

CHAPTER 05

# ASIC'S PEOPLE

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# People strategy

ASIC's people strategy reflects that our people are, and always will be, our greatest asset.

In 2024–25, we undertook initiatives to develop and manage our people. Our focus was to create and maintain an environment that would inspire and empower our people to make confident decisions, achieve ambitious regulatory outcomes, and feel valued as individuals. As always, we aim to support our people as they strive to fulfil our regulatory purpose.

With the return of registry services to ASIC, we welcomed more than 200 Registry operations team members from the Australian Taxation Office (ATO) to ASIC in 2024–25. Our key focus was to provide a seamless onboarding experience and have the necessary resources, support and systems in place.

## Empowering our people through a constructive culture

We have progressed our work on developing a constructive culture based on the three organisational priorities of leadership, decision making and communication. Each area of ASIC committed to actions designed to support the employee experience through improved ways of working, which are tracked and reported via a bespoke dashboard.

Organisational culture is influenced by the style and behaviours of its leaders. To build leadership capability, 41 senior executive leaders have participated in a leadership development program designed to cater to their individual

leadership development needs as well as improve their effectiveness in problem solving.

To support our approach to developing our leaders, we undertook a review of the existing leadership development program and created two new programs. The first, Manager Essentials, focuses on management basics. The second, ASIC Edge, is designed to develop leadership styles and behaviours aligned to a constructive culture. Both programs launched in July 2025.

Our Pulse Engagement Survey showed an increase in employee engagement from September 2024 (74%) to March 2025 (78%). Survey respondents told us that they recognised the commitment from leaders to increase communication, as well as the ongoing focus on building a constructive culture.

In June 2025, ASIC participated in the Australian Public Service (APS) Employee Census. This will provide us with more detailed insights into employee wellbeing, engagement, and systems and processes that will inform future activities in building and maintaining a constructive culture.

## People systems and technology

We continued to evolve our people technology as a cornerstone of our people strategy delivery. This included implementing the first phase of our new payroll system, which enabled us to smoothly transfer of the registry operations team

from the ATO to ASIC. The payroll system will be available to the remainder of ASIC next financial year. Work is also underway on a new human capital management system to underpin the work we do.

## An employer of choice

ASIC continued to attract talented individuals by providing a supportive environment for career growth and progression. Despite a highly competitive labour market across many disciplines, ASIC attracted strong interest in all advertised positions throughout the year, receiving over 60,000 job applications.

We hired 719 external employees with a broad set of capabilities from a wide variety of disciplines, including law, finance, analytics, regulation, business and accounting, information technology, communications and human resources.

## Emerging talent

We continued to invest in entry-level talent through our graduate and internship programs. These programs not only support individuals at the start of their professional careers but also offer them opportunities to have long and rewarding careers, with potential to develop into future leaders at ASIC.

We substantially grew the graduate intake from 17 in 2024 to 29 in 2025. This program spans 24 months and comprises four rotations that offer participants the opportunity to gain a broad cross-section of experience. Continuous development is a core focus, with graduates participating in a structured learning and development program that complements their practical experience.

ASIC also provided valuable real-world experience via internships to 15 current students, enhancing their studies and supporting their career pathways after graduation.

This year we:

- ◆ employed 29 graduates and 15 interns
- ◆ finalised ongoing employment for 2023 graduate program participants
- ◆ continued to support the development of an additional 14 current graduates.

Our success in nurturing emerging talent was recognised in GradConnection's Top100 Graduate Employers awards, with ASIC named in the following categories:

- ◆ Top 100 Most Popular Graduate Program
- ◆ Top 10 Most Popular Government Program
- ◆ Top 10 Most Popular Internship Program.

## Mentoring

ASIC people are provided with opportunities to participate in a range of mentoring programs.

- ◆ **ASIC mentoring program:** This program supported the professional development of 43 mentees and 46 mentors across ASIC in 2025.
- ◆ **Women in Banking and Finance:** Conducted externally, this program helped prepare five female team members for senior leadership roles, with one male and one female senior executive as mentors.

◆ **Women in Law Enforcement Strategy:**

Conducted externally, this 10-month program seeks to address the under-representation of women in law enforcement agencies, particularly at senior levels. This year, three team members participated as mentees and three senior executives as mentors.

- ◆ **PACE Mentoring:** Conducted externally, for members of the Australian Disability Network, 14 People Leaders each mentored a person with a disability seeking employment or supported them to achieve their career goals. This also enabled the leaders to develop their disability confidence.

## Leadership and learning

At ASIC, we developed team member capabilities through formal and on-the-job learning activities. These activities were aligned to the capabilities identified in our Organisational Capability Framework and our professional and technical capability sets, which focus on building and maintaining capability in regulatory practice, enforcement, law and data analytics. This year, we delivered 533 face-to-face learning activities, resulting in 21,764 completions. There were also 9,636 completions among team members using self-directed digital learning resources.

