

Diversity & Inclusion Roadmap

Anglicare WA's way of striving for a fiercely inclusive organisation, leading up to 2030

**FIERCELY
INCLUSIVE**
Our Way





Artwork by Hayley Thompson, a proud Noongar and Yuggera yorga.

The Journey. Coming Together, working together

In particular, we wish to acknowledge the Custodians of the lands where our offices operate.

We would like to thank the Noongar, Miriwung Gajerrong, Tjurabalan, Yawuru, Nyikina, Ngarluma, Kariyarra, Nyiyaparli, Martu, and Wangkatja Peoples for their wisdom and generosity, and pay our respects to Elders of these lands both past and present.

Acknowledgement of Country

We acknowledge the Menang Noongar people as the Traditional Custodians of the land on which the Albany Women's Centre stands. We honour their Elders — past and present — and recognise the strength, resilience, and ongoing cultures of all Aboriginal and Torres Strait Islander peoples. We acknowledge the impacts of colonisation, dispossession, and family and domestic violence on Aboriginal families and communities. We commit to providing support that is culturally safe, respectful, and guided by the voices and experiences of Aboriginal women, non-binary individuals, children, families, and Elders. We welcome all Aboriginal and Torres Strait Islander peoples into this space.

Our Commitment to Reconciliation

The Diversity and Inclusion Roadmap complements Anglicare WA's ongoing commitment to Aboriginal Recognition and Justice. Grounded in a commitment to reconciliation, this plan honours First Nations ways of being, doing and knowing, and supports us to work "two ways" — walking together learning together, creating change together for the benefit of all marginalised groups. It centres the importance of moving at the pace of trust, creating space for deep listening, cultural exchange and shared learning. Through this approach, we aim to design solutions that remove barriers and improve outcomes for all marginalised communities — harnessing the power of allyship and elevating the voices of marginalised people.



About This Plan

This Roadmap uses a holistic, intersectional approach to address the complexities and opportunities in advancing inclusion for all marginalised groups. This Roadmap sets strategic objectives for:

LGBTQIA+

Multicultural (migrant backgrounds)

Disability

Neurodivergent

Gender Equity

This Roadmap is supported by the Anglicare WA Diversity and Inclusion Action Plan which articulates diversity and inclusion actions, approaches and accountabilities between 2026 - 2030.

The Anglicare WA Diversity and Inclusion Action Plan ensures that the Diversity and Inclusion Roadmap is embedded across Anglicare WA.

Our Commitment to Diversity and Inclusion

At the heart of inclusion is dignity.

In line with our values, Anglicare WA is committed to respecting and including people of all backgrounds and identities. We prioritise safety, wellbeing, and dignity for everyone, especially those facing barriers such as Aboriginal and Torres Strait Islander peoples, people with disabilities, people who are neurodivergent, people who identify as LGBTQIA+, and people from migrant and culturally and linguistically diverse (CaLD) backgrounds. Inclusion is fundamentally about ensuring dignity for all and finding ways for everyone to feel like they belong.



Message from Board & CEO

We are proud to present Anglicare WA's inaugural Diversity and Inclusion Roadmap 2026-2030 (the Roadmap), grounded in our belief that inclusion is a collective journey built on a culture of understanding, and progress through small but meaningful actions.

The Roadmap provides the vision for our inclusion work and supports our journey to a just and fair Western Australia where everyone can thrive. This Roadmap reinforces our commitment to addressing systemic inequities and removing barriers to inclusion by creating meaningful, lasting change for the people and communities we support.

Launched during our 50th year, the Roadmap recognises Anglicare WA's great progress over five decades in strengthening inclusion across our workforce, services, and communities, with initiatives that promote awareness, increase visibility of marginalised groups, support cultural safety, enhance accessibility, and support belonging. Now more than ever we see that such work is essential to ensure that this hard-fought progress is preserved; enabling our continuing journey to a fairer 2030. Building on these gains, the Roadmap sets a clear direction to 2030 with a focus on embedding inclusion more deeply into how we work and how we design and deliver services.

We recognise that meaningful inclusion requires sustained action, listening, and the courage to challenge barriers. Key priorities include psychological safety, stronger representation, and a combination of targeted, holistic and intersectional approaches; acknowledging diverse and overlapping identities.

