

Diversity, Equity and Inclusion Strategy

2025 - 2027



Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and their continuing connection to land, sea and community. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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Pride in every person, strength in every story.

At the heart of diversity, equity and inclusion is the recognition that each of us brings a unique journey shaped by culture, experience, identity and voice. Together, we cultivate belonging, amplify untold narratives and the vibrant stories that connect us.

Message from the Board Chair

At Dementia Australia, inclusion shapes how we lead, how we connect and how we serve.

This External Diversity, Equity and Inclusion Strategy sets a clear direction for how we strengthen our relationships with the communities we support. It reinforces our commitment to ensuring that people impacted by dementia can access services and support that reflect their identities, needs and experiences.

We are accountable for creating environments that are inclusive, culturally responsive and equitable across all parts of Australia.

On behalf of the Dementia Australia Board, I extend my thanks to everyone involved and we are proud to support this work.

We also want to extend our thanks to members of the Dementia Australia Advisory Committee and the broader Dementia Advocate community for their ongoing involvement throughout implementation, providing critical feedback and helping us stay connected to the people and communities that this strategy is designed to serve.

We look forward to seeing this strategy brought to life through strong partnerships, inclusive practice and meaningful outcomes.

Merran Kelsall AO
Chair
Board of Dementia Australia



Message from our CEO

At Dementia Australia, inclusion has always been part of who we are. It is in how we work with one another and how we support people living with dementia, their families and carers.

This strategy marks an important next step. As our organisation and the communities we serve continue to evolve and grow, we are becoming more intentional in how we strengthen equity, access and belonging.

We are deepening our focus on diversity, equity and inclusion by listening more closely, acting with purpose and focusing our efforts where they can have the greatest impact. It draws on what we have learned from our people, our partners and the communities we walk alongside and it outlines how we will embed inclusive practice more deeply into our systems, services and culture.

Thank you to everyone who has contributed to this important work. Your insight and commitment continue to guide us forward. I am proud of the direction we are taking and look forward to what we will achieve together.

Kind regards,

Professor Tanya Buchanan
Chief Executive Officer
Dementia Australia



Our DEI maturity journey

Where we are and where we are heading

The framework we have used to guide our DEI journey is adapted from the Five Stages of DEI Maturity published by the Harvard Business Review (HBR,2022). Dementia Australia is currently in the Compliance stage and progressing into Awareness. Foundational work is underway across policies, governance and engagement.

Over the course of this strategy, we will continue building for an inclusive culture, capability and leadership, aiming to reach the Integrated stage by 2028.



Compliance+	Awareness	Tactical	Integrated	Lead
Meeting legal and regulatory requirements	Becoming more intentional about DEI	DEI is intentionally linked to some business initiatives	Embedded DEI into most core functions and practices within the business	Have an impact both internally and on the broader community
At this stage, DEI activity focuses primarily on meeting legal obligations and policy requirements. Action is often driven by risk reduction and the need to comply with relevant frameworks.	Organisations begin to recognise the value of DEI. Staff engagement, listening activities and early learning are prioritised. DEI is seen as important and conversations begin to take root.	Dedicated programs, training and initiatives are introduced. Structures such as ERGs and DEI committees emerge and responsibility becomes more clearly defined across the organisation.	DEI becomes embedded into systems, culture and leadership. It is consistently reflected in decision-making, policies and practices. Inclusion becomes how the organisation works.	The organisation actively shares learnings, influences other organisation and is seen as a leader within the sector and broader community.

About our DEI strategy

Our commitment to inclusion

At Dementia Australia, we are committed to creating a workplace where every individual is respected, valued and supported to succeed. We believe that inclusion begins in the way we lead, collaborate and engage with one another and extends to the people and communities we serve.

This strategy sets out how we will embed Diversity, Equity and Inclusion (DEI) into our everyday work and create an environment where employees feel they belong and are supported to thrive.

This strategy provides a clear framework for how we can contribute to a more inclusive and equitable organisation and a core part of how we build an inclusive culture, strengthen our capability and deliver on our purpose.

Strategic alignment:

ALICE principles and organisational goals

Grounded in our ALICE values, this strategy reflects our commitment to being **Authentic** in our approach, guided by **Living Experience**, **Inclusive** in our thinking, **Collaborative** in our efforts and **Empowering** in the change we seek to create.

These values guide how we work together, how we make decisions and how we lead with care and integrity.

