

icare[™]
Insurance and Care NSW

Disability Inclusion Action Plan 2026-2028



Acknowledgement of Country

icare NSW acknowledges the Traditional Custodians, Stewards and language groups of New South Wales and we recognise their continuing connection to Country, land, sea, water and skies.

We admire the collective knowledge, wisdom, strength and resilience of First Nations communities and peoples, particularly those communities we serve across NSW.

We acknowledge and pay respect to Elders, past, present and emerging, for they will hold the memories, traditions and aspirations of First Nations peoples.

We pay respect to our First Nations participants, colleagues and stakeholders.

Our offices are located on the lands of the Gadigal people of the Eora nation in Sydney, the Darkinjung people in Gosford, the Awabakal people in Newcastle, the Dharug people in Parramatta and the Dharawal people in Wollongong.

We are proud to serve Aboriginal communities, workers and peoples throughout NSW.



Artwork by Charmaine Mumbulla

About the artwork

This artwork, titled Journey on Country, draws inspiration from Country and the natural environment. Weaving lines and organic shapes reflect the natural lines and formations of mountain ridges, escarpments and waterways found throughout the places where icare provides insurance and care.

A vibrant circle at the centre represents icare - providing empathetic, fair and people-centred services to the people and communities of NSW. A circular weaving pathway features five large connected circles, which represent the five values of icare: Together, Ownership, Driven, Curious and Passionate. These circles are unique and distinct from each other, yet collectively form a whole as they underpin the work of icare. Smaller circles on the pathway represent the businesses, people and communities of NSW. Four large u-symbols show people within icare coming together to consult and collaborate on care and support.

An ochre pathway across the centre of the artwork represents the journey of a person who has been

injured and encounters milestones on the journey towards healing.

A midnight sky background features stars and constellations that connect and unite people and communities from every different Country across NSW. It reminds us that icare performs its work on land that always was, and always will be, Aboriginal land.

About the artist

Charmaine Mumbulla
- Creative Director / Digital Artist

Charmaine Mumbulla is a Kurna and Narungga woman from South Australia's Yorke Peninsula with family ties to the Gumbaynggirr peoples from the NSW Mid-North Coast. Together, she and her partner Jason run an Aboriginal creative agency on Gadigal and Wangal land called Mumbulla Creative. Charmaine is passionate about working on projects that support social justice and work closely with organisations to tell their stories through art.

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Clint is a Workers Care participant who has joined icare's speakers program, sharing his story with organisations to encourage workplace safety.



A message from our Chief Executive

icare plays an important role helping communities across NSW thrive, and it is important we reflect and embrace the diversity of the communities we serve.

From insuring icons like the Sydney Harbour Bridge, your small local café, and workers across the state, to supporting people through some of their toughest times, the work we do has a lasting impact, and it is our role to deliver our work, and care, in a way that helps meet their needs for now, and into the future.

I am proud to introduce icare's second Disability Inclusion Action Plan because it will help us achieve better outcomes for the people and businesses we serve. This is also an important opportunity to recognise the unique contributions of people with disability and their right to access and enjoy the full benefits of participation in the community.

Our plan is a clear roadmap that sets out our commitment to increase disability representation in our workforce, and improve the experiences of



Geniere Aplin
Chief Executive

our employees and those we serve with disability. We will achieve this through four focus areas that will drive change and measurable impact:

- Equitable service offering
- Leader-led inclusive culture
- Inclusive and equitable employment
- Accessibility integrated into icare ways of working

Increasing disability representation in our workforce brings lived experience and insights into our organisation, which will help inform how we deliver care that can have a lasting impact on people's lives.

This plan will guide us and support all our people to embed inclusion and accessibility by design, that helps us deliver care in a fair, empathetic and efficient way.

I am looking forward to seeing the positive community, social, and financial benefits that strong inclusion and diversity brings to our organisation, and the broader NSW community.

Geniere Aplin
Chief Executive

Introduction

At icare, we provide insurance and care services to the businesses, people and communities of NSW. Whether a person is severely injured in the workplace or on our roads, icare supports their long-term care needs to improve quality of life, including helping people return to work.

We provide workers compensation insurance to more than 340,000 public and private sector employers in NSW and their 3.9 million employees.

In addition, we insure builders and homeowners, provide treatment and care to people severely injured on NSW roads; and protect more than \$437 billion of NSW Government assets, including the Sydney Opera House, the Sydney Harbour Bridge, schools and hospitals.