ASIC continues to sponsor, guide, develop and deliver capability-building activities by working in partnership with our professional and technical learning advisory panels and networks. Building on our organisational leadership programs, 163 people leaders participated in the Emerging Leaders, Existing Leaders and Technical Experts Leadership programs to help us fulfil ASIC's objectives in an evolving regulatory environment. This year, these programs were reviewed, and our new Manager Essentials and ASIC Edge programs launched in July 2025.

ASIC's Study Assistance Program continues to support our people in developing capability and maintaining currency. Throughout the year 61 team members began studies in disciplines including law, accounting and finance, information technology, business administration and management, analytics, corporate governance and law.

## Health, safety and wellbeing

ASIC continued to prioritise the health, safety and wellbeing of its people.

Changes to the *Sex Discrimination Act 1984* meant a focal point for ASIC in 2024–25 was ensuring People Leaders were aware of their obligations. Accordingly, 337 People Leaders participated in Respect@Work training.

ASIC provides a strong Early Intervention program that is highly proactive in managing injuries and illnesses. This approach was central to the transition of registry employees in Traralgon.

ASIC's incidences of accepted claims are consistently lower than those of other Commonwealth agencies. This year, there were no notifiable incidents reportable to Comcare.

Regional workplace health and safety committees continued to meet regularly and our Health and Safety Representatives, First Aid Officers, and Harassment Contact Officers have received additional training to support their roles.

For more detail on how we build a positive working environment and empower our people, see [Staff culture, capabilities and capacity](#) in Chapter 3.

# Diversity, inclusion and belonging

Diversity, inclusion and belonging remains a key pillar of our People Strategy. This year we continued to deliver against our Diversity, Inclusion and Belonging Strategy 2023–25 by focusing on a culture of respect and learning from thought-leaders in government with lived experience.

ASIC has six voluntary employee-led committees and networks focused on driving a culture of respect and representation for under-represented groups.

- ◆ Accessibility Committee and Disability Employee Network
- ◆ Multicultural Committee
- ◆ Parents and Carers Network
- ◆ Rainbow Network
- ◆ Reconciliation Action Plan Committee
- ◆ Women in ASIC Committee.

Our employee-led committees and networks enable a culture of belonging, advise on the Diversity, Inclusion and Belonging Strategy, and promote education by facilitating discussions throughout the year.

ASIC maintained a gender-balanced leadership cohort this year, with women comprising 53% of Executive Level 1 roles, 50% of Executive Level 2 roles and 50% of Senior Executive Service positions.

This year, we demonstrated our commitment to diversity, inclusion and belonging by:

- ◆ publishing our [Accessibility Action Plan 2024-26](#)
- ◆ delivering Diversity, Inclusion and Belonging workshops on such topics as Respect at Work, Recruiting for Diverse Perspectives, Understanding Domestic and Family Violence, Personal Pronouns in the Workplace, and Aboriginal and Torres Strait Islander Cultural Safety
- ◆ marking International Day of Persons with Disabilities, with guest speakers from the Australian Bureau of Statistics sharing lived experience of neurodiversity in the workplace
- ◆ facilitating an interagency discussion with the Race Discrimination Commissioner on the [National Anti-Racism Framework](#) and understanding a whole-of-society approach to eliminating racism

- ◆ recognising International Women's Day with guest speaker Dr Elise Stephenson, Deputy Director of the Global Institute for Women's Leadership, who with Commissioner Simone Constant presented our 2025 Women in Leadership award
- ◆ acknowledging National Reconciliation Week with guest speaker Travis Lovett, Deputy Chair and Commissioner of the Yoorrook Justice Commission
- ◆ maintaining compliance with the *Workplace Gender Equality Act 2012* for the 2023–24 reporting period, with an average gender pay gap of 5.7% compared to the Australian private sector average of 21.1% and the Commonwealth public sector gender pay gap of 6.4%<sup>1</sup>
- ◆ launching Lifeblood teams, whereby ASIC teams support the Australian Red Cross through regular donations.



## Indigenous employment and learning initiatives

ASIC continued to find success in external Indigenous employment initiatives, with Graduate, Intern and Apprentice programs all placing staff this year.

In pursuit of more growth, a sharper focus on internal initiatives and processes seeks to further improve Indigenous employment outcomes in the coming year. External pathways continually

feed into our Emerging Talent programs, so ASIC identified that our internal activities should extend across the structure and into leadership, rounding out holistic career opportunities for Aboriginal and Torres Strait Islander professionals. To do this, we commenced operational planning to guide success towards improved Aboriginal and Torres Strait Islander representation within our workforce.

