

VICTORIAN PLANNING AUTHORITY

Inclusion, Diversity, Equity & Belonging Plan

2022–2026

STRONGER TOGETHER



Victorian Planning Authority



Acknowledgement of Country

The Victorian Planning Authority acknowledges the Traditional Custodians of Country throughout Victoria and their continued connection to land and waters. We honour and pay our respects to Elders past and present. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

Accessibility

The Victorian Planning Authority is committed to ensuring that all persons, including those with disabilities, can access information about our key planning projects, are able to participate in community engagement and consultation activities and have access to our premises. This document has been optimised for compatibility with screen readers. We welcome any feedback you have especially where you feel we are not compliant or could provide better accessibility. If you would like us to send you a printed or electronic copy of this or any VPA publication, please contact us at accessibility@vpa.vic.gov.au.

Language statement

“LGBTIQ+” in the context of this document stands for lesbian, gay, bisexual, transgender, intersex, queer or questioning and the plus (+) denotes all-encompassing representation of sexual orientations and gender identities.

The use of the words ‘our’ and ‘we’ throughout this document refers to the Victorian Planning Authority.

MESSAGE FROM

Stuart Moseley, Chief Executive Officer



I am pleased to present the Victorian Planning Authority's inaugural *Inclusion, Diversity, Equity and Belonging Plan 2022–2026* (the Plan). The Plan implements the directions set by our strategic plan and our people and culture plan and forms the overarching framework of support for the VPA's inclusion, diversity, equity and belonging (IDEB) initiatives.

The Victorian Planning Authority (VPA) and Board are committed to ensuring our people feel supported, respected and valued. We are committed to providing equal access to opportunities so everyone is free to contribute and inspire through different perspectives and ideas.

We have made this commitment not just because it is the right thing to do, and not just because Government requires it of us.

We have committed because embracing IDEB is fundamental to our ability to deliver better plans that unlock land for jobs, housing and amenity in designated areas across Victoria.

IDEB enables us to attract and retain the best people to get our jobs done. IDEB enables us to add value, insight, diversity and innovation to our planning work. IDEB gives us a greater understanding of, and ability to connect with, the communities for which we plan.

We have made strides in creating a culture that embodies IDEB to best place us to plan for the future of Victoria. However we recognise we have a journey to travel.

This four-year action plan will further strengthen us by continuing to ensure we are an organisation that celebrates the diversity of our people and is a key driver of our success, drawing on the strengths, abilities, and creativity of our unique workforce.

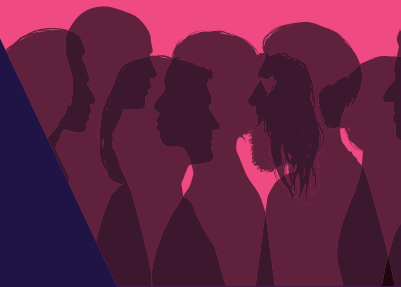
We recognise that we are each responsible to play our part in creating a more inclusive world. IDEB is for everyone!

We look forward to sharing our achievements throughout the life of the *IDEB Plan 2022–2026*. I hope you will join us on the journey.

Stuart Moseley

Chief Executive Officer

Contents



Message from Stuart Moseley, Chief Executive Officer	3
Contents	4
Our vision	5
About the Plan	6
What do we mean by inclusion, diversity, equity and belonging?	8
A snapshot of our organisation & people	10
In the words of our people	12
How we developed our IDEB Plan	13
Action plan	14
Glossary of terms	19

Our vision

Our vision is to foster a sense of community where everyone is welcome, contributes and belongs.

The Victorian Planning Authority (VPA) and Board will advance and embed inclusion, diversity, equity and belonging (IDEB) throughout its workforce, which will extend into the work we do for Victorian communities.

Our vision for the plan supports the enhancement of an IDEB culture through change interventions to:

- Increase cultural and psychological safety, awareness, and knowledge so people feel valued and supported to achieve their full potential
- Create an inclusive working culture free from negative biases and discrimination to provide equal opportunity to all people regardless of their differences
- Improve our practices and processes to create healthier workplace experiences and better outcomes for the communities we serve, and
- Increase collaboration, innovation, and continuous improvement in overall organisational performance.

Strategic alignment

The IDEB Plan is a key organisational plan with strong linkages to several existing strategies and documents. While the *Gender Equality Action Plan 2022–2025* was officially adopted prior to the IDEB Plan due to legislative timing, both plans were developed in tandem to ensure that the IDEB Plan was the overarching framework in this space and the VPA had a strategy to focus on all aspects of diversity rather than just gender.

The following diagram demonstrates where the IDEB Plan fits within other key organisational documents.



About the Plan

Stronger together

Prioritising **inclusion, diversity, equity and belonging** (IDEB) and making it at the heart of everything we do is more than a legislative requirement, it's simply good practice.