The icare Inclusion and Diversity (I&D) Plan sets the shared direction for the organisation to respect and value the diversity of those we serve and build a more inclusive workplace. It will help us achieve our organisation and people goals, to care for the people of NSW, building confidence and trust so our communities can thrive.

This diversity includes people with disability, Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds (CALD), people of different genders, ages, sexual orientations and social backgrounds.

The I&D Plan identifies priorities we will take focused action on.

They are:

- Accessibility, includes disability
- Inclusive culture
- Multiculturalism
- First Nations

These focus areas will strengthen our existing foundations to drive inclusion, accountability, and connection across icare.

This I&D Plan, inclusive of icare's Disability Inclusion Action Plan (DIAP), provides a strategic roadmap to continue delivering on our ongoing commitment.



Mark is a Workers Care participant who values his independence on his farm.



Naomi, a co-ordinator with our Lifetime and Workers Care scheme, sharing Hidden Disabilities Sunflower merchandise.

Our why

The choice to create an icare Disability Inclusion Action Plan (DIAP) 2026-2028 aligns with our I&D Plan and forms a further commitment to attract, recruit and engage people with disability through identified actions that will be taken across icare to:

- improve the experiences of those we serve with disability
- improve the experiences of our employees
- increase disability representation in our workforce.

This DIAP will also support initiatives that will contribute to the NSW Government goal of increasing the employment of people with disability to 7% by 2025.

Our how

How we deliver on our DIAP is as important as what we deliver. We do this by applying icare's values in everything we do; leveraging the passion and experience of our people, and ensuring our actions align with our I&D Plan and its key levers of change:



Awareness

Communicate inclusion and diversity across icare through sharing resources, networking and education.



Partnerships

Build partnerships and supplier relationships that model and improve inclusion and diversity.



Processes and systems

Modify processes and frameworks that systemically create inclusion and optimise diversity.



Capability

Develop inclusive leaders with the capability to build inclusive environments and teams. Capability is developed through 70% learning on the job, 20% learning through others and 10% education.

Definitions

Disability

For the purposes of creating our plan, we have used the definition of disability from the [Disability Inclusion Act 2014 No 41 - NSW Legislation](#). Disability is defined in the Act as:

'in relation to a person, includes a long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others.'

It should be noted that the inclusion of people experiencing temporary disability was also considered when developing this plan.

Those we serve

Those we serve are the businesses, government agencies, injured people and participants who rely on the scheme services we are accountable for delivering (directly or through trusted partners and providers).

Our journey so far

Highlights of some of our achievements

Lifetime Care participant Courtney acquired a spinal cord injury in a car accident. Several operations later, she lives independently and has completed an internship providing support for people with spinal cord injuries.

Transforming lives through vocation

Listen:

People with traumatic brain injury (TBI) face significant barriers to employment. Only 11% of National Disability Insurance Scheme (NDIS) participants with acquired brain injury are in paid work, compared with 26% across all NDIS participants. Feedback from Lifetime Care participants, NDIS research, and discussions with Spinal Cord Injuries Australia (SCIA) highlighted a major service gap: existing disability employment services often lacked the specialist knowledge and flexible approaches needed to meet the complex needs of people with TBI.

Learn:

While SCIA had built a successful employment program for people with spinal cord injuries (SCI), no equivalent program existed for people with TBI—a large cohort within the Lifetime Care scheme. We learned that effective employment support must combine lived-experience coaching, tailored online training, and employer education about hidden disabilities. This matters because meaningful employment not only improves quality of life but also supports long-term independence and community participation.

Act:

