

**Making a
meaningful
difference,**

together.

Diversity, Equity and Inclusion Strategic Action Plan

2025 – 2027



UnitingCare

Proudly representing

BlueCare | Lifeline | ARRCs | The Wesley Hospital | Buderim Private Hospital
St Stephen's Hospital | St Andrew's War Memorial Hospital



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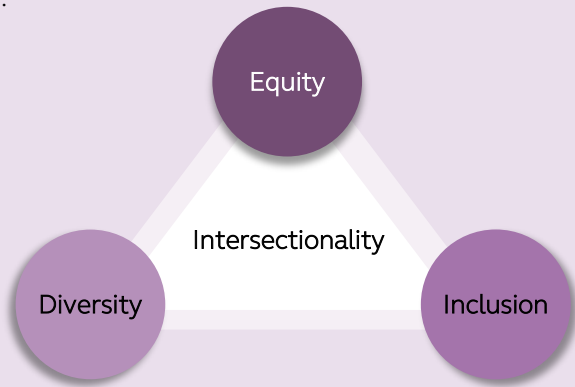


UnitingCare respectfully acknowledge the Traditional Custodians of the lands on which we work and live. We acknowledge Elders both past and present, whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future leaders and reconciliation within Australia.

Our Vision for Diversity, Equity & Inclusion

At UnitingCare, our approach is simple - everybody is welcome here. Diversity, Equity and Inclusion (DEI) is embedded throughout all that we do.

We know that when our people feel respect and belonging in our workplaces, we empower them to share that within the communities we serve, working towards our vision to be Australia’s most trusted health and community services provider.



Allyship is the act of being an ally.

An ally can be an individual or group who recognises the privilege and influence they possess and makes the choice to walk together with peoples or community groups who do not share the same position of influence or privilege.

Being an ally comes with the responsibility of continually learning, through deep listening and relationship building, so that the action taken towards justice and equity, truly reflects the understood needs of those the ally is serving.

This plan has been **shaped through consultation and deep listening** with our people and has been aligned to existing strategies and business priorities. These key strategies, data points and external assessments are:

- People First Strategy
- Historical DEI documents
- External benchmarking reports
- Onboarding and Exit Survey data
- Engagement survey data
- Business prioritisation
- Consultation with core cohorts

The **2025-2027 DEI Strategic Action Plan** will target initiatives focused on the inclusion of the following six cohorts:

- Aboriginal and Torres Strait Islander Peoples
- Accessibility (people with disabilities, accessibility needs, neurodivergent community)
- Culturally and Linguistically Diverse background (CALD)
- Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+)
- Gender Equality
- **Families and Life Stages**

Our Stretch Reconciliation Action Plan 2024 - 2027 sits alongside this plan.



Families and Life Stages – Refreshed Cohort

Every family dynamic is unique and evolves over time, encompassing various Life Stages – from starting a family, caring for parents, menopause or transitioning to retirement. These can all have a significant impact on employee experience. In response to feedback from our employees, we've updated this core cohort to better reflect the diversity of our workforce.

My Why: Message from our Executive Sponsors

Born in Oxford to an Australian father and a Jamaican English mother, my story was rooted in diversity from the start. 1960's England was a different time, and the women in my family found many doors closed to them due to the racial prejudice experienced by black migrants. Despite these challenges, these women were determined to make their way in the world – a determination that shaped me into who I am today. The 1970s saw my family move to Australia, and even as children my brother and I quickly understood that we were “others” and would refer to ourselves as international children or English kids to avoid complicated conversations about our heritage.

Later in life I found myself living in Kosovo, where I met and later married my husband – an Albanian man from Fier. My time there taught me much about civil war, division, and the impact of cultural and linguistic suppression. After returning to England, my husband became a citizen and our children settled into English life. My family and I then returned to Australia in the ‘20s, beginning the kids’ migration journeys. By then, the world was beginning to understand the importance of diversity and as of today, we consider ourselves Australians built up by our Ancestors’ journeys.

These experiences have given me a lifelong commitment to supporting, challenging, and

advocating for everyone to be included, feel a sense of belonging, and that every story is celebrated for the impacts they have on ourselves and each other. UnitingCare gives everyone, including me, a chance to share these stories, celebrate heritages and cultures, strengthen ourselves, make informed decisions and build inclusive connections.

