunities for women.	
			Ongoing	4. High performing women are identified for senior leadership roles through workforce planning.	
			Ongoing	5. Equal representation of women in leadership programs.	
			Annually	6. Female staff are supported to attend external conferences and events.	


## Account and Celebrate

#	Actions	Target Group	Timeframe	Activities	Responsibility
20	Measure, monitor and inform progress of our diversity and inclusion objectives.	All	June 2027	1. Workforce diversity targets are achieved by 2027. ■	Executive Leadership Group
			Quarterly	2. Workforce diversity reporting is completed. ■	Human Resources
			Commencing January 2024	3. Employee surveys are regularly undertaken and compared to previous survey results e.g. Diversity Council Australia Survey, Exit Survey, Census Survey, etc. ■	
			As survey results are made available	4. Comparison of results against other organisations gathered from external reports e.g. Diversity Council Australia survey results, PSC Quarterly Entity report, etc. ■	
21	Celebrate, acknowledge and raise awareness of significant diversity and inclusion events and achievements.	All	Annually	1. Diversity and inclusion awards delivered. ■	Executive Leadership Group
			Annually	2. A diversity and inclusion calendar is released annually, with events being centrally co-ordinated and promoted. ■	Human Resources D&I Sub-Committee
			Ongoing	3. Stories of staff achievements are published on the intranet and other communications channels as appropriate.	Managers Corporate Communications

## Inclusive Service Delivery

#	Actions	Target Group	Timeframe	Activities	Responsibility
22	Advice on our services to our external stakeholders is accessible and inclusive.	Aboriginal CaLD Disability	Dec 2023	1. A Language Services Policy and Guideline is embedded into business practices. 	Senior Leaders
				2. Our website and content are accessible. 	
23	Undertake consultation with diverse stakeholders to ensure equal access to services.	Aboriginal CaLD	Ongoing	1. Diverse perspectives are considered in the development and evaluation of legislation, policy and programs. 	Executive Leadership Group Project Leads
				2. Public consultations are accessible and inclusive.  	
				3. Different pathways are available to provide feedback. 	
				4. Language Services Policy is used to support consultation processes. 	
24	Provide targeted resources to CaLD communities on their consumer rights and responsibilities.	CaLD	Ongoing	1. Multilingual <a href="#">resources</a> are made available for public access on consumer rights.	Consumer Protection

## Supporting our other diversity and inclusion initiatives

#	Actions	Target Group	Timeframe	Activities	Responsibility
25	Support the implementation of the Reconciliation Action Plan (RAP), Disability Access and Inclusion Plan (DAIP), and Employee Wellbeing Strategy.	All	As outlined in each plan/strategy	1. Objectives and targets in the RAP, DAIP and Employee Wellbeing Strategy are met. 	As outlined in each plan/strategy



## Planning and consultation

The Diversity, Multicultural and Inclusion Plan 2023–27 has been developed through broad consultation with our staff who are from a diverse background and those who have diversity and inclusion knowledge in their professional capacity, including our diversity committee members. We also sought feedback from the Office of Multicultural Interests.

The plan was developed in consideration of the [Workforce Diversification and Inclusion Strategy for Public Sector Employment 2020–2025](#) and its associated Action Plans, the [Western Australian Multicultural Policy Framework](#) as well as our Reconciliation Action Plan, Disability Access and Inclusion Plan and Thrive at Work – Employee Wellbeing Strategy.

In addition, the plan was informed by employee perception survey results, including the Public Sector Census, Diversity Council Australia survey and our Thrive at Work survey.

This plan meets our legislative requirements under Section 145 of the *Equal Opportunity Act 1984*.

## Responsibility for implementation

Although diversity and inclusion is everyone's responsibility, each priority area identifies who is responsible for driving the actions, timeframe for implementation and expected outcome.

## Monitoring and evaluation

We will implement our plan over the next four years to 2027.

Human Resources will monitor progress against each action, evaluate and monitor progress of our workforce representation, evaluate trends, identify areas of improvement via a regular progress report to the Executive Leadership Group.



# Definitions

## **Aboriginal and/or Torres Strait Islander**

People who identify as being of Aboriginal or Torres Strait Islander descent. Note that for the department where the term 'Aboriginal' is referenced in its plans this is inclusive of Torres Strait Islander peoples.

## **Culturally and linguistically diverse (CaLD)**

Applies to groups and individuals who differ according to religion, language and ethnicity, and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo-Saxon or Anglo-Celtic.

## **Equity index**

A measure of how evenly a group is dispersed through the salary profile. An index of 100 is considered optimal; an index less than 100 suggests the group is disproportionately represented in lower salary levels.

## **Gender pay gap**

A measure of the difference between median equivalent annual salary of male and female employees.

## **Managers**

Staff responsible for managing or supervising employees.

## **People with disability**

People who identify as having a mild or moderate core activity limitation.

*The Disability Services Act 1993* defines 'disability' as meaning a disability which:

- is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of those impairments;
- is permanent or likely to be permanent;
- may or may not be of a chronic or episodic nature; and/or
- results in substantially reduced capacity of the person for communication, social interaction, learning or mobility and a need for continuing support services.

## **Project Leads**

Staff responsible for leading and managing a project including managing employees and engaging with stakeholders.

## **Senior Leader**

Staff employed at a General Manager or Director level and above.

## **Youth**

People who are aged 24 years and under.

## **Young Professionals**

People who are aged 35 years and under.

**Department of Mines, Industry Regulation and Safety**

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