Our commitment includes improving outcomes for people with disability, neurodivergent people, multicultural communities, people with LGBTQIA+ identities, and women in the workforce, while advancing First Nations recognition and justice through an intersectional lens. We acknowledge and thank the many people who have contributed to the development of this Roadmap, including our advisory groups, staff networks, and individuals with lived experience whose voices continue to guide our work. Their insights, advocacy, and leadership are critical to ensuring our efforts are meaningful and grounded in real experience. The Board and Executive Team are committed to leading this work with accountability, ensuring we make measurable and lasting impact by 2030.



Mark Glasson
Chief Executive
Officer



Mark Fuderer
Chief Financial
Officer



Kathryn Laferla
Chief People &
Culture Officer



Philippa Boldy
Chief Operating
Officer



Leone Cottam-Williams
Chief Aboriginal
Engagement Officer



Russell Thom
Chief IT &
Security Officer



Kaitlyn Griggs
Chief Quality, Risk &
Governance Officer

Anglicare WA Values

All about
People

Focused on
Strengths

Fiercely
Inclusive

Trusted
Partners

Curious &
Creative

Gutsy &
Courageous

Anglicare WA Vision

We believe in a just and fair Western Australia where everyone can thrive.

Anglicare WA Purpose

To drive positive outcomes with those in need and to challenge barriers to thriving.

Diversity + Inclusion Vision/Purpose

Diversity and Inclusion Vision

By 2030, we aim to **demonstrate that our work has led to an improvement in the lives of people from marginalised groups** who interact with our organisation. We will take **action that leads to change**, and ensuring our efforts leave a measurable lasting and positive legacy for people who have experienced inequity.

Diversity and Inclusion Purpose

We strive to create real change so everyone can thrive, no matter who they are. **We harness the values of our people to embed a holistic, intersectional approach to inclusion as part of our DNA.** We take purposeful action and demonstrate this by ensuring that our efforts **make a tangible and heartfelt difference** in the lives of those we touch.

D&I Goals Workforce Goals



Reduce Barriers: Dismantling visible and invisible obstacles rooted in systemic inequities and social norms. It requires listening to diverse voices, challenging inequitable systems, redesigning practices for inclusivity, and embedding equity and accountability.

Belonging: Created through intentional, collective action where people feel seen, respected, and supported. Requires collaboration, allyship, and person-centred approaches, fostering trust and well-being. Building belonging is a shared, sustained investment.

D&I Goals Clients & Community



Inclusive Client Experience: Created through respectful, accessible, and relevant services using a place-based, person-centred, and intersectional approach. By equipping our workforce with the right training, resources, and structures, we turn our commitment to inclusion into meaningful action that reaches beyond the workplace into the communities we serve.



Strategy 2030: Thrive Together

Strategy 2030 sets our organisational goals until 2030. Our D&I Roadmap connects with broader organisation goals under the following three priority areas:

Build Organisational Resilience and Readiness: Strengthen our foundations and leading by example. We take a collective continuous improvement approach to inclusion, recognising it evolves over time and means different things to different groups. Ensure equitable support for all and reflect on impact – did we make a meaningful difference?

Support Western Australians to Thrive: Be there when people need us, designing and delivering services that transform lives. We are responsive to the diverse needs of communities and clients, recognising that different groups face unique barriers to thriving.