“I’m privileged to be part of UnitingCare’s collective journey with you all.”



Donna Shkalla
Group Executive Family &
Disability Services

My Why: Message from our Executive Sponsors



Suzanne Marlow
Group Executive Governance

“At UnitingCare the clue is in the name – everyone is welcome here.”

We care about everyone’s experience with us, whether as volunteers, patients, participants, employees, residents, VMPs, families, chaplains or any of the people we serve. I am grateful that I can be who I am at work and accepted for my quirks and my background (a little bit rural, banky, queer, neurodiverse and a lot lawyerly). Our backgrounds

inform who we are, how we problem solve, and how we show up. Research shows that if we do not feel like we must hide who we are and where we come from, we make more productive and happier teammates and solve problems better.

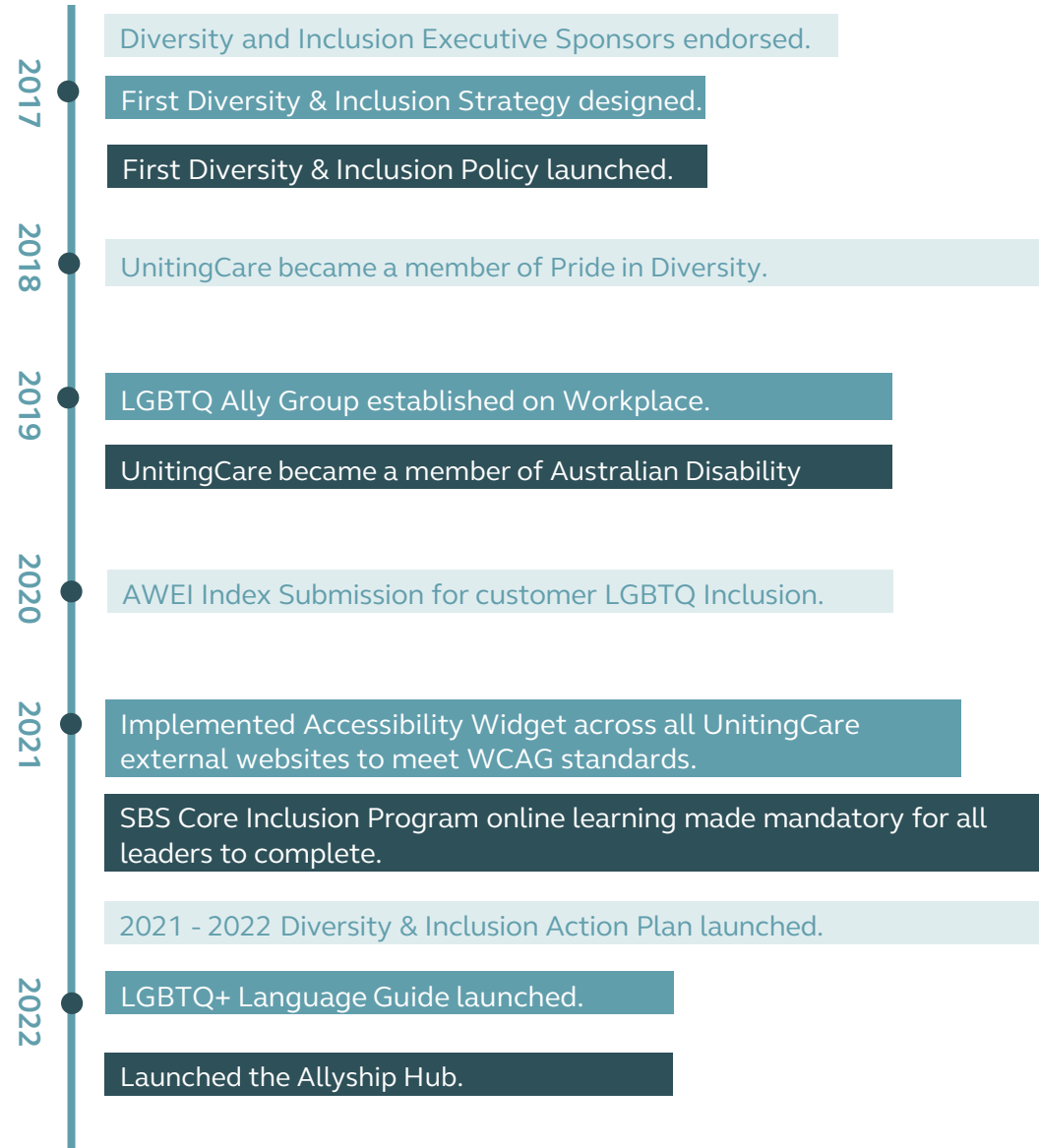
Diversity also makes for more interesting colleagues, as we learn about different perspectives and cultures at work. We serve and connect with the whole community, so it is especially important that UnitingCare people come from diverse backgrounds and can connect to people in different