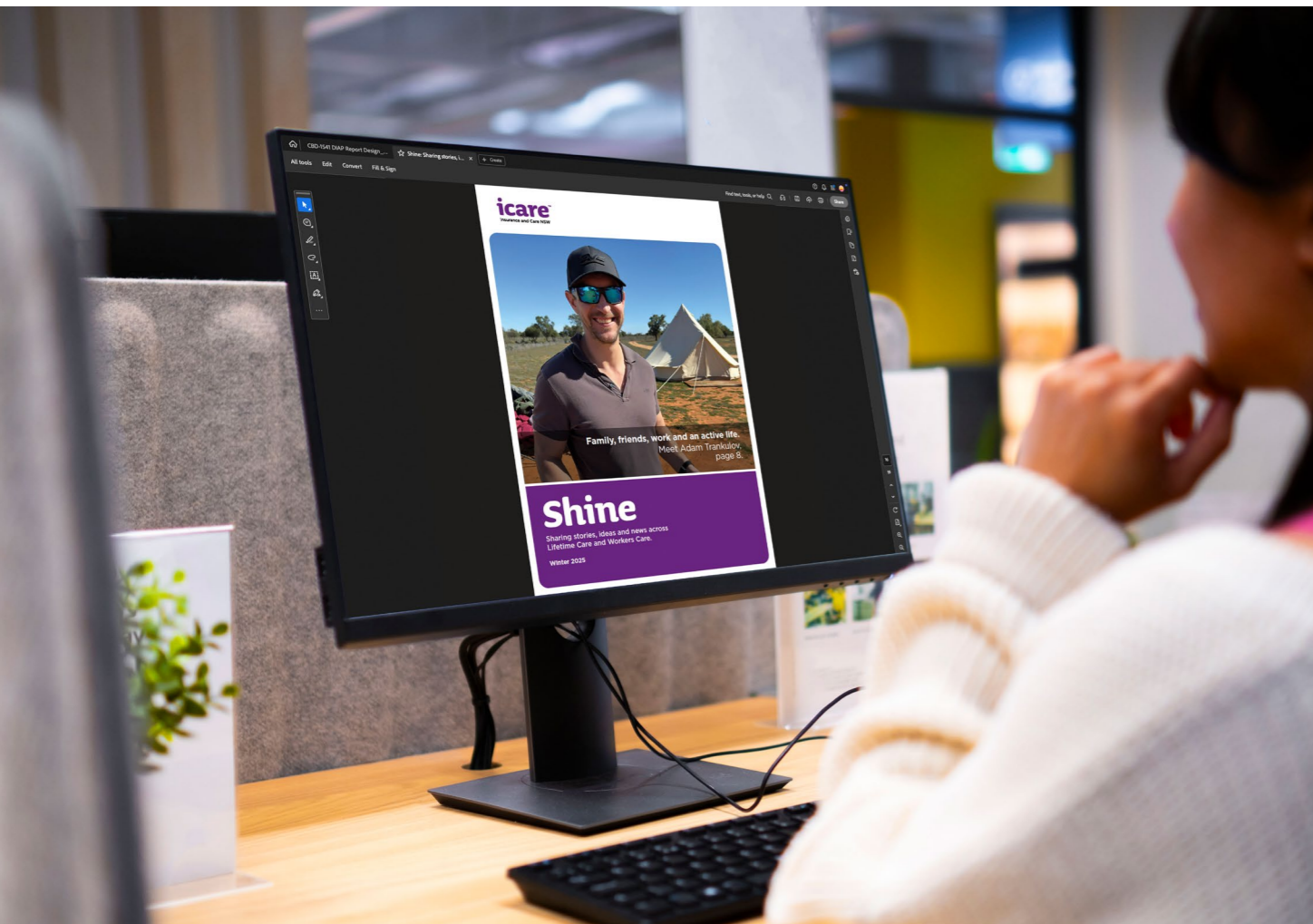
icare partnered with SCIA to adapt their EmployAbility SCI program specifically for people with TBI, committing \$1.56M in funding over 2.5 years. The program blends clinical assessment, online training, lived-experience coaching, and employer engagement. More than 60 participants will be supported across three cohorts, with evaluation to measure outcomes and guide future investment.

“This partnership reflects icare’s commitment to addressing service gaps. By tailoring an evidence-based program for people with TBI, we are creating pathways to meaningful vocational opportunities—whether employment, volunteering or skills development—that can transform lives”
— Scott, Senior Service Development Officer

Launch of the SCI Health Maintenance Toolkit. Participant Heidi Haydon lives with a spinal cord injury.

To improve the experiences of those we serve, icare uses a Listen, Learn & Act framework. Using empathy and respect it prioritises listening and understanding to redesign our services, processes and actions to meet their needs.





11 years of shining moments

Many icare participants have shared their stories through Shine over the last 13 years. Sharing stories can offer hope, strength, and connection to others going through similar experiences.

Shine magazine shares stories, ideas and news for participants of Lifetime Care and Workers Care, their families and carers.

Published bi-annually it features stories of resilience and rehabilitation from icare participants, stories from families and carers stories of life before and after a serious injury, and stories of strength and courage.