We know there are many benefits available to us by embracing an IDEB culture. These benefits include, to name a few¹:

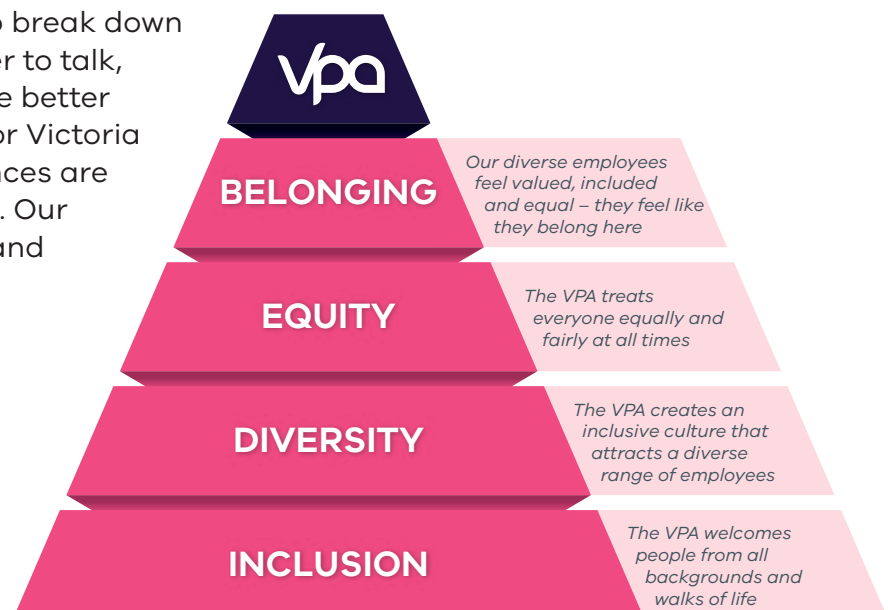
- increased employee satisfaction and wellbeing
- better decision making
- improved critical thinking
- opportunities for innovation, and
- advantages in talent recruitment.

For our organisation to thrive, we must cultivate an environment that enables full participation and empowers individuals to be themselves. This is why it's imperative our employees understand our IDEB ambitions and are committed to change. Everyone has a role to lead by example and embody the core values of IDEB, no matter their job description.

We know it is critical that our workforce is representative of the people we seek to serve, and for our planning and projects to benefit from the knowledge and experiences of people with diverse identities and backgrounds.

We are responsible for designing and building urban spaces that are physically and culturally safe and seek to promote an equitable society where communities have access to equal power, resources and opportunities.

We are on a mission to continue to break down barriers, and bring people together to talk, work, learn and celebrate to create better outcomes for our workforce and for Victoria as a whole. We believe our differences are the common threads that unite us. Our IDEB Plan speaks to our strength and perseverance to achieve this.



¹ McKinsey & Company, 19 May 2020, [Diversity wins: How inclusion matters](#), accessed 22 April 2022.

Principal objectives

IDEB values are at the heart of the VPA and stretch across the entire employment lifecycle, including at engagement touchpoints with external stakeholders.

In broad terms, the Plan will continue to build on our existing strengths and outlines actions across the following three pillars, which are integral to our IDEB mission that will further develop our culture and performance.



PILLAR 1 — We are diverse

We aim to attract the best people with varied skillsets, backgrounds and ways of thinking to more closely reflect Victoria's diversity and better understand, engage and plan for their needs now and into the future.

Our goal is to recruit, develop and retain a diverse workforce across all levels of the VPA, from our student planners and newest recruits to our most senior executives.



PILLAR 2 — We are inclusive and flexible

We want people to bring their authentic selves to work. To achieve this, we need our people have a fulfilling experience, receive support when they need it and meaningfully contribute to the work they are undertaking.

Our goal is to foster a workplace culture where people feel a sense of belonging, inclusivity and collaboration. We actively support the talent and diversity of our people and aim for everyone to feel valued and included. We are committed to an employment experience free from bullying, discrimination and harassment, with our leadership team actively carrying out their duty to keep everyone safe.



PILLAR 3 — We are connected and engaged with communities

We want to create better opportunities to connect and engage with communities, where our employees participate in things that make them proud.

Our goal is to accurately reflect and represent the rich diversity and perspectives of Victoria's many communities through engagement on and delivery of our plans.