The Dementia Australia Advisory Committee (DAAC) and the broader Dementia Advocate community are active partners in implementation, helping to keep the work relevant, respectful and grounded in real world experiences.

Dementia Australia Dementia Advocates

Dementia Advocates are people living with dementia, carers and former carers who share their stories, review materials and contribute to programs and campaigns.

Their involvement is based on individual choice and their input helps identify gaps, improve accessibility and strengthen public understanding. Dementia Advocates will be an essential part of this strategy's implementation.

Dementia Australia Advisory Committee (DAAC)

The Dementia Australia Advisory Committee (DAAC) is made up of people with diverse living experience of dementia or mild cognitive impairment and is a key stakeholder in this strategy.

The Committee's insight has helped ensure the strategy reflects what matters to the people and communities we aim to support.

DAAC will continue to be a valued partner in implementation, providing guidance on accessibility, cultural safety and representation.

This strategy supports our organisational goals and long-term impact in community inclusion, and is part of our strategic and operational plan as a commitment to deliver on our purpose.



Our DEI strategy

Our DEI approach is grounded in two interconnected pillars: Inclusive Workplace and External Impact. Each reinforces the other because what we build inside our organisation directly shapes how we show up for the communities we serve.

These pillars shape how we support our people internally and how we deliver inclusive services externally.

Inclusive workplace

Our internal strategy focuses on embedding diversity, equity and inclusion into the everyday experience of working at Dementia Australia. It means creating an organisational culture where inclusion is reflected in how we communicate, how we lead and how we design our systems, policies and people practices. From recruitment to learning, wellbeing to career development, this pillar supports all areas of employee experience.

Our efforts will be guided by national benchmarks and frameworks to ensure our approach is evidence-based, sustainable and aligned with best practice.

External impact

Our external strategy focuses on ensuring our services, partnerships and communications are inclusive, accessible and responsive to the communities we support, particularly those historically underrepresented or marginalised.

It includes building community partnerships, improving cultural safety in service delivery and embedding lived and living experience into how we listen and respond.

DEI strategy on a page

Dementia Australia DEI strategy 2025 - 2027

Objective

Internal

Fostering a diverse, inclusive and equitable workplace by building capability, confidence and DEI competency of all employees in everyday DEI practice.

External

Creating impactful and sustainable support by engaging with communities and partners to deliver work that is culturally responsive, community informed and purposefully driven.

Diversity Focus

- + Culture and Heritage
- + Neuroinclusion
- + LGBT+ inclusion
- + Gender equity
- + Reconciliation

- + CALD
- + Rural, regional and remote
- + LGBT+
- + Aboriginal and Torres Strait Islander Peoples
- + We also acknowledge the needs of other underrepresented communities, which will be considered as our strategy evolves

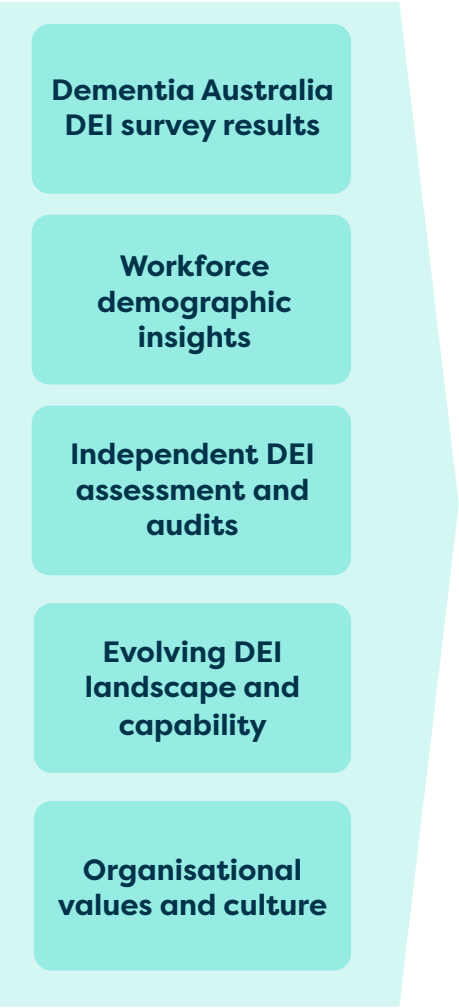
Outcomes

- + Inclusive and equitable workplace experience
- + Diverse workforce
- + Inclusive and accessible systems and policies
- + Increased DEI competency

- + Stronger community connections
- + Strategic partnerships
- + Equitable access for all
- + Visible representation and voice in the not-for-profit sector