The content is both practical and inspirational:

- Real-life stories: Personal narratives in participants' own voices—about recovery, challenges, growth, identity, and transformation.
- Programs and supports: Coverage of support programs, initiatives, and services such as EmployAbility, Strength2Strength, and others that help participants rebuild meaningful lives.

- Inspiration and connection: It highlights themes like regaining independence, self-care, giving back, and maintaining hope—and helps build community through shared stories.
- Updates and impact: Past contributors often provide updates; the magazine also reflects new program developments, changes, and success metrics.

"Shine is a wonderful opportunity for the people in Lifetime Care and Workers Care to read real, everyday stories of people in similar circumstances. We want to highlight the everyday stories, not only the grand or high achieving ones. Every story is valuable. After each issue we always have people contacting us wanting to be in the next issue." - Editorial team member, Shine magazine

Experience the power of resilience and creativity through art

The Shine Arts Prize began in 2020 to showcase artistic talent and to recognise the role of art in maintaining wellbeing among people living with severe injuries who are supported by Lifetime Care and Workers Care. All entrants have experienced severe injury from motor or workplace accidents in NSW. This event has since been held biennially, expanding to include an in person exhibition in 2022.

In the 2024 competition, artists submitted more than 50 entries for the categories of Visual Arts (Photography, Digital, Painting, Drawing, Sculpture/3D and Film), Music and Children under 15 years, with all artworks centred on the theme "My favourite things".

Art plays an important role for many people in assisting wellbeing and encouraging connection with community.

Shine Arts Prize is an icare initiative presented in partnership with Accessible Arts, the peak arts and disability organisation in NSW.

The winning artworks were chosen by a panel of three (3) judges from Accessible Arts and the arts industry.

Following the success of the 2024 Shine Arts Prize exhibition and with the artists support, the exhibition was taken to NSW Parliament House in 2025.

"The artworks included in the Shine Arts Prize showcase the moving, inspiring, thought-provoking and profound experiences and perspectives of people living with a severe injury." John Robertson, Chair of the icare Board.

"It is humbling to realise how much this experience means to the artists. It also feels great being able to share in an event that brings people together from across icare. We worked with so many great teams including our frontline colleagues, digital and creative services and property and corporate support. Each of these teams help us enormously and play a part in the success of the event." - Nerita, Lifetime Schemes and Shine Arts Lead

Asha, Shine Arts participant and guest speaker at the 2025 Shine Arts Exhibition opening.



Artists and guests at the opening of the public exhibition at NSW Parliament House.



Real stories creating safer workplaces

As a cornerstone of our safety prevention initiatives, icare offered a free safety awareness and injury prevention program, run in Partnership with Paralympics Australia from 2015 – 2025. Available to policy holder organisations, it was designed to reduce workplace accidents across NSW. It featured Paralympian speakers who share powerful first-hand stories of injury, recovery, and achievement in sport. Their lived experiences highlight the critical importance of Work Health & Safety (WHS) in every workplace.

Objectives:

The program aimed to reduce workplace accidents across NSW, by increasing WHS awareness and prevention in workplaces. It provided customers with an impactful, no-cost educational tool that demonstrates recovery and resilience.

Results:

The program has been implemented in hundreds of workplaces including government agencies and emergency services, reaching thousands of employees and volunteers.

It also targeted icare policy holders operating in high-risk industries. The program has captivated audiences with authentic storytelling and first-hand accounts, and it has helped businesses meet their WHS obligations while strengthening workplace culture.

Ben Houlison is a champion adaptive rower and has represented Australia, winning bronze at the 2009 World Championships in Poland. In 2004 Ben was working as a coal miner when he became paraplegic after a workplace accident.

Outcomes and Learnings:

The program was an important part of icare's role in recovery and prevention. It has also demonstrated that authentic lived-experience stories strongly resonate with employers and workers, driving repeat speaker requests and continued program uptake.

"By sharing with workers what we've been through, it resonates really well, and makes me happy that we might help just one person." - Clint Pickin, icare Paralympian Speaker and workplace accident survivor.