ways. Inclusiveness is an operational imperative at UnitingCare and creates a workplace we can all fit into and be proud to belong to.

I am honoured to play my part in continuing UnitingCare’s journey of leadership in workplace diversity, equity and inclusion.

The journey so far

Since our beginnings, we have been committed to small acts of inclusion every day. Across the last eight years, we've achieved key milestones to work towards our DEI vision.



UnitingCare is proud to continue our journey of deep listening and walking alongside our diverse communities we serve. Diversity, Equity and Inclusion (DEI) is at the heart of what we do. Your unique experiences, gifts and perspectives are valued and help us transform to reflect diverse perspectives, experiences and ways of being. We are so privileged to work with and support diverse communities across Queensland and the Northern Territory and are immensely proud of our diverse workforce and volunteers that support the people we serve every day.

Diversity, Equity and Inclusion Principles and Pillars

These three key principles are at the heart of everything we do at UnitingCare to support DEI initiatives.

Inclusive Practices

We demonstrate inclusivity and belonging through our policies, equal access for opportunities and listening to our people

Belonging and Psychological Safety

We cultivate a sense of belonging where employees are treated fairly and feel safe to express themselves authentically

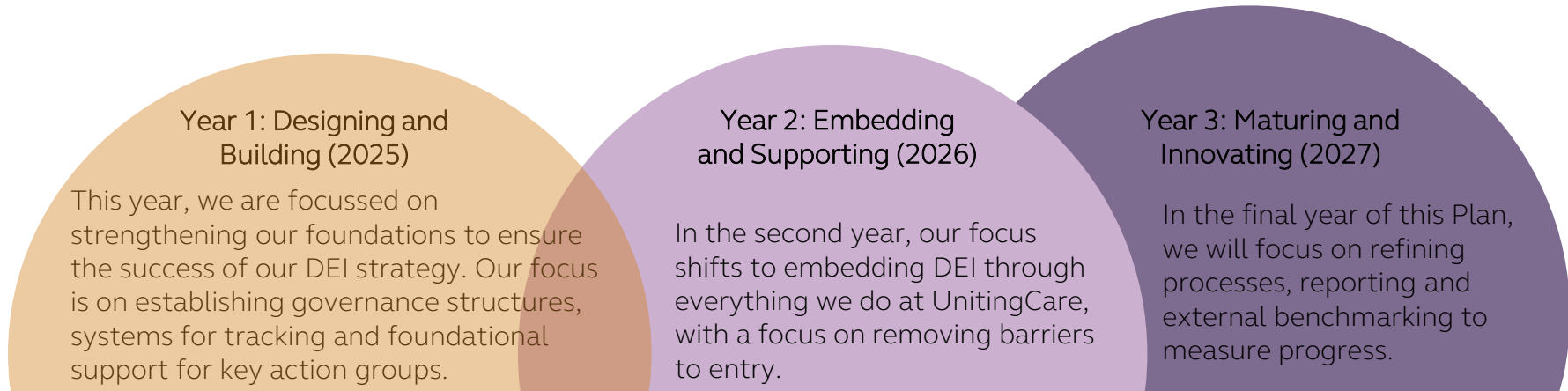
Diversity in background and thought

We prioritise attracting and retaining talent from a wide range of backgrounds, identities and experiences, and empower everyone to contribute their unique perspectives

We will focus on four pillars that underpin each activity in this plan and align with our People First Strategy and our Stretch Reconciliation Action Plan 2024-2027.