Inclusive workplace strategy

Driven by:



Our focus:



Our plan:

Year 1: Encouraging curiosity and strengthening capabilities and confidence in DEI

Build trust, self-awareness and organisation readiness by increasing awareness and competencies through DEI programs and initiatives

Year 2: Embedding inclusion into everyday practice

Translate DEI commitments into decision, system and leadership accountability

Year 3: Aligning for sustainable impact

Embedding DEI into organisational targets and goals across all levels

How we will get there:

Employee experience and engagement	Processes, policies and infrastructure	Leadership capability and readiness	Standards and industry alignment
Creating meaningful ways for employees to connect, learn and grow	Embedding equity, accessibility and representation in our systems	Developing inclusive leadership across all level	Developing benchmarks and tracking progress for sustainable change

External impact strategy

Our external strategy focuses on ensuring that the communities we serve and that the support and services they receive are inclusive, accessible and responsive. Over the next three years, we will focus on creating meaningful and lasting impact across the dementia sector and wider community.

This means deepening our connections with people and communities, strengthening partnerships that are purposeful and value-aligned, embedding equity and inclusion in the way we design and deliver services as well as playing a visible role in advocating for equity and inclusion at a national level. We will:

- **Build meaningful community connections** by engaging directly with people from diverse backgrounds and co-designing initiatives that reflect their lived and living experiences. These connections will help us ensure that our programs, information and support are culturally safe, relevant and trusted.
- **Establish strategic partnerships** with organisations that share our purpose and values, enabling us to extend our reach, share expertise and create collective impact.

- **Embed equity and inclusion** in services by investing in approaches that are accessible, culturally responsive and informed by community voice. This includes reviewing and adapting the way we deliver support so that people from diverse backgrounds and communities can access services equitably.
- **Champion visibility and advocacy** by actively contributing to sector conversations, sharing learnings and raising awareness of the importance of inclusion in dementia care.

Our work will be guided by population and prevalence data, alignment with government strategies and input from diverse communities. We will apply an intersectional lens to recognise the complex ways in which identities and experiences overlap.

Our DEI definitions and principles

What DEI means to us

Diversity refers to the mix of people who make up our organisation. It includes differences in culture, language, age, gender, faith, sexual orientation, ability, background, lived and living experience and more. Some of these differences are visible, while others are less so.

Embracing diversity means recognising the value of these varied perspectives and understanding how they strengthen the way we work, connect and lead.

Equity is about acknowledging that not everyone starts from the same place and taking meaningful action to address systemic barriers that may prevent people from accessing the same opportunities.

It involves reviewing our systems, policies and environment to ensure everyone has access to the support they need to thrive at Dementia Australia.

Inclusion means creating an environment where people can feel empowered and safe to be their authentic selves wherever they are in all parts of life.

In our workplace, inclusion means everyone feels valued and supported to thrive and contribute fully, regardless of their role or background. It also means taking action and listening to different perspectives, removing barriers to participation, adopting best practices in how we work so everyone can be involved and celebrating the diversity of our people.

Our guiding DEI principles

These principles guide how we think about, talk about and take action on diversity, equity and inclusion across Dementia Australia. They shape our behaviours, our decisions and our shared accountability.

1 Inclusion is everyone's responsibility.

Creating a respectful, inclusive environment is not the job of one team or leaders. It belongs to all of us and we all have a part to play in shaping a culture where people feel they belong.

3 DEI is embedded into everyday operations.

From our policies and systems to how we communicate, lead and make decisions, DEI is embedded in the way we work every day. It's how we create a stronger, more connected organisation.

2 Lived and living informs our actions.

We recognise and value the insight that comes from personal experience. Listening to and learning from people with lived and living experience helps us create better, more relevant outcomes.

4 Progress matters more than perfection.

We know we won't get everything right immediately. What matters is that we keep learning, keep listening and keep moving forward together.



Understanding our people and our communities

Who we serve

As a national organisation, we support people from many different backgrounds and lived and living experiences across urban, regional and remote parts of Australia. This includes people from culturally and linguistically diverse (CALD) communities, LGBT+ communities, people with a disability, older Australians, veterans, Aboriginal and Torres Strait islander peoples and more.

We recognise that people's needs are shaped by their identities, experiences and environments and that inclusive, culturally-safe services are essential to building trust and delivering meaningful support. Our strategy ensures we meet this diversity with understanding, respect and inclusive practice.