Priority areas

The Plan is founded on a set of six priority areas that come together to embed and propel IDEB practices across our organisation. These priority areas capture various groups which have traditionally been underrepresented or disadvantaged in society. For these reasons, the VPA and Board are committed to increasing IDEB across these six areas:

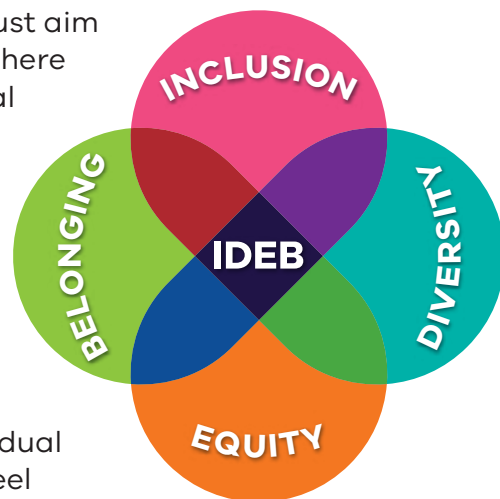
- Aboriginal and Torres Strait Islander inclusion
- Gender equality
- LGBTIQ+ inclusion
- Accessibility
- Life diversity
- Cultural diversity

What do we mean by inclusion, diversity, equity and belonging?



For us to thrive and further excel as an organisation, we must aim for a diverse workforce in addition to an inclusive culture where equity and belonging are embedded into the organisational environment.

To better capture and encompass what true **inclusion** and **diversity** means for us, we've expanded the scope of our focus to include **equity** and **belonging** to create **IDEB**.



Inclusion

The VPA welcomes people from all backgrounds and walks of life

Inclusion is enabling and empowering every individual to fully participate, meaningfully contribute and feel respected at work. Inclusion occurs when all barriers to success are removed and where differences and contributions are valued and welcomed, including different ideas, thoughts and perspectives.



Diversity

The VPA creates an inclusive culture that attracts a diverse range of employees

Diversity refers to all aspects of visible and non-visible human difference which may be expressed in myriad forms. This includes but is not limited to, culture, ethnicity, gender, sexual orientation, race, religion, age, disability status, neurodiversity, and personal and professional life stages.



Equity

The VPA treats everyone equally and fairly at all times

Equity refers to fair and just practices, opportunities and advancement for all people, while striving to identify and eliminate barriers and challenges that prevent full participation by some groups. Equity is different to equality in that equality implies treating everyone as if their experiences are the same. Being equitable acknowledges and addresses historic and structural inequalities that take advantage of some and disadvantage others. Equity is equal treatment and equal access to opportunities.



Belonging

Our diverse employees feel valued, included and equal – they feel like they belong here

Belonging is the feeling of being part of something where people are accepted, supported and invited to be their authentic selves. It is created through inclusion, which consists of intentional acts that integrate views, beliefs and values.

The benefits

Research consistently shows that a positive IDEB culture leads to enhanced organisational performance where benefits are seen in greater employee happiness, better decision making, improved innovation and retention of our talented employees¹.

We know that our daily actions need to promote a fair, equitable and genuine atmosphere and culture. Through embracing the diversity of our unique workforce, and that of the Victorian community we serve, we will become an even stronger organisation.

1 Diversity Council Australia

**Leaders have
to take accountability
for promoting diversity.
We must strive to create a
workplace where everyone
belongs and is valued. Our goal is
a high-performing organisation
and motivated employees –
a kaleidoscope of talent.**

– Jude Munro, AO

Chair, Victorian Planning Authority
Chair, Victorian Pride Centre

A snapshot of our organisation & people

Our People Matter Employee Survey (2021) results told us that:

96%

of people feel that the VPA provides a **physically safe work environment**

93%

said that the VPA encourages **respectful workplace behaviours**

89%

of people said that **senior leaders actively support diversity and inclusion** in the workplace

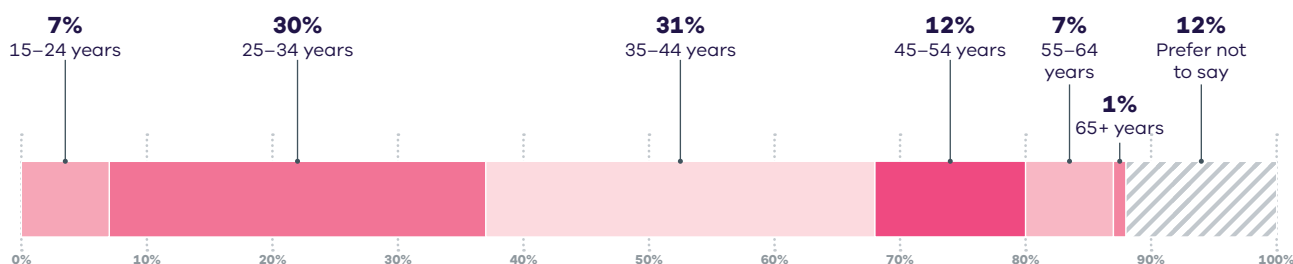
89%

of staff said they felt **culturally safe** at work

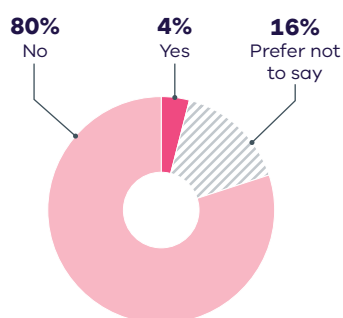
The following statistics were collected from the same survey with 100 per cent completion rate by employees.