Our 2025 – 2027 Inclusion Journey: a 3-Year Roadmap



Across all Core Cohorts

Pillar	Activity	Details	Responsibility	Timeline
Building Capability through Education	Bullying and Harassment Campaign Poster Distribution	Distribute posters to each site to inform and encourage reporting of incidences, including against protected characteristics	People & Culture	March 2025
Fostering Active Allyship	Policy Review	Review of Diversity, Equity & Inclusion Policy to ensure latest language and practices are outlined	People & Culture	August 2025 April 2027
Fostering Active Allyship	Employee Resource Group (ERG) Governance Model	Design and formalise organisation-wide ERG model that outlines a top-down strategic approach to DEI whilst amplifying and empowering voices of our diverse cohorts to ensure that there is “nothing about us, without us”	People & Culture Executive Sponsors ELT	August 2025
Promoting Inclusive Leadership	Executive Leadership Sponsorship Role and Responsibility	Formalise role of the Executive Sponsors via the position description in promoting inclusive practices, advocating for inclusion for all of our people and commitments as sponsors	People & Culture Executive Sponsors	April 2025
Removing Barriers to Entry	Recruitment review	Review recruitment process and implement known quick wins to improve accessibility and ensure cultural sensitivity throughout the onboarding process. The review will focus on accessibility for people with a disability or accessibility needs, people from a CALD background and First Nations Peoples	People & Culture in consultation with ERGs	June 2025 – September 2026
Promoting Inclusive Leadership	Senior Leadership Sponsorship Nomination	Establish 2 x Senior Leader Sponsors for each core diversity group to achieve our diversity pillars	People & Culture Executive Sponsors	September 2025
Fostering Active Allyship	Accountability through bi-annual Allyship Forum	Establish bi-annual virtual Allyship forum to track the progress of the DEI plan, with sponsors and people with lived experience in attendance	People & Culture Executive Sponsors	November 2025 June, November 2026, 2027
Fostering Active Allyship	Capturing Demographics pre-commencement	Update pre-commencement processes to allow the option for people to self-identify with any of our core cohorts from day 1	People & Culture	August 2025

Across all Core Cohorts

Pillar	Activity	Details	Responsibility	Timeline
Fostering Active Allyship	Workday Demographic Campaign	Leverage Workday in gathering quality, contemporary data that will be used to inform the creation of targeted programs to improve the unique experience of each of our DEI cohorts. Develop communications to coincide with different organisation-wide awareness days to encourage employees to update their Workday profiles	People & Culture Executive Sponsors	June 2026
Building Capability through Education	Inclusive and Accessible Design Principles	Design and embed fundamental DEI principles across leadership training programs, internally designed programs and technology implementation to take forward for all future training reviews and new system implementations	People & Culture	September 2025
Promoting Inclusive Leadership	Risk assessment for core cohorts	Embed risk assessment processes for core cohorts into HSW Management System for streamlined way of identifying risks specific to each group e.g. culturally specific	People & Culture	July 2025
Fostering Active Allyship	Tracking and promoting leave options	Utilise Workday and payroll systems functionality to track the uptake of key leave benefits (Gender Affirmation Leave, Cultural Leave, Flexible Working Arrangements, Parental Leave, keeping in touch days etc.) to understand uptake and support with promotional activities	People & Culture	August 2025
Building Capability through Education	Centralised DEI Resource Hub	Migrate our Allyship Hub from Workplace to SharePoint to improve accessibility of DEI resources	People & Culture ERGs	September 2025
Promoting Inclusive Leadership	Review of Interview Guides	Review and update Interview Guides to support leaders with prompting questions, support contacts, education, simplified language and eliminate the use of jargon. This will be linked in the Hiring Leaders Toolkit	People & Culture	December 2025
Removing Barriers to Entry	Hiring Leader Education Toolkit	Establish a resource hub for hiring leaders to promote education of the barriers experienced by our core diversity cohorts in the recruitment process, with an aim to reduce negative unconscious prejudice held towards applicants during the recruitment process	People & Culture	December 2025
Promoting Inclusive Leadership	ACCS LSI pilot to support culture and leadership initiative	Pilot of LSI measurement tool through Human Synergistics for leader development and embedding constructive behaviours. This includes LSI 360 assessment, 1-1 debrief, action planning sessions and opportunity for coaching for senior ACCS leaders.	People & Culture	Pilot complete April 2025 Proposed roll out of LSI assessment tool as part of future leader capability longitudinal programs

