



# DIVERSITY, EQUITY & INCLUSION WORKFORCE STRATEGY

2024-2026

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**We acknowledge the true Custodians of the land on which we work and live, and recognise their continuing connection to land, water, and community. We pay respect to Elders past, present, and future.**



# 1. Message from the CEO

Anglicare Victoria (AV) is committed to diversity, equity, and inclusion.

At AV, we want our people – all of our people – to feel like AV is a place where they belong, where they can be themselves, and where they have the opportunity to bring the full richness of their experiences, perspectives, backgrounds and knowledge to the work they do and the workplaces from where they operate.

To date we have made some great progress right across the organisation to create an inclusive workplace for our employees.

We understand that we will not be able to grow and evolve our service delivery unless we can understand and respond to the needs that affect the diversity of the Victorian community.

We acknowledge that to sustain our service delivery, we need to retain our employees whilst recruiting new talent and to do this we need to demonstrate that we are an inclusive organisation that recognises, understands and celebrates diversity.

It also means recognising that for some, historical, structural, and cultural barriers create and reinforce disadvantage. The evidence is clear: our community is not equitable. Women, on average, earn less than men, have less super, and continue to experience family violence at unacceptable levels. Aboriginal and Torres Strait Islander people are over-represented in our own child and family services and continue to be separated from their families at a much higher rate than others.

People who are culturally, racially and linguistically diverse, routinely experience discrimination and racism and are under-represented in many walks of life and leadership positions, and people with disabilities are negotiating barriers to their participation and enjoyment of community life on a daily basis.

We also recognise that people with lived or living experience in the services we provide can also face barriers, disadvantage and discrimination in gaining access to education and employment.

We have a responsibility as an organisation to pursue and advocate for a transformational agenda that will see these inequities disappear.

This Diversity, Equity and Inclusion (DEI) Workforce Strategy will contribute to empowering our employees, our clients, our volunteers and every member of the community to be and to celebrate exactly who they are. This goes to the very heart of AV's efforts to prevent, protect and empower our clients and their families and communities.