Note: A gender profile of respondents has not been included in this summary as the People Matter Survey did not have a non-binary gender identification option.

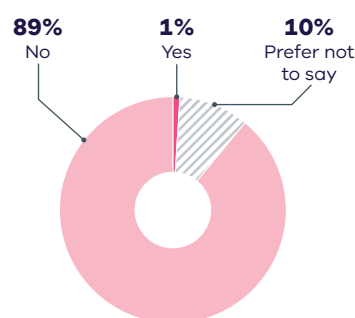
What is your age bracket?



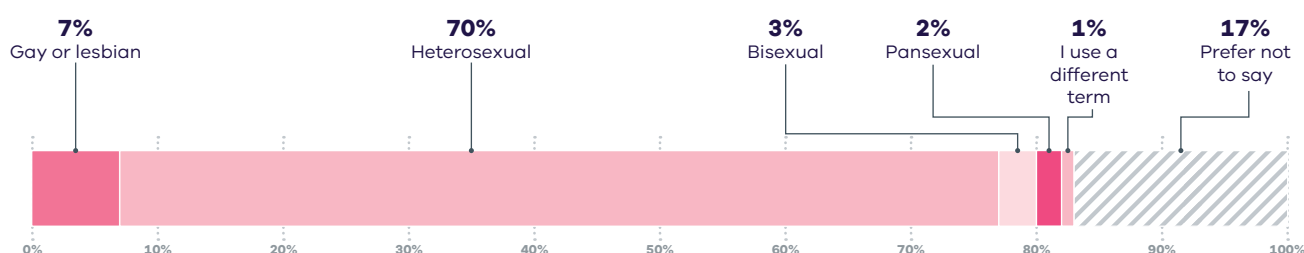
Do you have a disability?



Do you identify as Aboriginal and/or Torres Strait Islander?

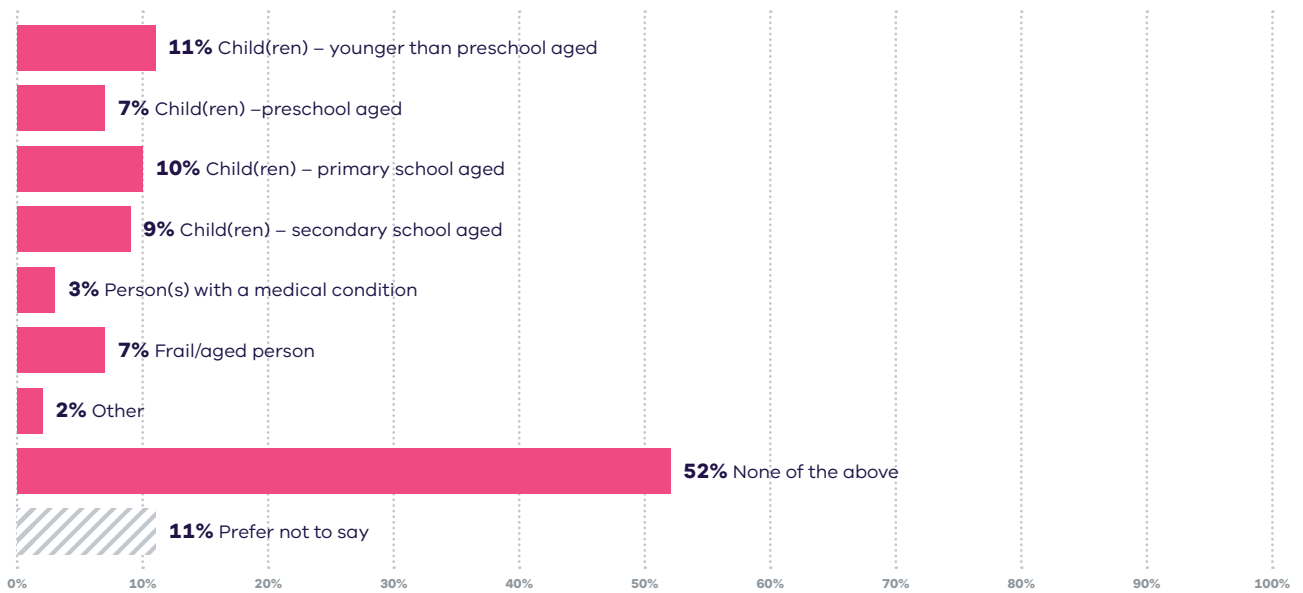


What is your sexual orientation?