Across all Core Cohorts

Pillar	Activity	Details	Responsibility	Timeline
Building Capability through Education	Unconscious Bias Education Sessions	Address unconscious bias through the development of coaching and training through the Capability Uplift program being piloted in Aged Care and Community Services, via a recorded Hour of Power session. This is mandatory for all leaders	People & Culture	February 2026
Removing Barriers to Entry	Inclusive and Accessible Confident Recruitment Process	Identify Talent Acquisition team members to complete specialised disability confident and cultural intelligence Grow training to improve candidate experience	People & Culture	August 2026
Fostering Active Allyship	Uptake in flexible working arrangements	Utilise Workday to capture a baseline understanding of flexible working arrangements across UnitingCare	People & Culture	November 2026
Fostering Active Allyship	Embedding Flexible Working Arrangements	Develop communications plan to embed Flexi-Choice Fundamentals and supporting materials (e.g. Work From Home and safety) throughout the year	People & Culture	Ongoing
Fostering Active Allyship	Acknowledge and celebrate days of significance	As an organisation, acknowledge and/or celebrate days of significance for each core cohort, with a specific commitment to the following days: • International Women's Day • NAIDOC Week, • Harmony Week • Wear it Purple Day • International Day of Families • International Day of Persons with Disabilities • National Reconciliation Week	People & Culture Governance Executive Sponsors	Ongoing
Building Capability through Education	Monitor and provide reports of bullying and harassment incidents	Bullying and harassment incident reports are prepared for UCQ Board and ELT on a bi-annual basis with appropriate investigation and intervention complete internally	People & Culture	Bi-annually
Removing Barriers to Entry	Recruitment marketing campaign	Conduct a marketing campaign to capture images of employees from each business unit with lived experience from each of our core cohorts. Images will be used to support attraction and retention strategies through the distribution in job advertisements and recruitment sprints	People & Culture Governance	March 2027
Building Capability through Education	Submission to External Benchmarks to track progress	Monitor progress through external benchmarking reports such as • AWEL; • Families at Work; • WGEA Gender Pay Gap; • Access and Inclusion Index and; • Workplace Cultural Diversity Tool.	People & Culture	Ongoing

Accessibility

Pillar	Activity	Details	Responsibility	Timeline
Removing Barriers to Entry	Accessibility Awareness pre-commencement	Develop and share an Accessibility at UnitingCare New Starter Information Sheet through recruitment process (e.g. advertising on external websites and through application process) for prospective UnitingCare employees with disabilities, accessibility needs and/ or neurodivergent	People & Culture	November 2025
Fostering Active Allyship	Reasonable Adjustment Policy	Publish a Reasonable Adjustment Policy to formalise our organisation process, system and support available for making reasonable adjustments	People & Culture	December 2025
Building Capability through Education	Upskill internal workforce to be disability confident	Distribute a communications campaign to internal Corporate Teams on their obligations to support People with a Disability on reasonable adjustments and education on support available such as Government funding through JobAccess	People & Culture	November 2025
Building Capability through Education	Executive Leadership Sponsorship Training	Review training Matrix to seek endorsement of Disability Confident and Neurodivergent specialised training to Tier 2 Essential training for Executive Sponsors	People & Culture	July 2026
Fostering Active Allyship	Accessibility and Neurodivergent resource hub	Support the design of the DEI centralised resource hub, focusing on neurodivergent resources, tools and education	ERG	Ongoing
Removing Barriers to Entry	Accessibility Talent Pipeline	Develop talent pipeline opportunities for candidates with a disability via internal internship programs such as Project Search	People & Culture Family & Disability Services	Ongoing
Removing Barriers to Entry	Accessible Onboarding Documentation	Review onboarding documentation to ensure that files are in an accessible format e.g. Easy Read Guides and promote guidelines for how to create Easy Read documents	People & Culture	Ongoing
Removing Barriers to Entry	Connection to community as an accessible employer	UC representative attend 1 x disability employment exhibition annually to build relationships with Registered Training Organisations and leverage learnings to continually improve UnitingCare processes	People & Culture	Ongoing
Building Capability through Education	Inclusive workforce impacts education	Create case studies of employees with disability, accessibility needs or neurodivergent employees' experience of inclusion to be promoted as part of International Day of Persons with Disabilities, Disability Action Week, or related awareness days	People & Culture Governance	Ongoing
Building Capability through Education	Accessibility training	Continue to expand disability confident and neurodivergent training through our Grow Gateway for Learning	People & Culture ERG	Ongoing