Who we are

At Dementia Australia, we are committed to building a workforce that reflects the rich diversity of the people and communities we support. We know that inclusion strengthens not only our internal culture, but also our capacity to deliver respectful, relevant and inclusive services.

Our staff bring a wide range of experiences, perspectives and identities to their work and we are proud of the diversity that exists across our teams. From our last DEI survey earlier this year, our workforce includes:

- + **More than 14 per cent of employees are from culturally and linguistically diverse (CALD) backgrounds**
- + **8.5 per cent of staff identify as LGBT+**
- + **1 per cent of staff identify as Aboriginal or Torres Strait Islander**
- + **5 per cent of staff live with a disability or chronic health condition**
- + **More than 70 per cent of staff are women across all levels, with a strong representation in senior leadership**

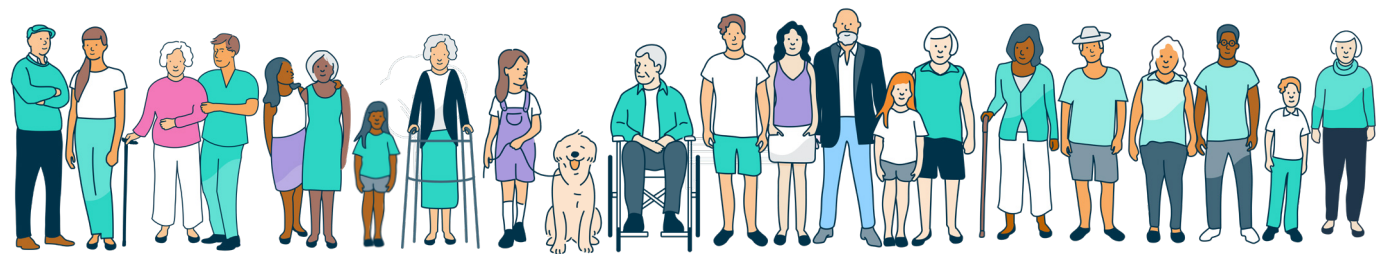
This data was taken from our 2025 DEI survey. We acknowledge that not all aspects of identity are visible or disclosed. That's why we continue working to create a supportive and inclusive workplace where people can bring their whole selves to work

National diversity snapshot

Understanding Australia’s population helps us better reflect and respond to the people we support. The following data highlights key groups that are central to our work:

Australian community data

CALD	51.5 per cent have at least one parent born overseas. (ABS, 2021 Census)
LGBT+	4.5 per cent identify as LGBT+ (ABS, 2022 Census)
Aboriginal and Torres Strait Islander peoples	3.8 per cent identify as Aboriginal and/or Torres Strait Islander (ABS, 2021 Census)
Regional, rural and remote	28 per cent live outside metropolitan areas (ABS, Regional Population by Remoteness Areas, 2022)
Older Adults (65+)	17.3 per cent are aged 65 or over (ABS, National, State and Territory Population, March 2023)



Focus areas and diversity dimensions

How we chose the diversity dimensions

Our focus diversity dimensions were selected through a deliberate process that combined employee insights from the DEI survey and employee data, service relevance and national demographic data. We listened to what matters most to our people, considered the communities we support and reviewed where our organisation could make the most immediate, meaningful progress.

Based on this, we are starting with five priority dimensions: Culture and Heritage, LGBT+ inclusion, Gender Equity, Neuroinclusion and Reconciliation. These dimensions reflect key aspects of identity and experience that intersect across our workforce and the people we serve.

This focus is a starting point in our efforts and we will continue to review, build on and expand over time.



Implementation approach and focus areas

Each focus area has a practical roadmap with clear actions, owners, timelines and success indicators.

We'll take an iterative approach to test, learn and adjust so that our work stays relevant and achievable as we move through the three-year plan. Our approach is structured across four key areas:

+ **Employee Experience and Engagement:**

Creating a culture where all staff feel valued, heard and able to contribute meaningfully, supported through inclusive communications, ERGs, training and feedback loops.

+ **Process, Policies and Infrastructure:**

Reviewing and updating systems and processes to remove systemic barriers and embed equity in areas like employee benefits, recruitment, flexible work arrangement, wellbeing and career development.

+ **Leadership Readiness and Capability:**

Equipping leaders at all levels with the tools, knowledge and accountability to model inclusive behaviours and drive cultural change.

+ **Standards and Industry Alignment:**

Aligning our efforts with national benchmarks and accreditations to ensure we are delivering on best practice and sector expectations.