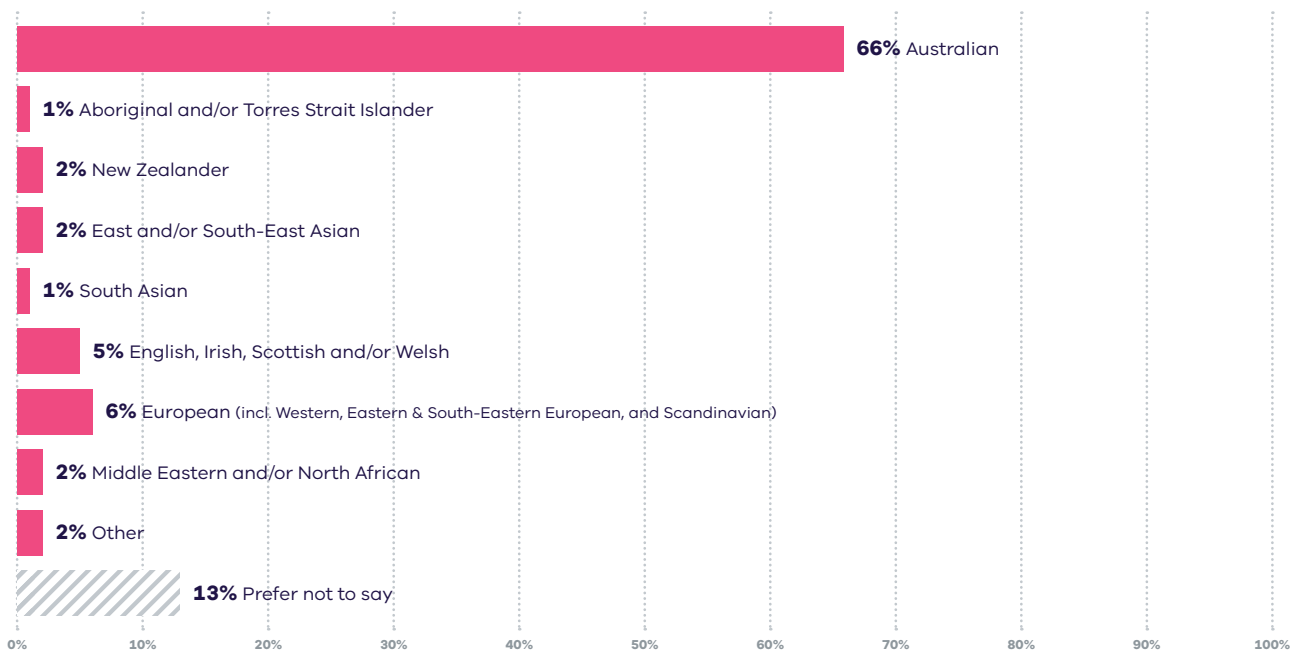
Caring responsibilities

Respondents could pick all applicable answers

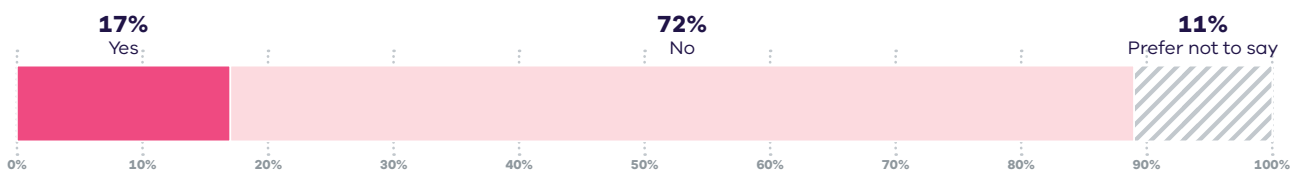


Cultural identity

Respondents could pick all applicable answers



Do you speak a language other than English with your family and/or community?



In the words of our people

What does IDEB at the VPA mean to you?

Why do we need to value difference?

IDEB in the workplace means not only acknowledging and understanding different values and perspectives, but **genuinely appreciating the collective benefit to all of us** in truly understanding the unique perspectives, backgrounds and day-to-day lives of our workmates.

In many respects, the **VPA community is a microcosm of the communities we are planning for**. Understanding the different perspectives of our colleagues and the different ways we all experience the world allows us to trust each other, and to understand the diversity of ways the spaces and neighbourhoods we plan for will be used by future communities.

Mat Garner (he/him) | Director, Regional Victoria

IDEB allows our staff to bring their whole selves to work, **be accepted and celebrated for our unique differences**, and provides a great opportunity for personal and professional growth.

Valuing and celebrating difference makes our workplace interesting and multi-dimensional. We learn from each other which encourages deeper awareness, understanding, and support. Having a workplace that values difference ensures we have a range of perspectives being applied to our work that represent the wonderful and diverse community we work in.