Culturally and Linguistically Diverse (CALD)

Pillar	Activity	Details	Responsibility	Timeline
Building Capability through Education	Inclusive workforce impacts education	Create case studies of real CALD employees' experience of inclusion and exclusion in the workplace and the impact. Case studies can be promoted as part of Harmony Week, other awareness days and identified work sites	People & Culture Governance Executive Sponsors Talanoa Group	March 2026, 2027
Building Capability through Education	Executive Leadership Sponsorship Training	Add Cultural Intelligence Specialised to learning plan for Executive Sponsors	People & Culture	May 2026
Building Capability through Education	Cultural Intelligence Awareness Training Video	Develop a short training video that outlines UnitingCare's role as an Ambassador of the Queensland Multicultural Charter, and our organisational obligations	People & Culture Executive Sponsors	October 2027
Removing Barriers to Entry	Multicultural Talent Pipeline	Develop talent pipeline opportunities for candidates from a CALD background via external partnerships (e.g.; Multicultural Australia) - Explore Skilling Queenslanders for Work Initiative for CALD background candidates/trainees - Targeted CALD recruitment: Attend the Multicultural Exhibition to strengthen the reputation of UCQ in the multicultural community	People & Culture	Ongoing
Building Capability through Education	Multicultural Café Conversations	Executive Sponsors to attend at least 1 and SLT Sponsors to attend at least 2 Conversations annually	Executive Sponsors SLT Sponsors	Annually

LGBTQ+

Pillar	Activity	Details	Responsibility	Timeline
Building Capability through Education	Inclusive workforce impacts education	Create case studies of LGBTQ+ employees' experience of inclusion and exclusion in the workplace to be distributed on key awareness days	People & Culture Governance	June 2025, 2026, 2027
Removing Barriers to Entry	LGBTQ+ Awareness pre-commencement	Improve accessibility of LGBTQ+ New Starter Information Sheet through recruitment process (e.g. advertising on external websites and through application process) for prospective LGBTQ+ UnitingCare employees	People & Culture	August 2025
Building Capability through Education	Ally Network Training	Roll out Ally training sessions across our services, ensuring active allies are present in each of our diverse business units	ERG in partnership with Pride in Diversity	June 2026
Building Capability through Education	Develop Annual LGBTQ+ Symposium	Develop proposal for LGBTQ+ Symposium for LGBTQ+ employees and key allies to attend, supported by Pride In Diversity. This opportunity will provide insight into the LGBTQ+ initiatives ongoing within the organisation and provide connection across the organisation	People & Culture ERG	June 2026
Building Capability through Education	Executive Leadership Sponsorship Training	Review training Matrix to seek endorsement of LGBTQ+ specialised training to Tier 2 Essential training for Executive Sponsors	People & Culture	July 2026
Building Capability through Education	Education sessions for awareness	Hold a minimum of two informal and peer-led education sessions available to all employees to raise awareness around all aspects of LGBTQ+ inclusion, including sexual orientation and gender diversity e.g. lunch and learn, Q&A sessions, speaker events	ERG	June 2027
Building Capability through Education	LGBTQ+ Accredited Trainers	Maintain at least 2 x Accredited Trainers to deliver targeted face-to-face training for hotspot areas of concern	People & Culture	Annually
Fostering Active Allyship	LGBTQ+ active allyship and community presence	Organise 1 x external event (PrideFest) annually to support with visibility of LGBTQ+ community	ERG	Annually
Fostering Active Allyship	Ally Network meetings	Established Ally Network to meet at least twice a year to drive organisational strategy and support in embedding inclusion practices at a local level	ERG People & Culture in partnership with Pride in Diversity	Ongoing

LGBTQ+

Pillar	Activity	Details	Responsibility	Timeline
Fostering Active Allyship	LGBTQ+ inclusive policy review	Ensure company policies are inclusive of diverse sexual orientations and gender identities, including benefits and parental leave	People & Culture	Ongoing
Building Capability through Education	LGBTQ+ training	Continue to expand LGBTQ+ training through our Grow Gateway for Learning	People & Culture ERG	Ongoing
Removing Barriers to Entry	LGBTQ+ Inclusive Employers	Develop meaningful connection to organisations listed on ACON's LGBTQ Inclusive Employers to leverage learnings and successes in designing LGBTQ+ initiatives	People & Culture ERG	Ongoing
Removing Barriers to Entry	LGBTQ+ recruitment services	Develop meaningful connection to the LGBTQ+ community through tailored recruitment services (e.g. Out for Australia) to support increase of LGBTQ+ workforce	People & Culture	Ongoing
Promoting Inclusive Leadership	Attend Uniting Australia LGBTQ+ Community of Practice (CoP)	UnitingCare representative to attend the CoP sessions	People & Culture	Quarterly