Governance and leadership

Effective governance is critical to our commitment, which translates into meaningful action across the organisation. At Dementia Australia, we've established a governance model that brings together strategic leadership, staff voice, lived and living experience to guide our DEI journey.

DEI and RAP Steering Committee

The DEI and RAP Steering Committee provides high-level strategic oversight and ensures that both the DEI and RAP initiatives align with organisational priorities.

This group plays a key role in monitoring progress, removing barriers and championing inclusive practice across the organisation.

Executive Sponsors and focus areas

Senior leaders are appointed as Executive Sponsors for key inclusion in culture and heritage, LGBT+, gender equity, Neuroinclusion and our Reconciliation Action Plan.

These sponsors act as advocates and role models, helping to raise visibility, drive internal accountability and champion inclusion at the leadership level.

Our Executive Sponsors



Enterprise Sponsor

Tanya Buchanan
Chief Executive Officer



Reconciliation

Kaele Stokes
Executive Director
Services, Engagement & Research



Neuroinclusion

Kimberley Roberts
Executive Director
Awareness and Growth



Gender Equity

Anneliese Coghlan
Executive Director
People and Culture



Culture and Heritage

Anthony Boffa
Chief Operating Officer



LGBT+ Inclusion

Eliza Hazlett
Executive Director
Policy and Government Relations

Dementia Australia Advisory Committee

The Dementia Australia Advisory Committee (DAAC), had helped ensure the strategy reflects what matters to the people and communities we aim to support.

DAAC will continue to be a valued partner in implementation, providing guidance on accessibility, cultural safety and representation.

DEI Committee

This cross-functional group helps monitor the progress and support the implementation of DEI initiatives across the organisation.

It plays a key role in translating strategy into action by advising on inclusive practices, reviewing progress against goals and ensuring employee voice and their lived and living experiences will inform our decision-making. It also plays a bridging role between strategy and everyday operations.

Employee Resource Groups (ERGs)

Our ERGs are voluntary, staff-led groups that provide an inclusive and supportive spaces for our employees. They help shape internal practice, raise awareness and foster a sense of belonging.

ERGs also serve as critical feedback loops, ensuring that lived and living experiences and challenges are heard and addressed.

DEI Manager

The DEI Manager leads the coordination and execution of DEI initiatives, working closely with the Steering and DEI Committees.

This role provides expert guidance, develops frameworks and resources and ensures consistent progress across all DEI focus areas. The DEI Manager also supports leaders and teams in embedding best practice into daily operations.

Turning strategy into action

Implementation

We have developed an implementation plan to ensure this strategy is delivered effectively and drives measurable outcomes. Each action is linked to a deliverable, purpose and success indicator and is assigned to a responsible team or function.

This approach embeds DEI across business areas, ensuring efforts are supported, tracked and sustained. The DEI and RAP Steering Committee oversees progress and alignment with strategic priorities while the DEI Committee and ERGs play a key role in informing and shaping implementation on the ground.

The implementation plan for Reconciliation is captured in our Reflect Reconciliation Action Plan (RAP). It sets the foundation for building meaningful relationships and creating culturally safe and inclusive practices with our Aboriginal and Torres Strait Islander peoples and our employees.

Continuous improvement and adaptability

The implementation plan is designed to be iterative and responsive. We will monitor progress through regular data collection – including staff feedback, engagement levels, participation metrics and key milestones – and adjust actions as needed.

This approach supports continuous improvement and ensures our work remains relevant, impactful and aligned with our internal priorities and broader sector benchmarks such as Australian Workplace Equality Index (AWEI), Workplace Gender Equality Agency and the Rainbow Tick. The plan will be reviewed annually, with opportunities for employee input built in throughout the life of the strategy.

Strengthening alignment and sector readiness

As our internal capability deepens, we are preparing for alignment with key sector benchmarks. Frameworks such as the Australian Workplace Equality Index (AWEI), Employer of Choice for Gender Equality (EOCGE) and Rainbow Tick provide clear standards to help us assess, refine and elevate our practice.

Over the life of this strategy, we will map our current state against these frameworks and develop a targeted plan to build readiness for external recognition. Our internal progress also will shape and support our external DEI strategy, strengthening our ability to design inclusive services, build trusted partnerships and engage with diverse communities in respectful and responsive ways.

Our long-term goal is to improve outcomes for the communities we serve and to demonstrate leadership across the not-for-profit sector. By embedding inclusive systems and amplifying lived and living experience, we aim to lead with integrity, share what works and drive sector-wide impact.