Jana Vihm (she/her) | Manager, People & Culture

An IDEB workplace means that **I feel comfortable being who I am** while also feeling a sense of belonging to the organisation.

We live in and plan for diverse communities and therefore need to understand and embrace difference. **The community benefits from decision-making that harnesses views and experiences from diversity.**

Tyler Agius (he/him) | Manager, Infrastructure Coordination & Contributions

IDEB defines the workplace as **an inclusive community where I can develop a sense of belonging**, being safe and comfortable to be authentic and respected for who I am.

Employees feel accepted, equally valued and allowed to grow will simply be happier. They will share a common purpose, take ownership of a problem and likely be part of its solution. **A diverse workforce also mirrors the broader Australian community**, representing different perspectives which helps you better understand who you are servicing and creatively respond to their needs.

Goksel Karpat (she/her) | Strategic Planning Manager, Metropolitan Melbourne

For me this means feeling safe and supported while being openly queer, and no one treating me or my work any differently. **My work life is richer because I get to share my life and identity** at work, and I get to celebrate the diversity of my colleagues as well.

A rich and diverse workplace makes it welcoming for those who work here, and creates a space that encourages others to join. **Valuing difference means we understand a range of perspectives and experiences** that makes our work better, and reflects the diverse communities we plan for.

Sylvia Tong (she/they) | Strategic Planner, Melbourne Renewal Projects

How we developed our IDEB Plan

IDEB is one of the five key focus areas of the *People & Culture Strategy 2021–2024* and was developed alongside the *Gender Equality Action Plan 2022–2025* (GEAP) which addresses one of the priority areas of focus for this plan. These two plans were developed through seven key processes:

- 1 Review of internal human resources data and People Matter Employee Survey (2021) findings
- 2 IDEB and GEAP employee consultation workshops (2021)
- 3 IDEB and GEAP employee survey (2021)
- 4 External consultation with experts from various groups (2021)
- 5 All-employee consultation exercise (2021)
- 6 Leadership Group and Senior Executive Team consultation (2021)
- 7 Board consultation (2022).

Key contributors

An IDEB Working Group was established to drive the actionable objectives in our pursuit of greater inclusion, diversity, equity and belonging at the VPA. This group will have a direct reporting link to the director of the People and Finance Team.

In addition to developing and implementing the plan, this group is responsible for:

- Providing operational execution of the IDEB initiatives
- Leading the integration of IDEB actions into workplace practices
- Serving as IDEB thought leaders
- Championing IDEB initiatives to ensure employee engagement
- Providing progress updates to stakeholders

To strengthen the governance for the plan, our Senior Executive Team will oversee the strategic actions outlined in the action plan. This will ensure alignment with the organisation's vision, purpose and accountability for embedding IDEB practices.

Our Leadership Group members will be advocates for the outcomes of the Plan and act as conduits between VPA employees to share knowledge and increase engagement.

It is the responsibility of all VPA employees to be personally committed to embedding the Plan into the work environment.

Action plan – stronger together



In the table below we have identified 14 goals that align with our three overarching pillars to achieve our mission of a workforce culture that has IDEB at its heart.

We aim to increase internal understanding of the benefits of diversity in our working environment and build our capability to attract and sustain a diverse and inclusive workplace.



PILLAR 1 — We are diverse

We aim to attract the best people – with varied skillsets, backgrounds and ways of thinking – in order to accurately reflect the communities we serve, to innovate, and to meet legislative responsibilities.

GOAL 1 Promote the VPA as an employer that values and embraces IDEB in its workforce and takes active steps to encourage people from all backgrounds to apply for jobs at the VPA

Measurable action: *Review and update online careers information to promote VPA as an employer that values diversity and actively seeks it out.*
This review will include language and design of website, intranet platform VEEP and LinkedIn and will ensure advertisements promote our IDEB culture. We will also engage with external audiences to share VPA employment stories and utilise opportunities through universities to showcase the VPA to a broader audience.

Established by: Y1 June 2023

GOAL 2 Increase our commitment to early career programs to help create a more diverse talent pool for the future and includes strategies to convert talented people into longer term roles

Measurable action: *Create pathways for the VPA to target people from under-represented diverse groups.*
The VPA will explore existing and new opportunities within the VPS and community that attract people in under-represented groups such as the Barrington Djinang Internship Program.

Established by: Y2 June 2024

GOAL 3 Review our recruitment and selection end-to-end processes and policies to ensure they are inclusive and accessible

Measurable action: *Implement ways to help address barriers in our recruitment activities for people from diverse backgrounds and for people who have different needs.*

This will include an accessibility audit of recruitment practices as well as looking at ways to increase diversity on selection panels across IDEB beyond just gender, in addition to educational pieces for panel members relating to inclusive and affirmative recruitment practices and unconscious bias.