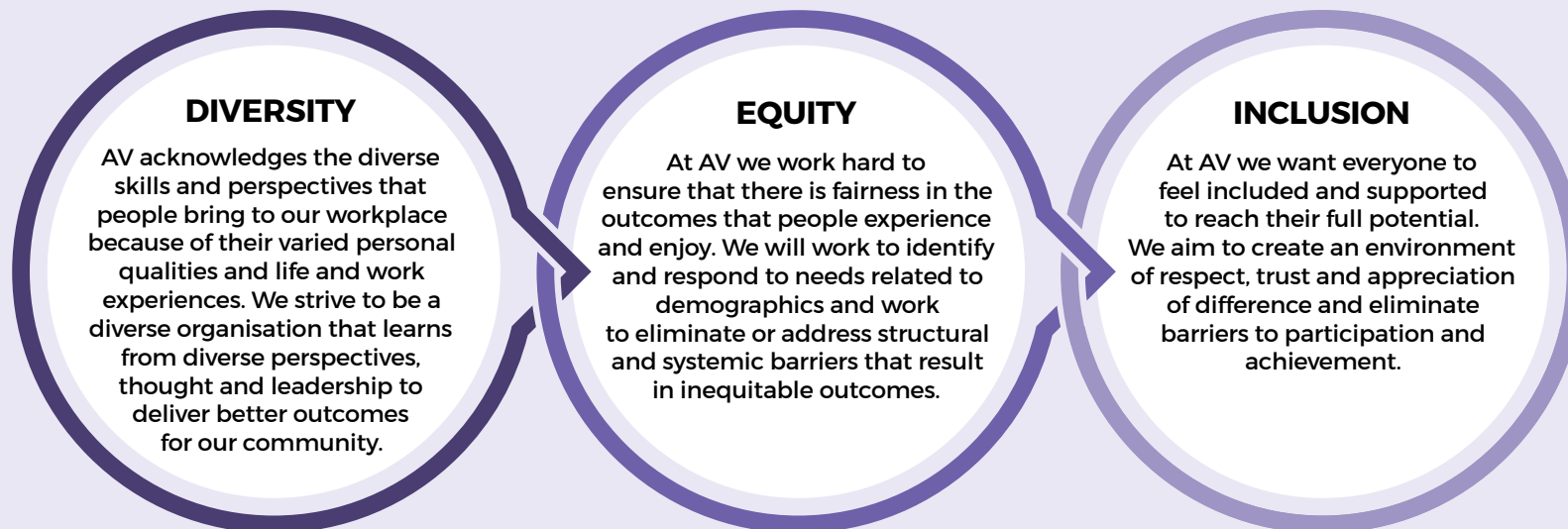
## 2. Our aim

### Anglicare Victoria (AV) works for families, children and young people.

In order for us to understand their challenges and to provide the right support and expert help to resolve differences and build better relationships our organisation should look, sound and feel like the Victorian community. We are committed to continuing to build a workplace that's a safe place for everyone, and where everyone feels respected and included and ensuring that our services and employment practices reflect the diversity of the community we serve. A diverse and inclusive workplace will enable our people to achieve their best and to work for better with their clients and communities.

The aim of this Diversity, Equity and Inclusion Workforce Strategy is to outline AV's key areas of focus in relation to diversity, equity and inclusion for the next two years, to document the actions associated with these focus areas, key indicators of success and arrangements for governance.

#### What does diversity, equity and inclusion mean at AV?



### 3. Our people

In August 2022 AV participated in the Diversity Council of Australia (DCA) Inclusive Employer Survey for the first time, and over 50% of our employees responded.

The results provide great insights into the diversity of our current workforce. Over time, we will continue to work on embedding a system to enable all employees to disclose demographic information, where they feel safe and comfortable to do so. The implementation of this DEI Workforce Strategy will support those efforts.

We will also invest time in understanding the demographics of the communities we work in and the clients we serve, to better inform how we can represent and work with our communities and clients.

“I have Greek heritage. My parents immigrated to Australia in the 1950s, so I speak Greek. That’s been something that has been really helpful in my career, supporting other people who have come from non-English speaking backgrounds. I really love helping people, so it is great that AV sees the value in having staff who are able to assist speakers of other languages with translations and support.”

– Effie, Eastern Region



## WORKING TOGETHER, FOR BETTER

Over the last year, more than **1850** staff working out of **93** locations across Victoria, committed to improving the lives of more than **30,000** Victorians.



**41** Median age



**24%** People born overseas



**88** Cultural backgrounds



**65** Number of languages

**769** Staff

**57** Countries

**46** Religions



**1%**

Aboriginal and/or Torres Strait Islander



**57%**

Caring Responsibilities



**20%**

Workers with Disability



**88%**

Flexible Workers



**26%**

Multilingual Workers



**15%**

LGBTIQA+ Workers

**Gender Balance**



**80.08%** female



**18.28%** male



**1.64%** other gender identity or prefer not to say

## 4. Diversity and inclusion is important to our people

The findings from the DCA Inclusive Employer Survey tell us that we are heading in the right direction. We are delighted that such a high proportion of our employees feel that they are working in an inclusive organisation as part of an inclusive team, as shown by some of the key survey highlights.

**76%**

of employees feel that they belong to an inclusive team

(as compared to 49% of the Australian workforce)

**73%**

of employees feel like they have an inclusive manager

(as compared to 31% of the Australian workforce)

**73%**

employees feel that AV has an inclusive organisational culture

(as compared to 40% of the Australian workforce)

Based on a nationally representative sample of 3000 employees.



“AV has been a great support to me. It was my first employer out of university and I’m still working here today. Coming to a new country and starting from scratch, not knowing anyone, and not knowing what to do wasn’t easy, but through the support of many individuals and organisations such as AV, I have always felt encouraged to pursue my passion to work with families and children who are experiencing family violence. My parents raised me to be the person I am today and AV raised me to be the professional I am today.”