Inclusive Workplace: Year 1 implementation plan

Culture and Heritage

Focus Area	Purpose	Deliverables	Responsible
Employee Experience and Engagement	Strengthen psychological safety in the workplace and increase cultural awareness and safety	Launch Cultural and Heritage storytelling and celebration calendar of events Ensure significant Culture and Heritage events are in DEI dates of significance calendar	• DEI Manager • Culture and Heritage Working Group • Comms Team • Business Services
Processes, Policies and Infrastructure	Increase cultural representation and establish a baseline and evidence driven approach for recruitment strategies	Talent map for CALD workforce demographics to identify attraction gaps	• Talent team • DEI Manager • People and Culture Team
Leadership Capability and Readiness	Strengthen employee competency and leadership accountability in creating culturally safe and inclusive teams	Deliver culturally responsive employee and leadership development sessions	• DEI Manager • Organisation • Development Team • People and Culture Team
Standards and Industry Alignment	Equip teams with baseline and accountability measures for culturally safe workplace	Develop a cultural safety self-assessment framework for teams	• DEI Manager • Quality Team • People and Culture Team

Focus Area	Purpose	Deliverables	Responsible
Employee Experience and Engagement	Create a supportive environment for all staff to learn and normalise neuroinclusive behaviour that enables neurodivergent staff to feel more supported, valued and involved in shaping inclusion	Launch a Neuroinclusion Employee Resource Group Create awareness and educational posts on Neuroinclusion (cognitive impairment, ADHD, ADD and Autism in particular) in internal employee channels Ensure Neuroinclusion-related events are in DEI dates of significance calendar	• DEI Manager • Neuroinclusion Working Group • Comms Team • Business Services Team
Processes, Policies and Infrastructure	Identify and remove systemic barriers to inclusion and embed accessibility into systems and processes	Conduct accessibility and sensory needs audit and review disability policy alignment	• DEI Manager • People and Culture Team • Quality Team
Leadership Capability and Readiness	Increase employee and leaders' confidence and competence to create a neuroinclusive and accessible environments	Deliver lunch and learn series or Neuroinclusion workshops Identify suitable leadership training in managing neurodivergent team members Ensure self-paced training is available to all employees	• DEI Manager • Organisation Development Team • People and Culture Team
Standards and Industry Alignment	Embed inclusive design that meets future accreditation and/or compliance requirements and increase visibility and representation of Neuroinclusive practices	Develop roadmap and benchmarking framework with a specialist organisation with expertise in neurodivergent inclusion for internal accessibility benchmarking	• DEI Manager • Quality Team • People and Culture Team

LGBT+ Inclusion

Focus Area	Purpose	Deliverables	Responsible
Employee Experience and Engagement	Create a supportive environment for all staff to learn about LGBT+ inclusion that enables LGBT+ staff to feel more supported, valued and involved in shaping inclusion	Launch a LGBT+ Employee Resource Group Create awareness and educational posts on LGBT+ in internal employee channels Ensure LGBT+ related events are in DEI dates of significance calendar Develop practical guide on how to engage and support employees from the LGBT+ communities	• DEI Manager • LGBT+ Working Group • Comms Team • Business Services Team
Processes, Policies and Infrastructure	Ensure our people systems, policies and supports are inclusive of LGBT+ people, providing equitable access to information, clarity in process and responsiveness to lived and living experience	Review support for LGBT+ communities in policies, process and support, including parental leave, travel policy, gender affirmation policy and leave Implement dedicated LGBT+ EAP and grievance process	• People and Culture Team • Quality Team • DEI Manager
Leadership Capability and Readiness	Increase employee and leaders' confidence and action in creating LGBT+ inclusive environments	Ensure LGBT+ related self-paced training content is available to all employees on our Learning Management System Launch lunch and learn series or LGBT+ related workshops	• DEI Manager • Organisation Development Team • People and Culture Team
Standards and Industry Alignment	Reaffirm DA's structured and meaningful commitment to LGBT+ inclusion via national body recognition	Achieve Australian Workplace Equality Index (AWEI) Bronze Benchmark	• DEI Manager • People and Culture Team

