

INCLUSION & DIVERSITY STRATEGY

JULY 2022 – JUNE 2025



Feros Care team members in South Australia celebrate Harmony Week

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Feros Care team members in Coolangatta celebrate Pride

A MESSAGE FROM OUR CEO



I am inspired daily by the remarkable efforts of our people who selflessly support others to live their best life each and every day. We have a diverse team of talented individuals who come together to support our clients, participants, and residents. As an employer we are focused on ensuring our teams reflect the communities we serve, providing opportunities for a diversity of people and workplaces where we all belong and contribute in meaningful ways.

To me, inclusion is a human right. We don't get to choose who we do and don't include. There is no choice, it's an absolute. Everyone is welcome. We recognise that we will always be stronger, make better decisions and have great outcomes if we are open to a diversity of views and thinking.

This strategy provides a three-year road map to help us continue to develop an inclusive culture where everyone belongs. It provides the foundation for our Inclusion & Diversity Plan which details the specific initiatives and actions we will take each year. We care about our people and we know that through a focused commitment we will continue to learn and grow in the areas of Inclusion and Diversity.

As CEO I am pleased to lead the way in driving our commitment to Inclusion and Diversity. I look forward to supporting our teams to continue to challenge the status quo, break down stereotypes, and inspire more people.

A handwritten signature in black ink that reads "Karen".

Karen Crouch
CEO

ABOUT OUR STRATEGY

Feros Care is already a diverse organisation with a proud track record when it comes to celebration of our diversity internally. We have a Disability Employment Action Plan in place and have clear targets when it comes to the employment of people with a disability across our various divisions. We have established active peer network groups for our team members who identify as LGBTIQ+SB, Aboriginal and Torres Strait Islander and people living with disability or neurodivergence. We are also proud to be launching our Reflect Reconciliation Action Plan in 2022.

The Feros Care Inclusion & Diversity (I&D) Strategy 2022–2025 covers three years from 1 July 2022 – 30 June 2025 and aims to bring together the various elements that fall under the I&D umbrella, to ensure we have a succinct vision and plan for I&D across our organisation. The I&D Strategy and plan will be delivered in line with our Feros Care Values.



How the Strategy was developed

In order to create this initial three-year strategy, we have formed an I&D Working Group including representation from across the organisation. The group meets to provide guidance and set the direction for our approach to I&D and have played a key role in the development of this strategy.

Chaired by our Organisational Capability, Culture & Engagement Lead and with Executive Sponsorship provided by our Chief Customer Officer and Executive Manager, Disability and Community Development, we have analysed our diversity data, identified and set clear targets when it comes to the diversity of our teams and consulted with our team member networks, the Pride Support Network, the Yarn'n Circle – our Aboriginal & Torres Strait Islander Staff Network, our Disability Peer and Carers Support Network, our Executive Team, Senior Leadership Team and Board for their input and endorsement.

The Feros Care Inclusion & Diversity Strategy 2022–2025 meets the requirements of all Anti-discrimination Legislation, including:

- the *Age Discrimination Act 2004*;
- the *Disability Discrimination Act 1992*;
- the *Racial Discrimination Act 1975*;
- the *Sex Discrimination Act 1984*;
- the *Fair Work Act 2009*; and
- the *Australian Human Rights Commission Act 1986*.

INCLUSION AND DIVERSITY AT FEROS CARE

WHY INCLUSION AND DIVERSITY MATTERS

We believe that everyone matters at Feros Care and recognise that Australia today is more diverse than ever. We appreciate the importance of providing an inclusive environment for our clients, residents and participants, and that our team members are as diverse as the communities in which we work.

We also know that being proactive when it comes to I&D makes good sense for our team members, our clients, residents, participants and the communities in which we work. The Diversity Council Australia (DCA) 2021–2022 Inclusion@Work Index shows:

- 3 out of 4 Australian workers support their organisation taking action to create a workplace which is diverse and inclusive (D&I)
- Workplace inclusion significantly increases performance and wellbeing, and decreases discrimination and/or harassment
- Workers in inclusive teams are:
 - 11 times more likely to be highly effective than those in non-inclusive teams
 - 10 times more likely to be innovative
 - 6 times more likely to provide excellent customer service
 - 4 times more likely to work extra hard
 - 10 times more likely to be very satisfied
 - 4 times less likely to leave their job in the next 12 months
 - 4 times less likely to feel work has a negative or very negative impact on their mental health
 - 5 times less likely to experience discrimination and/or harassment

Diversity Council Australia (D'Almada-Remedios, R., and O'Leary, J.), Inclusion@Work Index 2021–2022: Mapping the State of Inclusion in the Australian Workforce, Sydney, Diversity Council Australia, 2021.

WHAT DO WE MEAN BY INCLUSION AND DIVERSITY?

We know that in order to attract, engage and retain a diverse team, we need to focus on inclusion at all levels of our organisation. This is why our strategy puts inclusion first.

The Inclusion @work index 2021–22 – Diversity Council Australia offers the following definitions:

What is Diversity?

Diversity is the mix of people in your organisation. It refers to all the ways in which we differ. (eg: background, age, education, gender, profession).

What is Inclusion?

Inclusion is getting this mix to work. Inclusion occurs when a diversity of people are respected, connected, progressing and contributing to organisational success.