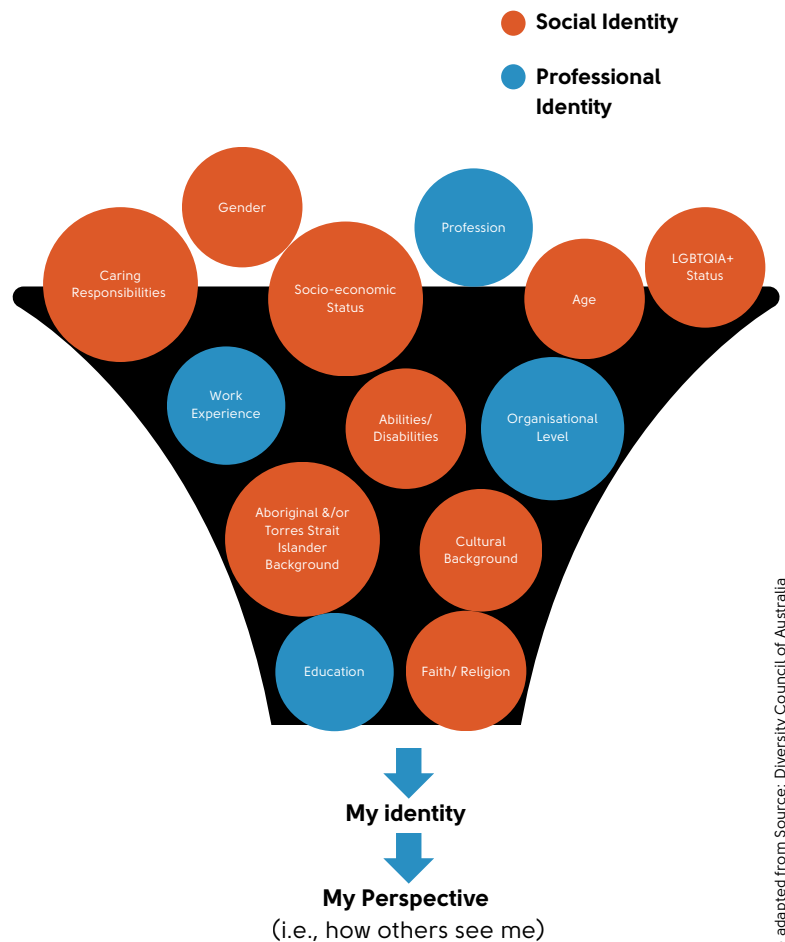
Lead Bold and Innovative Solutions: Challenge the status quo and reimagine what's possible. We challenge structures and societal norms that disadvantage diverse groups by engaging in reflective practice, sharing stories, and embracing discomfort - as real change requires courage and accountability.

About Diversity and Inclusion

What Is Diversity?

Diversity refers to the mix of people – all the differences between people in how they identify in relation to their:

- **Social Identity** e.g., Aboriginal and/or Torres Strait Islander background, age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background.
- **Professional Identity** e.g., profession, education, work experiences, organisational level, functional area, division/ department, and location."



Quote and image adapted from Source: Diversity Council of Australia
<https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained>



What Is Inclusion?

Respected – Everyone feels valued and respected for who they are.

Connected – Everyone feels connected with co-workers and feel they belong.

Contributing – Everyone is able to contribute talents and energy.

Progressing – Everyone has an opportunity to develop and progress.

Image adapted from Source: Diversity Council of Australia
<https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained>

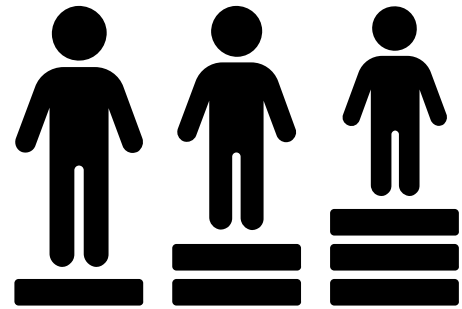
About Equity and Intersectionality

Equity vs Equality

Equity supports everyone to thrive!