"It was an honour to meet Ben (Houlison) and have the opportunity to hear his story, what an inspiration he is. The message he shared resonated with everyone. Regardless of skills and experience, a split second of unsafe practice can be life altering. Thank you to icare and Ben for helping raise awareness and focus on such a vital area of the workplace." - William Lekkas, Volvo

Making the invisible visible

In December 2024, and in celebration of International Day of People with Disability, icare proudly announced our membership with the Hidden Disabilities Sunflower program.

icare is committed to building awareness, accessibility and inclusion for all. 1 in 5 Australians (or 5.5 million Australians) have a disability, and many of these are not visible. By wearing a Hidden Disability Sunflower lanyard or badge, people can indicate they may need extra support or understanding for a non-visible disability.

icare is a key NSW organisation serving a range of people living with disability- and we want to be leading the community in how we can best support them. This is an easy and effective way and fosters an inclusive workplace.



An important part of this program is about creating empathy with leaders and all icare employees are encouraged to become supporters by watching a training video and wearing a supporter lanyard or badge.

"Empathy is central to how we care for the people of NSW and deliver better outcomes for our communities. The people of icare are so passionate about our purpose and how we bring it to life, and this program accelerates how we can support each other by making the invisible visible."

"Caring deeply about the human impact of what we do and really knowing people by listening, learning and building understanding by wearing a lanyard or badge is so aligned to our value of being passionate."

"Being able to raise awareness, generate more conversation and empower others in such a simple, proven and effective way is a real benefit to our inclusive culture and the way our people care for the people of NSW." says General Manager of Culture & Capability, Colleen Deagan.

We had an enthusiastic response from our people who continue to become Sunflower supporters for colleagues and those in the community.



Opening doors: inclusive recruitment

Listen:

To truly care for the people of NSW, we must continue to learn from and be guided by those with lived experience. Having people with disability represented in our workforce provides valuable insights that shape how we deliver services, ensuring the diverse needs of our communities are met.

Learn:

The 2024/2025 WorkAbility Expo series were held to support people with disability in finding meaningful employment. The Australian Government Department of Social Services funded these expos to drive new initiatives and improve employment outcomes for people with disability.

Act:

icare joined the Wollongong WorkAbility Expo with support from our local office and talent acquisition team. This provided an opportunity to connect directly with job seekers with disability, share what it's like to work at icare, and explore how we can make our recruitment practices more inclusive. The event also helped us identify new partnerships and service providers to strengthen our commitment to building a disability-inclusive workforce.

"Participating in events like these builds our organisation's disability confidence. It broadened our understanding of inclusive recruitment practices and what we could do differently going forward to drive progress in employing more people with disability at icare. It was a great day that generated many ideas and connections." — Erryn, Inclusion and Diversity Lead

Developing our plan

Legislation and policy

When creating our plan we were guided by legislative and policy requirements:

- Disability Inclusion Act 2014 (NSW)
- United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)
- National Disability Insurance Scheme (NDIS)
- Anti-Discrimination Act 1977 (NSW)
- Australia's Disability Strategy 2021-2031 (ADS)
- Disability Discrimination Act 1992 (Commonwealth)
- Government Sector Employment Act 2013 (NSW)
- icare's Inclusion and Diversity Policy

Our approach

The icare DIAP focuses on four outcomes, each with three (3) objectives for focused action.

Equitable service offering	Leader-led inclusive culture	Inclusive and equitable employment	Accessibility integrated into icare ways of working
Having an equitable service offering that cares for our accessibility and inclusion cohorts ensuring their unique interaction and service needs are met	Building a leadership community equipped with the mindset, knowledge, skills and behaviours that consistently provides an authentic disability inclusive workplace	Deliver an end-to-end employee experience that attracts, employs and retains more people with disability	Guided by consultation with people who have lived experience with disability we will improve and change how we work at icare

These outcomes align to the NSW Disability Inclusion Plan (DIP) framework and icare's Inclusion and Diversity (I&D) Plan.

Research

Supporting our focused action on inclusion and diversity are the memberships icare holds with Diversity Council Australia (DCA) and Australian Disability Network (AusDN). These memberships ensure continued access to up-to-date research and best practice. Both organisations recently partnered to produce the 'Disability Data at Work' research report which provided insights that aligned and guided our icare DIAP projects. In addition, AusDN provided an independent review of the draft DIAP.

Intersectionality

When preparing this DIAP we recognised that key objectives to improve disability inclusion at icare are not necessarily mutually exclusive and may also apply to icare's Multicultural, First Nations and Inclusive Culture focus areas. Actions in this plan will be included in icare's Multicultural Inclusion Action Plan and Reconciliation Action Plan.

