

Inclusee Diversity, Equity and Inclusion Strategy 2023-2027



Always welcoming you, exactly as you are.

All references to past awards and activities in this document reflect the naming conventions used and accepted at the time.

As language in the DEI space continues to evolve, our naming conventions will be updated with the goal of always being inclusive and respectful.





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At Inlusee Ltd, we honour and respect the Elders of the Turrbal people, past, present, and future, and recognise the many First Nations language groups as the traditional custodians of the lands where we work and connect.

Inlusee believes in respecting and cherishing all of Australia's elder community. By valuing our First Nation's rich stories, traditions, and deep knowledge of environmental stewardship, we commit to working alongside them to foster a connected, educated, and sustainable community.

We believe that by honouring First Nations people, we are not only preserving a vital cultural heritage but also embracing sustainable practices that ensure a healthier planet for future generations.





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A message from our CEO

At Inlusee, we believe that diversity is the cornerstone of our community and the driving force behind our growth and success. Our commitment to diversity is not just a policy; it is a fundamental part of who we are and what we stand for.

Community cannot exist without diversity. It is the unique contributions of each individual that make our community strong and resilient.

Diversity enriches us in countless ways. It brings together a multitude of perspectives, experiences, and ideas that fuel innovation and creativity. It allows us to better understand and serve our diverse community, ensuring that everyone feels valued and included. By embracing diversity in all its forms, we create a vibrant and dynamic community where everyone has the opportunity to thrive.

At Inlusee, we support and celebrate diversity in every aspect – be it race, gender, age, disability, sexual orientation, or cultural background. We are committed to fostering an inclusive environment where everyone feels welcome and respected.

Our diversity strategy is a vital part of our overall growth and strategy. It guides us in creating policies and practices that promote equality and inclusion. It helps us attract and retain top talent from all walks of life, ensuring that we have the best and brightest minds working together to achieve our goals.

As we move forward, we will continue to champion diversity and inclusion at every level of our organisation. We will listen, learn, and adapt to ensure that Inlusee remains a place where everyone can belong and succeed.



Together, we will build a future that is rich in diversity and full of promise.

Thank you for joining us as we take these important steps towards a better future for all people.

Rachael Cook
CEO, Inlusee Ltd



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About Inlusee

Who are we?

Inlusee Ltd is a not-for-profit charity offering a vibrant online community for older Australians to meet friends, share stories, learn digital skills, and explore new interests. We provide a diverse range of specialised programs and activities that cater to the unique needs and interests of our participants.



What we do?

As a dedicated not-for-profit charity, Inlusee connects older Australians to a supportive online community. We provide a place where community members can engage in activities, interest based clubs and supportive online learning experiences.

It is all about creating a community where every connection empowers, every voice matters, and every moment makes an impact.

What sets us apart?

Inlusee is more than a service, it's a movement to reimagine ageing through community engagement, connection and empowerment.

Unlike traditional aged care providers, we focus on proactive inclusion rather than reactive care.

Our Core Values:

Trust

- We build relationships based on reliability, transparency, and integrity.

Compassion

- We lead with empathy, kindness, and understanding.

Respect

- We embrace diversity and ensure everyone feels welcome and valued.

Inclusivity

- We build relationships based on reliability, transparency, and integrity.

Connection

- We create meaningful opportunities for people to engage and belong.

Impact

- We strive to make a lasting difference in the lives of those we serve.



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What is DEI B?



Diversity

At Inlusee, we believe that diversity is key to meaningful connection. We embrace each person's unique background, identity, and experience, so we can deliver respectful, person-centred support.



Equity

Equity means recognising individual needs and removing barriers, so everyone can thrive. At Inlusee we ensure fair access to opportunities for all, regardless of background or ability.



Inclusion

Inclusion is at the heart of our values at Inlusee. Our Community is all about creating a space where everyone feels seen, valued, and part of something truly meaningful and magical.



Belonging

We believe that when diversity is celebrated, equity is upheld, and inclusion is lived every day, belonging follows naturally. It's through that sense of connection and being valued that our community members truly thrive.



DEI isn't just important - it's transformative.



DEI is more than a framework at Inlusee, it is at the heart of who we are as a connecting community. It's about celebrating every individual's story, removing barriers to belonging, and ensuring all our community members feel seen, supported, and empowered.



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How our DEI Strategy was developed

In early 2023, Inlusee established its DEI Strategy through the formation of the first Diversity, Equity and Inclusion Team

Inlusee's DEI Strategy was developed through the collaborative efforts of dedicated working groups made up of both staff and community members. These groups brought together a rich diversity of roles, lived experiences, cultural backgrounds, and perspectives; with the goal of identifying barriers and uncovering opportunities to foster a more inclusive, equitable, and diverse community.