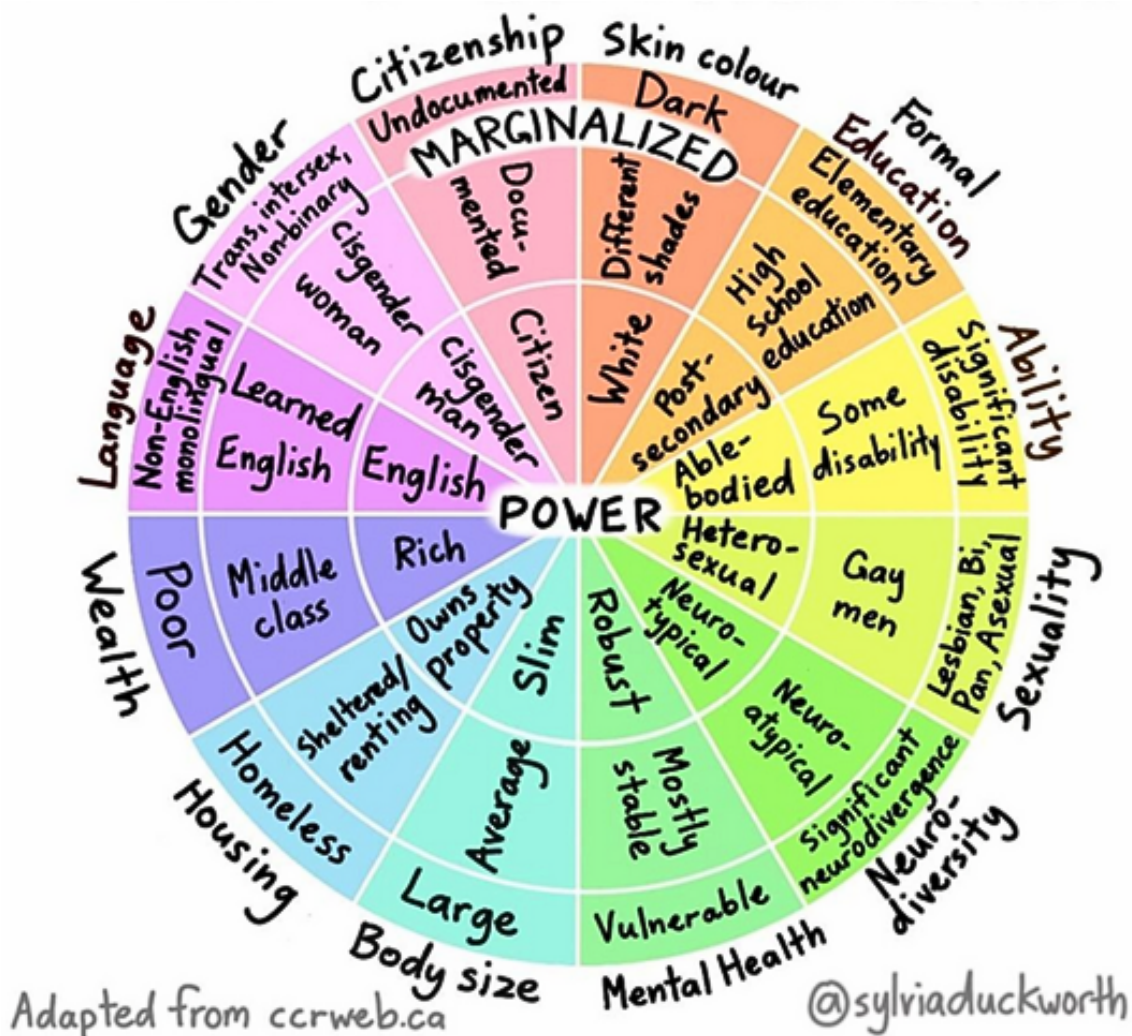
Equity: "Ensuring that every individual has an equal opportunity to make the most of their lives and talents."

Equality: "Providing the same thing for everyone."



Intersectionality

Intersectionality defines how forms of discrimination and social identity overlap to shape people's unique experiences – especially for those facing multiple barriers or forms of marginalisation. We acknowledge this complexity and the ways power and privilege can impact a person's chance to thrive.



Intersectionality concept developed by Kimberlé Crenshaw (USA).
Source: Image based on visualisation by @SylviaDuckworth https://toferc.github.io/posts/intersections_mvpl/;
<https://unwomen.org.au/our-work/focus-area/intersectionality-explained/>

Priority 1: Data Driven

Objective: Build an evidence-based approach to measure and improve diversity and inclusion.

1.1 Collect & Analyse D&I Data

We have a clear picture of representation and inclusion across workforce, community and clients.

1.2 Embed Impact Measurement

D&I metrics tracked in dashboards to drive continuous improvement and identify structural and place based needs to improve inclusion in workforce and services.

1.3 Apply Intersectional Insights

Nuanced actions informed by overlapping identities and experiences.

Success Indicators

- 1) A clear and accurate picture of workforce diversity across all dimensions.
- 2) We understand the diversity of our communities and clients, and we use this understanding to guide effective service delivery, uphold our obligations to funders, and comply with legislation that promotes equity and inclusion.
- 3) Workers feel psychologically safe and confident to share personal identity information.
- 4) Data and feedback are used to inform meaningful actions to improve equity and inclusion.

Priority 2: Deep Listening + Barrier Removal

Objective: Create a psychologically safe environment for disclosure and participation by listening to lived experiences, removing barriers, and embedding inclusion in policies, processes and culture.

2.1 Deep Listening & Feedback Channels

Enrich inclusion insights and build trust by design.