Established by: Y2 June 2024

GOAL 4 Improve employment outcomes by maximising the retention of employees from under-represented groups by providing learning and career development opportunities

Measurable action: *Increase internal and external secondment opportunities for employees to learn new skills and broaden experiences.*

This action aligns with the People & Culture Strategy Implementation Plan but highlights the importance of seeking opportunities to second people from marginalised groups into the VPA.

Established by: Y2 June 2024

Measurable action: *Enhance existing learning and development growth programs to ensure people from diverse groups and employees returning to work after long leave are prioritised.*

This action will include targeted personal and professional growth opportunities such as coaching, mentoring, leadership training and representing the VPA at industry or networking events.

Established by: Y3 June 2025

GOAL 5 Monitor the diversity of our workforce to assess the progress and effectiveness of this Plan, and to inform our future workforce planning strategies

Measurable action: *Ensure that the new Human Resources (HR) systems records and captures comprehensive workforce data to identify barriers which may impact the candidate and employee experience.*

This action ensures the VPA runs an internal campaign to encourage employees to provide voluntary individual diversity information, so we are able to more accurately understand our workforce and progress against the plan.

Established by: Y1 June 2023



PILLAR 2 — We are flexible and inclusive

We want people to bring their authentic selves to work. To achieve this, we need our people have a fulfilling experience, receive support when they need it and meaningfully contribute to the work they are undertaking.

GOAL 6 Strengthen leadership allyship, engagement and accountability for greater IDEB outcomes

Measurable action: *Show visible commitment from senior leadership through their involvement to deliver IDEB actions. The Senior Executive Team and the Leadership Group will champion inclusiveness.*

This action will require continued involvement from the Leadership Group to be involved in delivery and promotion of the Plan.

Established by: Ongoing

Measurable action: *In line with Victorian Government efforts to increase Board diversity we will encourage Board memberships from diverse backgrounds and provide development opportunities for the Board to encourage cognitive diversity and decision making.*

This action will require us to work with government and develop an enrichment program specific to the VPA Board.

Established by: Ongoing

GOAL 7 Promote psychological and cultural safety and inclusion that is considerate and respectful of diverse people and that they feel comfortable in having their identity seen and celebrated

Measurable action: *Increase IDEB education, awareness and demonstration of respect through targeted culture and learning initiatives*

This action includes a number of different steps across the life of the Plan with overlap into other strategies and includes:

- A review of policies with spotlights to increase awareness
- A suite of training programs
- Inclusive language guidelines
- A review of employment lifecycle processes to consider potential barriers
- Continued implementation of IDEB calendar of events
- Continued inclusion of in-person social events that don't include alcohol
- Development of optional IDEB email signature templates
- Educational campaign to normalise the use of gender pronouns
- Introducing inclusive meeting practices and guidelines
- Investigating options for VPA representatives to participate in diversity-based public sector led networks

Established by: Y4 June 2026

GOAL 8 Enhance physical and digital workplace environment ensuring all employees have suitable access to do their best work in a comfortable and empowering setting

Measurable action: *Provide an accessible working environment, digitally, and in our physical environment.*

This action is addressed through our FlexPlace Strategy and will include an accessibility audit as well as access to areas such as a quiet place for prayer, gender-neutral bathrooms and a breastfeeding facility.

Established by: Y4 June 2026

GOAL 9 Acknowledge and celebrate IDEB successes

Measurable action: *Reward and recognise employees who exhibit positive IDEB behaviours and practices*

This action will ensure that IDEB behaviours are incorporated into the development of a reward and recognition policy as part of the People & Culture Strategy and will include a formal recognition program for IDEB excellence.

Established by: Y3 June 2025

GOAL 10 Demonstrate care for employee wellbeing and provide access to relevant services

Measurable action: *Ensure supportive engagement around health and wellbeing through various mediums*

This action will result in a structured wellbeing program and will see the VPA partner more effectively with EAP provider to ensure services are fit for purpose. Regular reporting on EAP will also be introduced.

Established by: Y1 June 2023

GOAL 11 Strengthen flexible working culture and practices to create more positive employee experiences and increase flexible working uptake

Measurable action: *Undertake a comprehensive review of flexible working to understand if there are constraints and how effective this is from an IDEB perspective*

This will include a review of policy and procedures as well as existing arrangements to develop targeted education to overcome any constraints and ensure that no individuals are disadvantaged.

Established by: Y1 June 2023

Measurable action: *Encourage uptake of flexible working options*

This action aligns with the Way We Work Strategy and will include continued promotional activities and be measured through improvements in People Matter Survey results around the utilisation of arrangements and perceptions of culture.