<sup>1</sup> Gender pay gap data | [WGEA](#)

In line with our commitment to a culturally safe and inclusive workplace, 10 culturally focused workshops were delivered to leaders and employees this year. The content of these workshops incorporated key information, personal and data insights, techniques, and tangible knowledge to assist participants to grow their cultural understanding and safety. The intent is to equip employees to maintain a culturally supportive environment that allows Aboriginal and Torres Strait Islander people to be their full self without hesitation or discrimination.

### Equitable gender briefing

ASIC endeavours to meet targets set by the Law Council of Australia (LCA) and the Commonwealth on equitable briefing.

The LCA Equitable Briefing Policy encourages Briefing Entities to use women barristers for at least 30% of all briefs and at least 30% of the value of brief fees. As an Adoptee of this policy, in the 2024–25 financial year, ASIC exceeded the targets set for briefing women barristers.

ASIC also met the Commonwealth's targets for briefing both senior and junior female barristers:

- ◆ For senior female barristers, for which the Commonwealth target is 25%, ASIC achieved 29% based on the value of briefs, and 34% based on the number of briefs.
- ◆ For junior female barristers, for which the Commonwealth target is 30%, we achieved 52% based on the value of briefs, and 51% based on the number of briefs.

We remain committed to ensuring that women barristers, especially those in senior roles, are provided with equal opportunities to brief on Commonwealth matters alongside their male counterparts.

### Accessibility

ASIC supports an inclusive culture where our people can reach their full potential and have equal access to development, promotion, services and opportunities.

Our Accessibility Action Plan 2024–26 focuses on improving accessibility to empower our people, our stakeholders and the community to fully participate in our workplace without barriers. The action plan focuses on leadership engagement, organisation and culture, and the accessibility of our workplace and services. See our [Accessibility Action Plan 2024–26](#).

#### Leadership engagement

The Accessibility Action Plan sets out goals to support strong leadership engagement in accessibility initiatives, and career opportunity development.

Our Accessibility Committee, sponsored by Commissioner Kate O'Rourke, provides strategic leadership and a forum for discussing ideas and initiatives that help ASIC continue to improve as an accessible workplace and service provider. The Disability Employee Network provides mutual support and a collective voice for staff members with a disability and those caring for family members with a disability.

#### Organisation and culture

A high level of disability awareness is essential for improving disability confidence. We aim to promote disability awareness internally and externally, and position ourselves as a disability employer of choice. This gives us the opportunity to recruit from a wider talent pool and truly reflect the society we serve.



This year, team members participated in career mentoring and student internship programs through the Australian Disability Network. The network delivered a webinar on inclusive communications training and neuroinclusion in the workplace. In-house training programs, such as short courses on creating accessible content, continue to raise awareness and offer ongoing support.

### Accessibility of our workplace and services

Ensuring that our workplaces are accessible means that everybody can perform to their full potential. Our focus on accessibility includes physical and virtual environments. Having accessible working environments means that we are able to attract, recruit and retain the best people. It also demonstrates that we value our team members and their differences. We are also committed to ensuring that our services are accessible to all our stakeholders.

Our Digital Services Experience Framework supports design that is user-centred and complies with the Digital Transformation Agency's Digital Experience Policy and Digital Inclusion Standard. Under the framework, we have developed a new Design System that provides a suite of tools and guidelines to help designers and developers build applications efficiently and consistently. It also provides guidance on ensuring future online services are consistent and accessible. For example, it includes accessible code snippets and guidance on accessibility across all ASIC digital products.

ASIC's Health, Safety and Wellbeing team organises reasonable individual adjustments for injury, illness and disability to help staff members work well and safely. The team also supports people leaders with complex return-to-work plans to enhance physical and psychological wellbeing. The team can assist

team members to access the government-funded JobAccess program.

### Accessible website design

Our refreshed corporate website ([asic.gov.au](https://asic.gov.au)) was designed with accessibility in mind, to streamline and modernise the user experience for everyone.

The website aims to meet Level AA success criteria in the [W3C Web Content Accessibility Guidelines \(WCAG\) Version 2.2](https://www.w3.org/WAI/standards-guidelines/wcag/). To make our website more accessible we:

- ◆ design webpages that can be read by screen readers and other assistive technologies
- ◆ provide a 'skip to content' link at the top of the page, which allows screen readers to skip navigational elements and go straight to the content
- ◆ ensure content is adaptable and can be viewed in all browsers and on all devices
- ◆ provide text equivalents (alt text and descriptions) for images containing text, such as flowcharts and diagrams
- ◆ provide transcripts and captions for videos, and transcripts for audio files
- ◆ create accessible PDFs of regulatory documents, ensuring they pass accessibility checks
- ◆ provide an avenue for feedback, to help us continually improve our website and services.

For further information on our approach, see our [Accessibility webpage](#).