A decision to focus on a specific area of diversity each year, allows us to dive deeply into understanding the impact and opportunities of that diversity. Each year, we are able to build on the frameworks developed, ensuring an intersectional approach to DEI practices.

We also often partner with external DEI specialists who bring deep expertise in inclusive practice, cultural safety, and aged care. By grounding our strategy in these insights, we help to ensure that our DEI strategy genuinely reflects the needs and aspirations of our community members and staff.

The Inlusee Diversity, Equity and Inclusion Strategy sets out our diversity, equity and inclusion aspirations, our strategic goals, and the steps we will take to bring this strategy to life.

The DEI Strategy has been endorsed by Inlusee's CEO Rachael Cook, and approved by the Inlusee Board.





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Our Diversity, Equity and Inclusion Journey

2023

- Inclusive's Diversity, Equity and Inclusion 5-year Strategy created.

- Launch of our 2023 Diversity Focus: First Nations

- Completion of Reconciliation Action Plan - Reflect stage
- Approval of RAP from Reconciliation Australia
- Cultural training and awareness framework implemented

2024

- Launch of our 2024 Diversity Focus: Neurodiversity

- Neurodiversity profiler tool and mentoring offered to staff
- Training for increased understanding of neurodiversity and accommodations
- Peer support group established
- Training and awareness framework implemented

2025

- Launch of our 2025 Diversity Focus: LGBTQIA+
- 2025 Sub Focus: Menopause awareness Month

- Conducted an audit of our current practices using an external provider
- Training for increased understanding & awareness
- Participation in several public events

- Launch of our 2026 Diversity Focus: TBA

- Launch of our 2027 Diversity Focus: TBA

2026 2027

Our DEI Strategy is designed to turn values into action. It outlines how we will embed Diversity, Equity, and Inclusion into everything we do—from the way we support members of our community to how we build our team culture.

This strategy is our roadmap for creating a more connected, compassionate, and inclusive experience for all.



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Bringing our 2027 DEI Strategy to life.

Our DEI goals have been woven into the fabric of who we are. By aligning our DEI strategy with Inclusive's five identity pillars, we have empowered both our team and community to drive lasting change.

"Diversity is a fact, but inclusion is a choice we make every day."

- Nellie Borrero



Pillar 1 Our people

We celebrate diversity at every level and foster a culture where everyone feels safe, respected, and included.



Pillar 2 Our capability

We equip our people with the confidence and skills to lead inclusively and deliver exceptional, culturally responsive care.



Pillar 3 Our leadership

We lead with accountability and lived experience, measuring our progress and staying true to our DEI goals.



Pillar 4 Our partnerships

We collaborate with purpose; sharing our knowledge, resources, and ideas to build a more inclusive world together.



Pillar 5 Our impact

We challenge injustice and drive systemic change that uplifts diverse people and communities.



We will build and strengthen these pillars to delivery our 2027 goals.



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Our 5-Year Strategy and our DEI Strategy are intrinsically linked.

The vision for Inlusee's 5-year Strategy (2023-2027) is to create a world where everyone feels connected, valued and empowered. We provide our community with a place to connect, learn and enjoy, without fear of discrimination, exclusion or abuse. Our vision was developed to establish how we will pioneer a more progressive and caring future.

We recognise that as Australia becomes more diverse, achieving equity and inclusion for the community is critical to us driving systemic change and disrupting entrenched disadvantage.

Our 5-year Strategy and our DEI Strategy are intrinsically linked. Both seek to drive solutions to systemic issues that prevent people, participants, volunteers and communities from reaching their full potential.

Diversity, equity and inclusion reflects Inlusee's commitment to social connection, free of exclusion, hatred or discrimination.

These commitments inspire both our online community and the greater community to work towards positive change, as equity and justice in Australia can only be achieved when the exclusion faced by minority and disadvantaged groups is addressed.





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Inlusee's DEI Strategy 2023 - 2027

Our commitment

To build a community where diversity is valued and everyone feels safe and confident to be themselves.

We will focus on 3 goals as we work towards this aspiration. As a purpose-led organisation, our goals go beyond our employees and acknowledge that we must pursue greater inclusion for the people and communities we serve too.

Connect | Learn | Enjoy

Our goals

Know and empower our community

We understand the diversity of our entire community and tailor our services to support and increase representation.

Nurture our community members

We will actively empower and support our community to be educated and embrace all forms of diversity.

Transform our community

We will be bold leaders and catalysts for societal change, through active partnerships and shifting mindsets.