Established by: Y1 June 2023

GOAL 12 Build a stronger culture where people listen to and welcome diversity of thought to reduce groupthink which creates better outcomes

Measurable action: *Enhance employee experience where cognitive diversity is celebrated and utilised.*

This will involve a skills audit to understand the different capabilities, skills and expertise of our people to leverage these abilities and innovate into the future. It will also see initiatives introduced that encourage conversations about employee diversity.

Established by: Y3 June 2025



PILLAR 3 — We are connected and engaged with communities

We strive to create better opportunities to connect and engage with communities, where our employees participate in activities that make them proud and local communities feel heard.

GOAL 13 Ensure Aboriginal and Torres Strait Islander voices are central in our work

Measurable action: *Promote and facilitate reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.*

This action will involve an internal roadmap for change to ensure better outcomes for our Aboriginal and Torres Strait Islander people.

Established by: Y2 June 2024

GOAL 14 Increase opportunities for change by being more intentional and flexible with how we work with the Victorian community

Measurable action: *Ensure our plans recognise the values of the different communities. Introduce a baseline approach to how we engage with the community to ensure people are provided with the best opportunity to understand our projects and provide feedback safely and freely.*

This will include a review and update to our engagement strategy to ensure best practice in including the different needs of people and encourages more diverse and representative participation.

Established by: Y4 June 2026

Measurable action: *To prevent future inequalities, consider the impact of our work on the community and how it affects people differently.*

This action is part of our Gender Equality Action Plan and will see the implementation of gender impact assessments to consider the gender impacts of our externally-facing policies, services and programs.

Established by: Ongoing

Glossary of terms

Aboriginal and Torres Strait Islander inclusion

Refers to increasing the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories and connections in our work.

We are deeply committed to ensuring Aboriginal and Torres Strait Islander voices are central to discussions around recognition and reconciliation. We seek to better recognise our impact on Aboriginal people and communities and make appropriate changes to how we operate to respect, honour and support the reconciliation journey. We recognise the great number of Aboriginal nations and the diversity of cultures, histories, languages and values of these many nations. The VPA aims to 'lift the bar' on understanding the cultural significance of our precincts, reflecting this in our plans, and in turn the places that are built.

Accessibility

Refers to inclusively designing our work environment and plans to overcome barriers to access for our employees, and external stakeholders so they can thrive irrespective of difference in ability.

We are committed to further collaborating with our employees to create a culture where they feel safe to share their individual requirements and trust that they will be treated with dignity so that everyone can participate fully and on an equal basis.

Cultural diversity

The existence of a variety of cultural or ethnic groups. Cultural diversity is traditionally synonymous with multiculturalism but our definition goes beyond this interpretation to reflect culturally and linguistically diverse communities.

We respect and celebrate people with various cultural backgrounds, languages, religions and countries of origin. We respect who they are and what they bring to the organisation. Promoting cultural exchange and increasing our cultural and linguistic competency in our external activities is imperative as it allows us to continue to challenge the status quo both in the workplace and in the communities we plan for.

Gender equality

The state in which access to rights or opportunities is unaffected by gender. This term focuses on ensuring people of all genders including cisgender men and women, trans men, trans women, non-binary people and all other gender identities, feeling welcome and supported to succeed at the VPA.

Breaking down gender stereotypes and ensuring people of all genders feel safe and comfortable in the workplace is a key goal for the VPA.

Intersectionality

The ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. This includes aspects of diversity such as caregiving responsibilities, age, disability status, sexual orientation and gender identity.

By including intersectionality, we recognise the variety of privileges, including power and influence, and forms of exclusion or discrimination that an individual or group may experience at any given time.

We believe adopting an intersectional approach enables us to consider the range of factors where oppression is compounded, and lack of opportunity can occur across the employee experience and in our urban planning processes and urban infrastructure.

LGBTIQ+ inclusion

Refers to the diverse sex, sexual orientation and gender identities, such as lesbian, gay, bisexual, transgender, queer or questioning. It includes queer, intersex, asexual, pansexual people and their allies. We recognise there are other terms that people identify with beyond LGBTIQ+.

We are focused on celebrating LGBTIQ+ people and communities, removing stigma, assumptions, discrimination and prejudice.

Life diversity

Refers to what makes each of us unique and includes our personality, working styles, education, age, careers, cognitive abilities and life experiences.

We acknowledge the combination of our differences that shape our view of the world. Our diversity is made up of inherent and acquired characteristics which contribute to our perspective and approach.

Neurodiversity

A term used to describe a wide range of mental orientations in the human brain. These mental variations include but are not limited to autism, attention deficit disorder (ADD), attention deficit hyperactivity disorder (ADHD), dyslexia, dyspraxia and Tourette Syndrome. Neurodiversity relates to differences in the way we think, process, learn and behave.

We are committed to embracing and understanding the value of neurodiversity and welcome the unique characteristics of neurodivergent people.