Consulting our people

During August and September 2024, three (3) focus groups were held with icare team members including leaders, people with disability, Culturally and Linguistically Diverse (CALD) and LGBTIQ+ team members, our employee working groups, and a Board member. Each session ran with one facilitator and one notetaker with identified themes guiding the development of this DIAP.

NSW Disability Inclusion Plan (DIP)

Focus Area

Attitudes and behaviours

Government, business and the general community are aware of and demonstrate positive attitudes and actions to inclusion for people with disability

Liveable communities

All people including those with disability are able to exercise their rights, live, learn, work and play, feel safe, raise a family and grow old. Within their own community.

Employment

People with disability have the opportunity to gain, retain, contribute effectively and experience the positive self and social benefits of employment.

Systems and processes

People with disability are able to access information, systems, processes and services, and supporting their right to exercise choice and control

* Communities and Justice 2023, NSW Disability Inclusion Action Planning Guidelines, viewed 4 October 2024, <https://dcj.nsw.gov.au/community-inclusion/disability-and-inclusion/nsw-disability-inclusion-action-plan-guidelines.html>

Our plan

Equitable service offering

Having an equitable service offering that cares for our accessibility and inclusion cohorts ensuring their unique interaction and service needs are met



icare participant and wheelchair rugby player for NSW Toby Popple.

1. We have tailored services so we are caring for the accessibility and inclusion cohorts

We will achieve this by:

- Defined services that deliver on icare's endorsed Customer Experience (CX) aspirations
- Setting standards and measures for all accessibility and inclusion cohorts

Success indicators include:

- Evaluation of Satisfaction (CSAT) feedback (or alternative listening activity)
- Participant reference group discussion
- Engagement in tailored services

Responsibility:

- General Manager, Strategy, CX & Transformation
- General Manager, CSP Partnering & Remuneration
- General Manager, CX & Operational Improvement

2. Our schemes and business units proactively and continually adapt to be more inclusive to those we serve

We will achieve this by:

- Ensuring disability inclusion objectives are a component of each scheme's strategy
- Integrating inclusion and diversity outcomes into business plans

Success indicators include:

- Performance of each strategy and people plan
- Feedback from scheme participants

Responsibility:

- General Manager, People & Wellbeing
- General Manager, WC Platform Experience & CX
- General Manager, CSP Partnering & Remuneration
- General Manager, CX & Operational Improvement

3. We foster collaboration to achieve equitable access to opportunities and resources

We will achieve this by:

- Increasing social partnerships that model and improve inclusion

Success indicators include:

- Increased number of social partnerships through procurement practices

Responsibility:

- General Manager, Procurement

Leader-led inclusive culture

Building a leadership community equipped with the mindset, knowledge, skills and behaviours that consistently provides an authentic disability inclusive workplace



Paralympian Rheed McCracken with CEO Geniere Aplin and Surayez Rahman.

1. Disability confident leadership practices embedded consistently across icare

We will achieve this by:

- Incorporating inclusive leadership practices into icare's leadership development programs
- Leaders connecting the value of inclusion and diversity to icare outcomes
- Engagement of leaders at inclusion and diversity events and key days of acknowledgement, and actively supporting Inclusion & Diversity (I&D) working groups
- Advocating for the voice of people with disability working at icare across all levels of the organisation structure

Success indicators include:

- Participation in icare's Leadership Development programs
- Increased engagement from people with disability as measured by People Matter Employee Survey (PMES)

Responsibility:

- General Manager, Culture & Capability

2. Increased confidence working with people with disability

We will achieve this by:

- Communicating organisational benefits of having a diverse workforce so they are known by all team members
- Providing self-service access to disability inclusive tips, tools and resources for all team members to build capability that fosters inclusive environments and teams
- Continuously improving learning opportunities that build disability confidence and capability

Success indicators include:

- Completion of inclusion and diversity training
- Increase perception from people with disability as measured by People Matter Employee Survey (PMES)

Responsibility:

- General Manager, Culture & Capability

3. Team members feel comfortable to share their disability

We will achieve this by:

- Nurturing the participation in Hidden Disability Sunflower program across icare
- Celebrating disability inclusion through employee led events and acknowledgements

Success indicators include:

- Distribution of Hidden Disability Sunflower 'wearer' and 'supporter' products
- Increase perception from people with disability as measured by People Matter Employee Survey (PMES)

Responsibility:

- General Manager, Culture & Capability

Inclusive and equitable employment

Deliver an end-to-end employee experience that attracts, employs and retains more people with disability



Annabelle is an icare employee and elite level basketball athlete.