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Diversity, equity and inclusion grows through ongoing effort, not from a single milestone.

2023 Goals

Know and empower our whole community.

From current state

A diverse and values-driven workforce:

- Current staff demographics:
 - 25% identify as LGBTQIA+
 - 30% are aged over 60
 - 50% identify as neurodivergent
 - Senior management is all female
 - Vast range of education levels and socioeconomic status
 - 20% of staff identify as CALD
 - 1 First Nations staff member
- Current participant demographics
 - 10% Preferred language other than English
 - Data not collected at present
- Limited diversity representation at Board level

To 2027 future state

A diverse and values-driven workforce:

- Maintain staff diversity ratios
- Improve Implement practices to support safe and appropriate diversity data collection for participants
- Increase diversity representation within participants demographic
 - First Nations
 - CALD
 - LGBTQIA+
 - Socioeconomic
 - Regional
- Increase diversity representation at Board level

Nurture and value our community.

Build a respectful and compassionate workforce with:

- One clear diversity focus per year
- Broader diversity training each year
- DEI training and awareness 1 x 90 minute session per month per staff member
- Leadership team diversity training minimum 5 x hours per month per staff member
- Annual diversity policy review and update

A proudly diverse, educated and respectful workforce through:

- Maintain one clear diversity focus per year with broader training included
- Launch diversity champion role
- Maintain DEI training and awareness level
- Maintain leadership DEI training level
- Maintain annual diversity policy review
- Achieve minimum 3 government Specialised Verification Framework



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2023 Goals

Transform our community

From current state

Fostering strong partnerships and developing reputation as leaders in DEI practices through:

- Engaging some external stakeholders from diverse backgrounds for staff training, functions, catering, business provision
- Engaging some external stakeholders from diverse backgrounds for community education and engagement
- Using diverse imagery in all marketing
- Actively promoting diversity awareness through internal and external marketing
- Participation in some community events to establish allyship and representation

To 2027 future state

Expand strategic partnerships with diverse communities and advocates to:

- Increased engagement of external stakeholders for staff training, functions, catering and business provision
- Engaging some external stakeholders from diverse backgrounds for community education and engagement
- Wide range of peer support programs for community members
- Educational events for DEI within community programs
- Increased participation in community events to actively promote representation and allyship
- Establish Inlusee as innovative leaders in DEI practices
- Offer consultation services to wider community for DEI practices

When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organisation.





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Diversity has many dimensions.

Inlusee recognises that every individual brings overlapping social, spiritual, professional and political identities, or intersectionality, to the Inlusee community. We want to know, celebrate and value all lived experiences, and will achieve this through a greater focus on intersectionality. We will actively seek to understand the complexity and unique models of prejudice and privilege that people face.

Led by the Inlusee 5-year Strategy, we will also focus on a few specific dimensions of identity where we see both a responsibility and an opportunity to affect change. Our DEI Strategy is therefore layered to address the unique discrimination and exclusion challenges of these identity groups:

- First Nations Groups
- Cultural Diversity
- Gender Identity (LGBTQIA+)
- Disability Inclusion
- Neurodiversity



Cultural & Religious Identity

- Our teams confidently work across cultures and faiths.
- Culturally diverse voices are empowered and leveraged for culturally inclusive leadership and practice.
- The needs of our culturally diverse communities are met by thoughtfully building culturally diverse pipelines.

(Source: Cultural Diversity Network)

First Nations Groups

Our First Nations Strategy outlines our commitment to empowering Aboriginal and Torres Strait Islander peoples and communities to thrive through self-determination, cultural strength, and meaningful partnerships.

- Empowerment - We are committed to growing our First Nations workforce, supporting career development, and strengthening cultural capability across our organisation.
- Our partners - We will invest in respectful partnerships within Aboriginal communities and uphold strong governance to drive First-Nations-led solutions and systemic change.

(Source: First Nations Strategy & Outcomes Unit)

Neurodiversity

We invest in awareness, education, and workplace adjustments to foster a culture that values neurodiversity, reduces stigma, and enables all individuals to thrive.

Gender Identity (LGBTQIA+)

We are committed to providing a safe, inclusive space where LGBTQIA+ staff and our community members can feel welcome, valued, and free to be their authentic selves.

(Source: Pride Network)

Disability Inclusion

- A disability inclusive environment across the Inlusee Community.
- Increased employment and retention of people with disability across all of Inlusee.

(Source: Disability Inclusion Network)





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Demonstrate visible leadership

Engage heads, hearts and hands through leader led communication and activities sharing why DEI matters, and DEI expectations of leaders and employees.