Gender Equality

Pillar	Activity	Details	Responsibility	Timeline
Promoting Inclusive Leadership	Gender Pay Gap Submission, Statement and Analysis	Annual submission and publication of the UnitingCare-wide Gender Pay Gap to be shared with all employees and published externally	People & Culture	Annually
Building Capability through Education	Promote manager visibility of promotions and pay differences by gender	Create communications for managers on how to view promotions and pay across their team by gender to encourage gender as a point of consideration before team movements or pay adjustments are made	People & Culture	August 2025
Promoting Inclusive Leadership	UnitingCare Board and Executive Leadership Team Gender Targets	Maintain at minimum 30% male and/or female representation on the UnitingCare Board and Executive Leadership Team	CEO & Board	December 2027
Building Capability through Education	Training and development opportunities	Employees on flexible working arrangements are provided with the same training, development and promotion opportunities as their colleagues	People & Culture	December 2027
Promoting Inclusive Leadership	Gender Pay Equity Review	Perform annual review of gender pay gaps and take appropriate action to eliminate any gender pay variance that arises that cannot be explained by skills, expertise or performance, when comparing roles at similar job levels on a 'like for like' basis	People & Culture	Annually

Closing our Gender Pay Gap

UnitingCare is committed to creating a fair and equitable work environment where all employees are valued for their contributions and rewarded fairly, regardless of gender. Recognising the impact of gender pay gaps on equality, we continue to be proactive in addressing any disparities that may occur. In 2024, UnitingCare's Gender Pay Gap median was 0.3% and average was 5.6% towards men. This is within WGEA's acceptable range for median remuneration and marginally above outside for the average remuneration. Read our [2024 gender pay gap statement](#).

View our 2023 gender pay gap statement [here](#).

Families and Life Stages

Pillar	Activity	Details	Responsibility	Timeline
Fostering Active Allyship	Support for Menopause at Work	Aligned with the broader Wellbeing resources, centralise a resource hub on Sharepoint for employees and leaders to provide education and support for menopause at work	People & Culture	September 2025
Fostering Active Allyship	Domestic and family violence confident support officers	Upskill x 3 internal business partners and/or employee relations employees through Domestic and Family Violence Training to support employees in related matters	People & Culture	February 2026
Fostering Active Allyship	Market competitive Reproductive Leave offering	Develop a proposal to offer Reproductive leave for employees which considers leave for chronic reproductive health conditions, fertility treatments, reproductive health preventative screening	People & Culture	March 2027
Fostering Active Allyship	Understanding our workforce with caring responsibilities	Utilise Workday functionality to capture an annual report alongside our key demographic data on our workforce with caring responsibilities, including uptake of parental leave by gender, uptake of partner leave gender, uptake of keeping in touch days by gender	People & Culture	April 2027
Fostering Active Allyship	Transition to Retirement	Develop a phase retirement support guide that includes details on flexible working arrangements, volunteer opportunities, the EAP and Health and Wellbeing resources for mature aged employees and their leaders	People & Culture	June 2027
Building Capability through Education	Ageless workforce	Promote an age inclusive culture and position UnitingCare as an 'ageless employer' – our workforce is based not on age, but on talent, skills, experience, and willingness to work	People & Culture Executive Sponsors	Ongoing
Building Capability through Education	Domestic and Family Violence support for employees	Update and maintain a centralised resource hub of all Domestic and Family Violence related policies, procedures and related documents, with a focus on improving education about the high prevalence of DFV matters across our core cohorts	People & Culture	Ongoing
Building Capability through Education	Inclusive workforce impacts education	Create case studies of real mature aged employees' experience of inclusion and exclusion in the workplace and the impact. Case studies can be promoted as part of awareness days and at identified work sites	People & Culture Governance	Annually