– Andrew, Southern Region

## 5. Our priority communities

We recognise people belong to or identify with a range of communities.

AV is committed to greater access and improved outcomes for everyone. To enable us to make, sustainable and accelerated change with the resources we have available, we are focusing our efforts on six priority communities.

We acknowledge that each priority community may be at different stages on their journey, so our DEI Workforce Strategy will ensure we consider intersectionality, leverage a range of knowledge and insights from diverse perspectives and that the action plans developed for each priority community may look and feel different.

**"I had the fortune of being raised within a village community, so I had my grandparents and I had my aunties and uncles. My grandparents had a big influence on me; they taught me everything I know about what it is to be giving and community minded and these values that I hold very much align with the values at AV. So I'm really lucky to have had my grandparents in my life and to work for an organisation that values being giving and community minded."**

– Gail, Eastern Region

**"I'm passionate about inclusion. Education opens the doors to so many opportunities and I really believe that everyone should have a fair chance to access those opportunities."**

– Lorna, Northern Metro Region





MESSAGE FROM THE CEO

OUR PEOPLE

OUR PRIORITY COMMUNITIES

KEY AREAS OF ACTION

GOVERNANCE



Aboriginal & Torres Strait Islander people



People who are culturally, racially and linguistically diverse



People with a disability



Women



People who identify as LGBTIQ+



People with lived experience of services similar to those delivered by Anglicare Victoria

OUR MOTIVATION

- 44.2% children and young people in the out of home care system identify as Aboriginal and Torres Strait Islander
- Unemployment rate of Aboriginal Australians is 4 times the rate of non-Aboriginal Australians
- Aboriginal Australians are 17 times more likely to be incarcerated than non-Aboriginal Australians

OUR MOTIVATION

- People from culturally, racially or linguistically diverse backgrounds are not yet equally represented through AV's management and leadership positions
- 1 in 5 Australians from a culturally, racially or linguistically diverse background have experienced race or hate talk

OUR MOTIVATION

- 38% young people in our care have a disability
- We want to better understand the barriers and enablers for people with a disability who work with AV

OUR MOTIVATION

- Our clients benefit from role models
- 1 in 3 Australian women over 15 has experienced physical violence
- Victorian women earn 87.6 cents to every dollar earned by men
- Victorian women do nearly twice as much unpaid work as men
- Australian women retire with half the superannuation savings of men

OUR MOTIVATION

- 60% LGBTIQ+ people are more likely to access services with visual cues that highlight everyone is welcome
- 34% of clients hide their gender/sexuality when accessing services

OUR MOTIVATION

- We know many people with lived experience are drawn to our sector
- Lived experience design supports better outcomes for clients
- Our clients benefit from role models

## 6. Our key areas of action

At AV we want clear objectives, actions, outcomes, and indicators to ensure that our DEI Workforce Strategy is achievable, makes a positive difference and is sustainable. We are going to focus on four key action areas which will support our goal to embed diversity, equity, and inclusion throughout our organisation for the benefit of all our clients, volunteers, students, and employees. These action areas will support all priority communities.