1. Improved employment practices with less barriers

We will achieve this by:

- Generating job advertisements that describe why a diverse workforce is important to icare and the team
- Candidate assessment and interview practices providing equitable recruitment experience for all
- Permanent placement of candidates with disability in leadership and team member roles

Success indicators include:

- Increased employment of people with disability (Targets: 2025: 4% and 2029 - 5.6%)
- Increase in People Matter Employee Survey (PMES) respondent demographic profile results for diversity indicators

Responsibility:

- General Manager, People Experience

2. Established alternate pathways and partnerships which broaden our talent acquisition pipeline

We will achieve this by:

- Establishing alternate disability recruitment pathways for people with disability and optimise diversity
- Integrating disability recruitment partnerships into icare's recruitment practices
- Increasing visibility of icare's connection with external diversity organisations to raise our profile as an inclusive employer

Success indicators include:

- Increased number of alternate disability recruitment pathways / disability recruitment partners
- icare's connection to diversity organisations more visible on LinkedIn, job advertisements and our website

Responsibility:

- General Manager, People Experience

3. Equal opportunity in the workplace

We will achieve this by:

- Implementing a continuous improvement plan to ensure the physical work environment and amenities are accessible and provide a welcoming environment for everyone
- Enhance the operational effectiveness of workplace adjustment and ways of working procedures
- Providing a physical and digital workplace where imagery authentically reflects icare as a disability inclusive organisation

Success indicators include:

- People with disability requiring work-related adjustments targets met: 2025 - 0.6% and 2029 0.9%
- Track, benchmark and iteratively improve physical and digital workplace initiatives
- Increased positive perception of Inclusion & Diversity as measured by People Matter Employee Survey (PMES)

Responsibility:

- General Manager, People Experience
- General Manger, People & Wellbeing
- General Manager, Communications & Brand

Accessibility integrated into icare ways of working

Guided by consultation with people who have lived experience with disability we will improve and change how we work at icare



1. Leaders and team members are aware of inclusion and diversity related policies and know how to use them

We will achieve this by:

- Communicating icare's inclusion and diversity related policies and what they mean in practice
- Aligning policies to our ways of working

Success indicators include:

- Increased positive perception of Inclusion & Diversity topic as measured by People Matter Employee Survey (PMES)

Responsibility:

- General Manager, Culture & Capability
- General Manager, People Experience

2. icare's information is accessible and technology solutions proactively cater for people with disability

We will achieve this by:

- Evaluating accessibility requirements when procuring new technology solutions
- Integrating accessibility testing into all technology and capability solutions

Success indicators include:

- Publication of accessibility guidelines on icare intranet
- icare compliance with Web Content Accessibility Guidelines (WCAG) 2.2

Responsibility:

- General Manager, Enterprise Technology
- General Manager, Digital Product
- General Manager, Culture & Capability
- General Manager, Communications & Brand
- General Manager, Strategy, CX & Transformation

3. Inclusion and diversity data used to derive insights, knowledge and better decisions

We will achieve this by:

- Clarifying the reason for icare's human capital management (HCM) system data collection and usage
- Communicating the value of inclusion and diversity data

Success indicators include:

- Definitions and explanations evident in icare's human capital management (HCM) system

Responsibility:

- General Manager, People Experience
- General Manager, Culture & Capability

Our governance

Monitoring our progress

We evaluate the effectiveness of our strategies and initiatives through icare's Inclusion & Diversity governance structure to ensure continued top-down accountability to drive inclusion and diversity outcomes across icare:

- The Culture & Capability team provide specialist advice on strategies, regulation and best practices to direct, inform, promote and measure I&D effectiveness.
- An established Inclusion & Diversity Council brings Executive Leadership, the Culture & Capability team and up to five icare leaders/ team members together to provide direction and monitor progress of actions. icare's Accessibility employee group Lead is a member of the Inclusion & Diversity Council.

Reporting

Overall progress against the goals and targets in this plan will be reported bi-annually to the Group Executive Team and to the People & Remuneration Committee throughout the duration of the Plan.

The People & Communication team will also continue to produce quarterly reports on the diversity profile of icare employees. These reports provide Group Executive Team and Senior Leaders with the information and analysis they require to make informed decisions and implement the actions needed to improve representation in their respective area of responsibility.



icare participant and wheelchair rugby player for NSW Toby Popple.



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