Gender Equity

Focus Area	Purpose	Deliverables	Responsible
Employee Experience and Engagement	Reduce stigma, promote shared understanding and strengthen psychological safety and engagement	Launch events and storytelling series focused on the impact of gender informed by lived and living experience across life stages (i.e. care-giving, menopause, parenthood etc.) Ensure Gender Equity-related events are in DEI dates of significance calendar	• DEI Manager • Gender Equity Working Group • Comms team • Business Services
Processes, Policies and Infrastructure	Identify systemic gaps and enable equitable access to flexibility, recognition and growth throughout one's career and provide clear goal and direction to advance gender equity across leadership, culture and system	Develop Dementia Australia's Gender Strategy that supports staff in the workplace and through life stages Review reward, recruitment and progression, policies and processes	• People and Culture Team • Quality Team • DEI Manager
Leadership Capability and Readiness	Empower leaders and staff to understand the impact of work-life transition and benefit of having an inclusive workplace so that staff feel supported and empowered during periods of key life transitions	Run life-stages workshop and navigate work-life transitions and balances Partner with relevant organisations to rollout learning modules	• DEI Manager • Organisation • Development Team • People and Culture Team
Standards and Industry Alignment	Reduce unexplained gender-based pay disparities as part of a broader commitment to transparency and gender strategy	Develop a three-year roadmap to achieve WGEA Employer of Choice	• DEI Manager • People and Culture Team



Our Reconciliation Approach

At Dementia Australia, we recognise that reconciliation must be grounded in respect, truth-telling and shared responsibility.

Relationship and respect as foundation

Relationships and respect are foundational in our reconciliation approach. We know that progress depends on building strong, respectful and sustained connections with Aboriginal and Torres Strait Islander peoples, communities and organisations.

These connections must be grounded in trust, transparency and shared benefit and reinforced by respect for histories, cultures and contributions. Together, they guide how we embed cultural safety, co-design services and ensure that Aboriginal and Torres Strait Islander voices are valued across all aspects of our work. These commitments will continue to shape how we strengthen trust and capability across the organisation.

Our Reflect Reconciliation Action Plan (RAP) 2025–2026 sets out our commitments to build cultural capability,

deepen relationships and embed culturally safe practice into all parts of our organisation. The RAP complements this DEI Strategy by focusing specifically on how we:

- strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities
- recognise and celebrate the histories, cultures and contributions of the world's oldest continuous living cultures
- create opportunities for Aboriginal and Torres Strait Islander peoples through employment, procurement, partnerships and advocacy
- ensure our systems, services and leadership reflect and respect Aboriginal and Torres Strait Islander voices and their lived and living experience.

Our RAP is guided by Reconciliation Australia and also aligns with our DEI strategy and framework for creating Inclusive Workplace and External Impact, ensuring our work is integrated and sustainable.

We acknowledge that reconciliation requires consistent, measurable action and accountability. The Reflect RAP provides the foundation for this journey by embedding reconciliation into our governance, policies and practice, while creating space for continual learning and improvement.

For further detail on the full set of actions, timelines and deliverables across the RAP's four pillars of Relationship, Respect, Opportunities and Governance, please refer to Dementia Australia's Reflect Reconciliation Action Plan 2025–2026.

For more information visit dementia.org.au/reconciliation

Reconciliation

Focus Area	Purpose	Deliverables	Responsible
Employee Experience and Engagement	Build awareness, relationship, respect and inclusion for Aboriginal and Torres Strait Islander cultures across DA's workforce	Circulate National Reconciliation Week (NRW) resources to staff and encourage participation Promote and support staff involvement in external NRW and NAIDOC Week events Raise awareness of cultural protocols (Acknowledgement and Welcome to Country) Develop and implement a cultural learning strategy for staff and leaders	• Organisation • Development Manager • Executive Director - People and Culture • Comms Manager
Processes, Policies and Infrastructure	Ensure DA's systems and policies remove barriers and promote reconciliation	Ensure DA's systems and policies remove barriers and promote reconciliation Review HR policies and procedures to strengthen anti-discrimination provisions Develop a procurement strategy to increase engagement with Aboriginal and Torres Strait Islander-owned businesses Investigate Supply Nation membership	• GM - People and Culture • Chief Operating Officer
Leadership Capability and Readiness	Equip leaders to actively champion reconciliation and drive cultural capability	Engage senior leaders to participate in NRW and RAP commitments Ensure Aboriginal and Torres Strait Islander representation in governance OF RAP and implementation plan	• Executive Director - People and Culture • Chief Executive Officer
Standards and Industry Alignment	Strengthen governance, accountability and alignment with national reconciliation standards	Complete annual RAP Impact Survey and report outcomes to Reconciliation Australia	• Organisation • Development Manager • GM - Monitoring, Evaluation and Development

Conclusion

This DEI strategy affirms our commitment to create an environment that is inclusive, equitable and reflective of the diverse communities we support. It provides a clear direction for how we will embed inclusive practices into our culture, systems and leadership as well as strengthening our internal capability while enhancing the relevance and responsiveness of our external impact.