KEY ACTION AREA	ACTIONS	RESPONSIBILITY	TIMELINE
<b>1. Collect data to establish benchmarks, identify gaps and set and measure progress, against DEI goals.</b>	<ul style="list-style-type: none"> <li>Implement a process for collecting diversity data and reporting mechanisms via AV's Employee Demographics Dashboard.</li> </ul>	People & Culture	November 2025
	<ul style="list-style-type: none"> <li>Report against DEI Priority Community Action Plans to the Executive Group (EG) in March and September each year – to review progress and identify and address barriers.</li> </ul>	Each Priority Community Steering Group	March and September each year
	<ul style="list-style-type: none"> <li>Communicate progress against action plans to employees.</li> </ul>	Each Priority Community Steering Group and Internal Communication	October each year
	<ul style="list-style-type: none"> <li>Undertake the Diversity Council Australia (DCA) Inclusive Employer Survey in August 2024 to measure change.</li> </ul>	People & Culture	August 2024
<b>2. Model inclusive leadership to ensure employees are heard, respected, valued, and retained.</b>	<ul style="list-style-type: none"> <li>Embed inclusive leadership into our Respectful Workplaces Training Program for all senior managers, to establish expectations of our leaders and to support their development.</li> </ul>	People & Culture/ Organisational Development & Learning	June 2025
	<ul style="list-style-type: none"> <li>Submit a proposal to EG on an initiative to support People Managers to understand and appropriately address harassment and discrimination.</li> </ul>	People & Culture	October 2024
	<ul style="list-style-type: none"> <li>Implement initiative to support People Managers to understand and appropriately address harassment and discrimination.</li> </ul>	People & Culture	March 2025

KEY ACTION AREA	ACTIONS	RESPONSIBILITY	TIMELINE
	<ul style="list-style-type: none"> <li>• Demonstrate a 2% reduction in the number of employees who have been subject to harassment by the time we run the DCA Inclusive Employer Survey again.</li> </ul>	People & Culture	August 2024
<b>3. Provide a culturally safe environment for employees, volunteers, students and clients.</b>	<ul style="list-style-type: none"> <li>• Hold a minimum of six organisation wide events, celebrations, or awareness building sessions per financial year.</li> </ul>	People & Culture/Regional Management Teams	Annually by December
	<ul style="list-style-type: none"> <li>• Review policies, procedures and guidelines to ensure they are inclusive and ensure employees, students, volunteers, and clients understand how to provide feedback.</li> </ul>	People & Culture	February 2025
	<ul style="list-style-type: none"> <li>• Provide diversity, equity and inclusion awareness training for employees and volunteers to facilitate self-development and strengthen workforce capability.</li> </ul>	People & Culture	Annually and upon request
	<ul style="list-style-type: none"> <li>• Dedicate 5% of centralised learning budget each financial year towards diversity, equity and inclusion activities.</li> </ul>	People & Culture to determine funding allocation and priorities.	Annually each financial year
	<ul style="list-style-type: none"> <li>• Seek feedback from employees, students, volunteers, and clients to inform improvements to our work environments and services and ensure cultural needs are met.</li> </ul>	People & Culture and EG	A minimum of five feedback forums each year
	<ul style="list-style-type: none"> <li>• Actively support employee attendance and contribution at DEI Working Groups and/or Employee Networks to help inform AV about future actions and support positive change each financial year.</li> </ul>	EG & all people managers	Annually
<b>4. Develop a workforce that is representative of the communities in which we operate.</b>	<ul style="list-style-type: none"> <li>• Develop goals for recruitment and retention of individuals from priority communities at all levels of the workforce.</li> </ul>	People & Culture	June 2025
	<ul style="list-style-type: none"> <li>• Undertake a minimum of three initiatives per financial year to improve services or accessibility for clients or communities.</li> </ul>	Client Services	Annually
	<ul style="list-style-type: none"> <li>• Develop DEI Priority Community Action Plans for all priority communities to be endorsed by EG.</li> </ul>	Each Priority Community Steering/Working Group	March 2025

## 7. Everyone has a role to play

We can all show leadership and take action in driving diversity and embedding inclusion. Everyone has a role to play as a leader in this space; whether it be through modelling and supporting inclusion, being an active ally, taking responsibility for personal learning, or making time to participate in inclusion initiatives, events and training offerings. Outlined below are the specific responsibilities of key organisational groups driving diversity, equity and inclusion at AV.

### 7.1. Executive Group (EG)

The EG is accountable for the implementation of AV's Diversity, Equity and Inclusion (DEI) Workforce Strategy. They are responsible for executive oversight, providing leadership and identifying opportunities for improvement and positive change.