Demonstrate lived experience storytelling

Shift mindsets and create deeper connection through employee “hard truths, hope and belonging” storytelling to inspire our people to take visible, intentional action.



Demonstrate Intersectionality

Profile multiple diversity identities through data, images and stories.



Visible and intentionally embed DEI into everything we do

Weave diverse imagery and DEI narrative into training, stories, case studies, activities, policy and practice, with a focus also on increasing regional reach, employee empowerment and intentional action.



Create simple, sustainable longer-term assets

New content and resources inspire and empower our staff to listen, learn, act and where possible will be repurposed from other events.



Increase DEI data reliability, shared ownership, and accountability

Design and continuously refine DEI measurement tools and indicators to monitor progress and impact towards achieving our DEI goals.



Promote active allyship

Shift workforce from passive to active DEI allyship through awareness, empowerment, and intentional action to include everyone.



Increase client involvement

Engage and empower participation of diverse lived experience clients and allies.





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Focus Group 1 - First Nations

Why

- When our people feel safe and proud to be themselves, they are more likely to share their identity and perspectives, benefitting both current and future employees and clients.
- When we better reflect the diversity of the communities we serve, we are more representative and inclusive, enhancing our ability to understand and meet the needs of our diverse clients.
- Investing in our people leads to higher engagement, making us an employer of choice that attracts and retains top talent. Additionally, leveraging the diverse perspectives of our people fosters innovation, enabling us to create more effective and innovative solutions.

Our Commitment

We are increasingly diverse at all levels, and culturally safe and inclusive in all areas.

To succeed, we will focus on

Fostering greater diversity in leadership, enhancing career mobility and development, and prioritising a culture of safety and belonging, while actively increasing employment opportunities for First Nations communities and people with disability.

We are succeeding when

- We see an annual 3% increase in leadership diversity of our 4 priority cohorts (cultural diversity, LGBTIQ+, First Nations, people with disability).
- We see a 5% increase in the cultural safety and belonging engagement scores across our 4 priority DEI cohorts, or a matching of the average engagement score with Uniting peers.
- We grow, retain, and develop our First Nations and people with disability workforce.





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Focus Group 1 - 2023

First Nations

In March 2023, over 130 DEI employee network members attended the DEI Employee Summit. Members of Uniting's Cultural Diversity, Pride, Disability Inclusion, and Ngumbadal networks from across NSW and ACT gathered at the Novotel Parramatta to enhance their skills in storytelling, career development, and DEI leadership.

"Our DEI Summit was an amazing opportunity for our DEI networks to connect, share stories, and support each other within Uniting," reported Pride Network Chair Jo Mills. "Staff from diverse communities are such an asset, and it was brilliant to have a day to enrich our people, energising them to continue advocating for inclusion."

MC, General Manager Impact and Innovation Tammy Pararajasingham, said, "I'm still buzzing from the energy, talent, and passion at the DEI Summit. When DEI challenges overwhelm me, I'll remember this day. Small acts like storytelling and connecting can have a huge impact. As leaders, we need to create space for this and visibly value it."

Many participants resonated with guest speaker Julie Chai, Founder & CEO of the Asian Leadership Project, who shared her story of establishing the Asian Leadership Foundation, enabling culturally diverse women to break through leadership barriers. Our panel of Uniting Senior Leaders also shared their career journey experiences.

In 2 interactive workshops, hard truths and hope were shared. Story expert Moya Sayer Jones led a session to strengthen storytelling skills. And a career planning workshop was conducted by 2 of our own career development experts from the People Experience team.

"The Summit helped me recognise my past experiences and path of privilege. It highlighted how, as the DEI Network, we are disrupting privilege systems to achieve inclusion and equality . . . My next steps will involve key communications linked with our emerging First Nations People and Place Strategy."

- Quoted Person 1

"Be curious, encourage personal stories - sometimes it's the only way we learn. It's time to lead the change we want to see."

- Quoted Person 2



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Focus Group 2 - Neurodiversity

Why

- When our people feel safe and proud to be themselves, they are more likely to share their identity and perspectives, benefitting both current and future employees and clients.
- When we better reflect the diversity of the communities we serve, we are more representative and inclusive, enhancing our ability to understand and meet the needs of our diverse clients.
- Investing in our people leads to higher engagement, making us an employer of choice that attracts and retains top talent. Additionally, leveraging the diverse perspectives of our people fosters innovation, enabling us to create more effective and innovative solutions.