As we progress through the stages of DEI maturity, our focus remains on building lasting and meaningful change.

Our approach is guided by our ALICE principles;

- to act with **Authenticity**
- centre **Living Experience**
- build an **Inclusive** culture
- work **Collaboratively**
- **Empower** individuals and communities.

These principles shape how we lead, make decisions and deliver on our purpose.

Through shared responsibility and sustained effort, we are laying the foundation for a more inclusive and future-ready Dementia Australia.

Glossary

Term	Definition
Accessibility	The practice of ensuring that people of all abilities can engage with systems, environments and information without barriers. This includes physical, digital and communication accessibility.
Accreditation	Formal recognition that an organisation meets defined standards. In DEI, this may include benchmarks like the AWEI, WGEA Employer of Choice or Rainbow Tick.
AWEI	AWEI (Australian Workplace Equality Index) is a national benchmark for assessing LGBTIQ+ inclusion in Australian workplaces.
ALICE Principles	The five principles guiding our DEI strategy: Authentic, Living experience, Inclusive, Collaborate and Empower. These shape how we design, deliver and lead DEI efforts.
Allyship	Active support by individuals who do not identify with a particular marginalised or underrepresented group but work to support equity and inclusion for them.
CALD	CALD (Culturally and Linguistically Diverse) refers to people from diverse cultural backgrounds, including those who speak languages other than English or have different cultural norms and traditions.
Cultural Safety	An environment that is professionally, socially, emotionally and physically safe for people from Aboriginal and Torres Strait Islander or CALD backgrounds. It involves respect and the absence of challenge to one's identity.
DEI	DEI (Diversity, Equity and Inclusion) is a collective term for the policies and practices that promote representation, fairness and belonging within an organisation.
Diversity	The mix of people within an organisation, including different ages, cultures, genders, abilities, sexual orientations, backgrounds and experiences.
Employee Experience	The way employees perceive and experience their workplace, shaped by policies, culture, leadership and opportunities for inclusion and growth.

Term	Definition
ERGs	ERGs (Employee Resource Groups) are voluntary, staff-led groups formed around shared identity or experience (e.g. LGBT+, CALD, disability). ERGs provide support, community and input into DEI initiatives.
Equity	The commitment to fairness and addressing barriers so that everyone has access to the same opportunities to thrive. This is not the same as equality.
Executive Sponsor	Senior leader who champions a specific DEI area and helps ensure visibility, advocacy and accountability at the leadership level.
Flexible Work	A set of arrangements that allow employees to vary when, where or how they work, supporting diverse needs and life stages.
Gender Equity	Fair treatment and opportunities regardless of gender. This may involve strategies that address the gender pay gap, representation in leadership and inclusive policies.
Inclusion	The environment and culture that enables people of all identities to feel welcomed, respected, supported and able to fully participate and contribute.
Intersectionality	The understanding that people's experiences are shaped by the overlapping of multiple aspects of identity (e.g. gender, race, sexuality, disability and more).
LGBT+	An inclusive term representing Lesbian, Gay, Bisexual, Transgender and other non-heteronormative identities. We use LGBT+ to acknowledge the broad and evolving spectrum of gender identities.
Lived Experience	The personal knowledge and insights people have gained through direct experience of a particular issue (e.g. living with a disability, navigating cultural barriers).
Living Experience	A term used alongside lived experience to highlight that a person's experience is ongoing and still actively shaping their identity or needs.
Neuroinclusion	Creating environments where people with neurodivergence or cognitive differences can participate, contribute and thrive. It focuses on practical actions and cultural change that enable inclusion every day.
Psychological Safety	A shared belief that it is safe to speak up, offer ideas and raise concerns without fear of negative consequences.
Staff	At Dementia Australia, 'staff' refers to everyone who contributes to our work, including employees, volunteers and advocates. Together, they form our workforce and play an essential role in creating an inclusive organisation.



NATIONAL DEMENTIA HELPLINE

1800 100 500

dementia.org.au/helpline



For language assistance, call the
Australian Government's Translating
and Interpreting Service on

131 450 (within Australia) or

+613 9268 8332 (outside Australia).

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