### 7.2. People & Culture

The People & Culture team will be responsible for the development, coordination and evaluation of AV's DEI Workforce Strategy. This will involve supporting Executive Champions to enable key actions and ensure that an intersectional lens is applied to AV's approach and thinking. The People and Culture team will also work with priority communities to gain input and advice to support implementation of this Strategy.

### 7.3. Boonde-mak ballet-tak

Boonde-mak ballet-tak, AV's Aboriginal Cultural Safety Executive Committee has specific responsibility for this priority community, due to the importance of reconciliation and the high representation of Aboriginal and Torres Strait Islander people among our key client groups.

### 7.4. Executive Champions

The Executive Champion of each priority community is responsible for managing, reviewing and evaluating their Priority Community Action Plan, and reporting on its progress.

Reviews will be conducted annually. These Priority Community Action Plans will feed into an integrated annual report to the Executive Group each September.

### 7.5. Steering Groups/Working Groups

AV's Steering/Working Groups are made up of employees from across the organisation who come together to develop and implement a range of actions that support the organisation to achieve its diversity, equity and inclusion aims, in line with the key priorities and the priority communities outlined in this Strategy.

### 7.6. Advisory Groups or Subject Matter Experts

An Advisory Group or Subject Matter Expert Group may be put in place to support key initiatives that include internal and/or external specialists or partners to better inform AV on our thinking, progress, barriers, or issues to ensure we continue to listen and improve as an organisation.

### 7.7 Other groups

Other groups that are an important element of AV's diversity, equity and inclusion eco system are our regional DEI groups, our employee networks and our youth and client advisory committees. They operate in a range of ways.

### 7.8 Employees

All employees are responsible for championing DEI at AV by respecting and actively including each other and ensuring that our services are welcoming and inclusive.

## 8. We have a lot to celebrate!

### At AV we have...

- established AV PRIDE groups who supported the organisation to achieve Rainbow Tick Accreditation in 2019 and re-accreditation in 2022, champion PRIDE activities across the organisation and participate in external events.
- established AV Regional Reconciliation Groups which led us to develop our first Reconciliation Action Plan and which have championed reconciliation activities and supported enhancing employee knowledge, capability and understanding.
- established an Aboriginal and Torres Strait Islander Employee Network.
- established Boonde-mak ballet-tak, AV's Aboriginal Cultural Safety Executive Committee..
- co-created Buldau Yioohgen Aboriginal and Torres Strait Islander Youth Leadership Academy.
- opened AV's Cultural Centre, Darrango yan-dhan, where Aboriginal and Torres Strait Islander people from across AV and the community can come together and connect in a culturally safe environment.
- established Buldau Yioohgen Youth Advisory Committee, Nyarrn Gak Go Ngulu-Ik.
- acknowledged the rich diversity of our workforce by creating a calendar of key organisational days of significance.
- launched AV's Innovate Reconciliation Action Plan 2023-2025 with input from community organisations and AV's regional Reconciliation Working Groups.
- appointed a Senior Cultural Operations Lead and Cultural Engagement Lead.
- established LEAP: TAKING ACTION TO INCREASE PARTICIPATION OF THOSE WITH LIVED EXPERIENCE AT AV Working Group to develop a Lived Experience Strategy for AV.
- convened DISABILITY AT AV Working Group to oversee the development of AV's first Disability Action Plan.
- convened AV's Gender Equity Committee to oversee the development of AV's first Gender Equity Action Plan
- convened CALD@AV to oversee the development of AV's first Cultural Action Plan.
- achieved recognition as an Inclusive Employer 2022-2023 from the Diversity Council of Australia.
- mapped the diversity profile of our workforce and collated feedback about how this impacts on our employees sense of inclusion and belonging.



## Version Control Information

<b>Version issue date:</b>	9 December 2024
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<b>Approval authority:</b>	Director People & Culture
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