2.2 Anti-Discrimination & Safe Systems

Ensure our policies, processes, and training uphold all legal and ethical obligations. Take a proactive approach to preventing harm and supporting fair and timely resolution.

2.3 Inclusive Workforce Wellbeing & Services Provision

Ensure workers, communities and clients experience inclusive, intersectional support.

Success Indicators

- 1) People feel safe to speak up and participate.
- 2) Barriers are identified and addressed with an intersectional and all-inclusive lens.
- 3) Safe, trusted channels for feedback exist and work.
- 4) Policies & training protect people.
- 5) Wellbeing initiatives are inclusive and accessible for all cohorts.
- 6) Services are inclusive and accessible for all cohorts.

Priority 3: Workforce Capability

Objective: Equip staff with tools, knowledge, and support for inclusive practice.

3.1 Support Internal Diversity and Inclusion Groups

Internal Diversity and Inclusion Advisory Groups are empowered to advocate for inclusion priorities and connect with leadership.

3.2 Life-Long Learning

Workforce continuously develops inclusive skills and mindsets. New workers are supported to understand and be a part of our inclusive culture.

3.3 Place-Based Inclusion

Local teams are supported to implement inclusion solutions that improve equity for marginalised diversity group in their communities.

3.4 Best Practice Information and Resources

Workers have access to leading diversity, equity and inclusion (DEI) resources and ongoing professional development. They are supported to participate in meaningful DEI focused capacity-building opportunities.

Success Indicators

- 1) Our workers have the tools and support that they need to be inclusive.
- 2) We can demonstrate how our work has improved equity in the workplace and/or for our communities and clients.
- 3) Our learning journey is ongoing - workers are committed to continuous learning for inclusive practice.

Priority 4: Inclusive Culture and Visibility

Objective: Our workforce and communities understand what we stand for, what we can achieve, and how we intend to achieve it.

4.1 Communicate and Demonstrate

We will actively showcase, celebrate, and communicate our inclusion values and impact across the organisation and community.

4.2 Celebrate and Value

We will actively communicate our inclusion values and impact across the organisation and community.

Success Indicators

- 1) Our workforce knows what we stand for, what we can achieve, and how we intend to achieve our goals.
- 2) Champions, allies, and advocates are recognised and feel that positive change is happening.
- 3) We deliver a range of initiatives that have been shown to improve equity.

Priority 5: Special Focus Areas

Objective: Deliver meaningful change for people who have a disability, are neurodivergent, are LGBTQIA+, are from migrant backgrounds and for women in the workforce.

5.1 LGBTQIA+ Inclusion

Enhancing inclusion for LGBTQIA+ people

Success Indicators

- 1) Gender-diverse workers feel safe, affirmed and supported.
- 2) LGBTQIA+ visibility and belonging are strengthened.
- 3) Workforce capability to support LGBTQIA+ clients and colleagues improves.
- 4) External LGBTQIA+ experts' advice and support actively shapes and enhances culturally safe LGBTQIA+ practice.

5.2 Cultural Diversity (migrant backgrounds)

Enhancing inclusion for people from migrant/CaLD backgrounds

Success Indicators

- 1) Multicultural inclusion is visible, celebrated, and strengthened across the organisation.
- 2) Workers demonstrate strong commitment to anti racism and allyship
- 3) Links have been created with external CaLD focused career development opportunities.
- 4) External partnerships strengthen multicultural cultural capability.

5.3 Disability and Neurodivergence

Enhancing Inclusion for people with a disability or neurodivergence

Success Indicators

- 1) Sites, services and systems are accessible for people with disability and people who are neurodivergent.
- 2) Communication is inclusive and available in alternative formats on demand.
- 3) Hidden Disabilities are recognised and people with hidden disabilities are supported across the organisation.
- 4) Reasonable adjustments are timely, consistent, and well-understood.

5.4 Gender Equity

Enhancing Inclusion for of women in the workforce

Success Indicators

- 1) The organisation meets WGEA gender equity target reporting requirements.
- 2) The workplace supports women experiencing menopause through a variety of workplace actions.
- 3) Parental leave is inclusive and supportive, enabling women's workforce participation and career progression.
- 4) Workers of all genders feel they are able to contribute in positive ways and be part of action on Gender Equity at Anglicare WA



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