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Focus Group 2 - 2024

Neurodiversity

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Focus Group 3 - LGBTQIA+ & Menopause Month

Why

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Our 5-year DEI Strategy

Our DEI Strategy Principles

2023 - Focus Group 1

First Nation Groups

2024 - Focus Group 2

Neurodiversity

2025 - Focus Group 3

Gender Identity & Menopause

2026 - Focus Group 4

TBA

2027 - Focus Group 5

TBA

Evolving our strapline

Focus Group 3 - 2025

LGBTQIA+ & Menopause Month

In March 2023, over 130 DEI employee network members attended the DEI Employee Summit. Members of Uniting's Cultural Diversity, Pride, Disability Inclusion, and Ngumbadal networks from across NSW and ACT gathered at the Novotel Parramatta to enhance their skills in storytelling, career development, and DEI leadership.

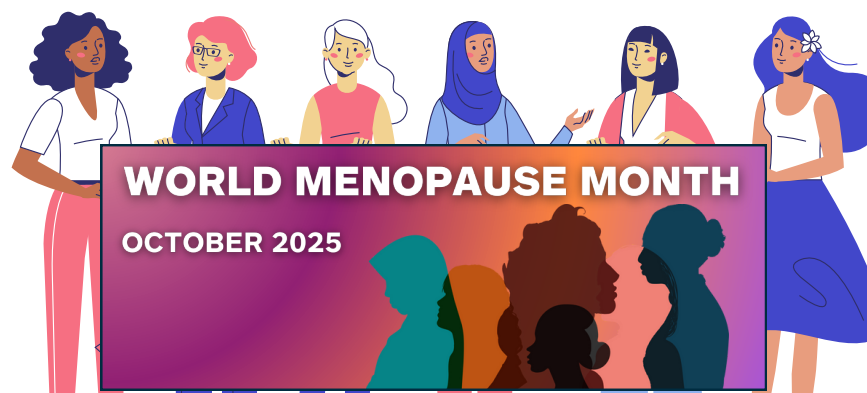
"Our DEI Summit was an amazing opportunity for our DEI networks to connect, share stories, and support each other within Uniting," reported Pride Network Chair Jo Mills. "Staff from diverse communities are such an asset, and it was brilliant to have a day to enrich our people, energising them to continue advocating for inclusion."

MC, General Manager Impact and Innovation Tammy Pararajasingham, said, "I'm still buzzing from the energy, talent, and passion at the DEI Summit. When DEI challenges overwhelm me, I'll remember this day. Small acts like storytelling and connecting can have a huge impact. As leaders, we need to create space for this and visibly value it."

Many participants resonated with guest speaker Julie Chai, Founder & CEO of the Asian Leadership Project, who shared her story of establishing the Asian Leadership Foundation, enabling culturally diverse women to break through leadership barriers. Our panel of Uniting Senior Leaders also shared their career journey experiences.

"The Summit helped me recognise my past experiences and path of privilege. It highlighted how, as the DEI Network, we are disrupting privilege systems to achieve inclusion and equality . . . My next steps will involve key communications linked with our emerging First Nations People and Place Strategy."

- Quoted Person 1





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Evolving our strapline

Our new DEI Strapline

Saying what we mean and meaning what we say

Achieving cultural change and shifting mindsets requires us to be thoughtful, inspiring and intentional about the way we communicate our aspirations and goals.

Since the formation of Uniting in 2015, we've been proud to incorporate a powerful DEI strapline in our communications:

Welcoming you, exactly as you are.

We expanded on this in Uniting's boilerplate statement:

We celebrate diversity and welcome everyone, exactly as they are.

However with a goal of DEI maturity in this strategy, we have revisited this strapline.

A strapline is a sentence or caption used to communicate the essence of a brand or organisation. Ideally it should capture what we stand for, our values and our personality. It should be simple, meaningful and memorable enough to stand the test of time.

Reflecting on our DEI journey, we sought a message that captured our evolution from acceptance and celebration to actively valuing and leveraging our differences in ability, age, ethnicity, spirituality, culture, gender, sexuality and all identities and lived experiences.

Several iterations of alternative straplines were developed in consultation with Uniting's First Nations, Pride, Cultural Diversity, and Disability Inclusion employee networks, and tested internally and externally with DEI audiences for resonance and meaning.

In quantitative and qualitative terms, the results clearly revealed that our existing strapline, and variations of it, resonate most. Based on these findings, we've evolved our existing strapline and boilerplate statement to maintain core integrity while building maturity.

Our new DEI strapline is:

Always welcoming you, exactly as you are.

Our new boilerplate statement is:

We value diversity and always welcome everyone, exactly as they are.

The addition of 'always' reinforces the non-negotiability of our resolve, and the replacement of 'celebrate' with 'value' reflects progression from acceptance and celebration, to active valuing and real growth.





Get in touch

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