- **Respected.** Inclusion occurs when a diversity of people at work feel valued and respected for who they are.
- **Connected.** Inclusion occurs when a diversity of people at work feel connected to their co-workers and so have a sense of belonging.
- **Progressing.** Inclusion occurs when a diversity of people at work have opportunities to develop their career and progress.
- **Contributing.** Inclusion occurs when a diversity of people can contribute their talents and energies to the organisation.

OUR STRATEGY FOR 2022 – 2025

OUR INCLUSION & DIVERSITY VISION AND GOALS

Our Vision:

An inclusive and diverse workplace that is representative of the communities in which we work and where individuals have the opportunity to feel safe and thrive.

Our Goals:

We will achieve this vision by focusing on three strategic goals:

- **Inclusive Teams**
- **Inclusive Leadership**
- **Inclusive Organisation**

Inclusive Teams: To create teams where everyone feels safe, respected, valued and able to contribute in a meaningful way.

Inclusive Leadership: To ensure our Leaders are equipped with the knowledge and capability to create inclusive team environments that:

- Value differences
- Seek and uses a diversity of ideas
- Treats everyone fairly
- Deals with inappropriate behaviour

Inclusive Organisation: For our team members, clients, residents and participants to view Feros Care as an organisation where they trust they will be treated fairly, they feel diversity is valued and respected and they report that top leaders demonstrate a genuine, visible commitment to diversity and inclusion.

Measures:

We will set clear targets for each goal in the I&D Annual Plan with measures to include:

- Diversity data
- Employee Engagement Survey Results

OUR KEY AREAS OF FOCUS

We will focus on five key diversity areas, being:

1. People who are Culturally and linguistically diverse (CALD)
2. Aboriginal and Torres Strait Islander Peoples
3. People who identify as living with Disability or Neurodiversity
4. People who identify as LGBTQIA+SB
5. Gender

It is important to note that the initiatives and actions set out in this Strategy & Plan aim to create an inclusive workplace for everyone, not just those who identify as being part of one of the diversity area focus groups. We will ensure that we recognise other diversity markers, such as age, socio-economic status, caring responsibilities and geographic location.



OUR STRATEGIC INITIATIVES: 2022 – 2025

We will focus on the following initiatives for 2022–2025:

1. Establishing a governance structure to guide and track our approach to Inclusion & Diversity across our organisation
2. Gaining an accurate picture of the diversity of our team and setting clear targets in the key diversity areas
3. Developing an annual I&D Plan that breaks down our Strategic Initiatives into actionable steps and outlines timelines and responsibilities when it comes to delivery
4. Implementation of our Reflect Reconciliation Action Plan
5. Building capability across our teams when it comes to Inclusion & Diversity through provision of cultural learning opportunities
6. Providing targeted engagement activities that increase our team members awareness and understanding of Inclusion & Diversity
7. Engaging our leaders and strengthening our leadership capability to embrace and champion Inclusion & Diversity
8. Providing our team members with the opportunity to collaborate, seek peer support and ensure their voices are heard through our Feros Care employee Networks
9. Proactive recruitment for diversity, ensuring all of those involved with the role design, recruitment and onboarding processes have the training and tools they need to support an inclusive process for everyone
10. Embedding Inclusion & Diversity across the organisation, ensuring wherever possible that we have voices with lived experience around the table when it comes to shaping our employment and business practices
11. Focus on becoming recognised as an employer of choice when it comes to I&D practice through a top down commitment that sees us address the core issues at play in all areas of I&D within our organisation and the industries in which we work



IMPLEMENTATION

Link to our Strategy:

The Feros Care 2025 Strategy – Lead the Change, details our approach for inclusion and diversity for our people and our clients, residents and participants. A focus on I&D underpins the strategy, specifically:

- **People:** People will be partners in our mission and thrive in a culture that attracts, welcomes, retains and develops people to meet current and future client/participant needs. Our people will experience a workplace that is safe, inclusive, collaborative, focused and fair
- **Impact:** We will influence and advocate for change to eliminate societal barriers that prevent inclusion and to shift public perceptions and stigma associated with ageing and disability.

The I&D Strategy is a key initiative of the Feros Care 2025 Strategy – Lead the Change and will be reported on regularly.

Delivery:

We will develop an annual I&D Plan that breaks down our Strategic Initiatives into actionable steps and outlines timelines and responsibilities when it comes to delivery. To begin with the I&D Working Group will be responsible for the delivery of the plan and the setup of appropriate Governance and assignment of Roles and Responsibilities.

I&D is part of everyone's role at Feros Care and is a key driver of our workplace culture.

Communication/Engagement:

An internal communication & engagement plan will be developed with the objectives of:

- Communicating our I&D Strategy and annual plans, through a diversity of voices and perspectives (consistent message, expressed through a diversity of voices)

- Using different communication channels (Internal newsletter; Intranet; Executive and SLT Meetings; Team Meetings)
- Embedding this message into business-as-usual forums
- Creating a feedback loop, enabling two-way communication and feedback
- Engaging our team members at all levels of the organisation in our I&D Strategy and plans

Team Member Support Networks:

Feros Care has established Team Member Support Networks, being the Pride Support Network, the Yarn'n Circle – our Aboriginal & Torres Strait Islander Staff Network and the Disability Peer and Carers Support Network. The I&D Working Group and ensuing I&D committees will work closely with the Team Member Networks to ensure we consult, provide support and seek guidance from them. We will also look to expand these groups to provide support to other diversity focus areas as part of our engagement plan.

