

Inclusion & Diversity Policy

Version 4: February 2025

Contents

1.	Introduction.....	3
2.	Purpose and Scope	3
3.	Key Concepts	3
	Definition of inclusion.....	3
	Definition of diversity.....	3
4.	Principles.....	3
5.	Governance and Reporting.....	4
	How to raise a complaint.....	4
	Consequences.....	4
6.	Roles, Responsibilities and Rights.....	4
7.	Related documents.....	5
8.	Contact.....	5
	Version Control.....	5
	Document History	5

1. Introduction

At icare, we respect and value the diversity of our people and those we serve. Inclusion is inherent in our culture, and we recognise that it strengthens our organisational capability and performance. Our commitment is to provide a workplace that harnesses the differences of the people of NSW, where peoples' experiences and workplace environments foster connection and inclusion.

The main objectives of this Policy are to ensure that icare:

- leverages each employee's unique skills, values, backgrounds and experiences, which will assist with understanding the needs of those we serve
- fosters an inclusive and diverse work environment, so each employee can show their full potential, regardless of their background, gender, age, work status, marital status, religious or cultural identity.

2. Purpose and Scope

This policy helps us to:

- Define what it means to be part of and contribute to our inclusive culture; and
- Support performance, innovation, and customer centricity of our people
- Reinforce our icare purpose and values.

This policy applies to everyone who works at icare (including remote work, work outside normal working hours, and use of online platforms) during their work activities (including dealings with those we serve), and at work-related events (including off-site conferences and social functions).

3. Key Concepts

Definition of inclusion

At icare, inclusion is how we acknowledge the individual characteristics and experiences our people bring to the workplace. We create a supportive and equitable environment, so our people feel safe to be themselves, inspired to contribute to our purpose, and thrive in their careers.

Definition of diversity

At icare, diversity is what we acknowledge. Our varied lived, personal, and professional experiences, e.g., gender, age, language, cultural background, physical and mental ability, sexual orientation, capabilities, and skills.

4. Principles

icare is committed to creating a workplace that:

- provides equal opportunities and access for all individuals, regardless of their background, including but not limited to race, ethnicity, gender, age, sexual orientation, disability, and religion.
- is free from discrimination, harassment, and prejudice, promoting a culture of respect and inclusivity.
- Takes action to drive social change, building an inclusive culture where all differences are valued.
- strives for fairness and equity in all aspects of employment, including recruitment, hiring, promotions, training, and compensation, taking into account diverse perspectives and experiences.
- provides ongoing education and training to enhance awareness, knowledge, and skills related to inclusion and diversity, unconscious bias, and cultural competence.
- promotes diversity in leadership and team member positions, including decision-making roles, aiming for a workforce that reflects the diversity of the communities we serve.
- fosters an inclusive environment by ensuring physical, digital, and communication accessibility for all employees and customers with disabilities, accommodating their needs and providing reasonable adjustments; and
- advocates for supplier diversity by actively seeking diverse suppliers and businesses, contributing to the growth and development of diverse communities.

5. Governance and Reporting

We will measure and monitor our progress across the policy principles six-monthly through the collection of:

- Employee diversity data;
- Employee engagement feedback;
- Evaluation of learning activities.

Overall progress of our Inclusion and Diversity Plan will be reported bi-annually to the Group Executive Team and to the People & Remuneration Committee.

How to raise a complaint

icare strongly encourages any person who believes they have been discriminated against, bullied or harassed on a ground of prohibited discrimination, including experiencing sexual harassment or being victimised, to take appropriate action. Please follow icare's Grievance Handling Policy on HUGO which provides further information on your rights.

Consequences

A breach of this policy may constitute a breach of the Respectful Behaviour Policy and a breach of the Managing Misconduct Policy.

6. Roles, Responsibilities and Rights

Role	Responsibility and Rights
Everyone working at icare has a right to	<ul style="list-style-type: none"> • Be treated fairly, with dignity, and respect, regardless of their background, characteristics, or beliefs; • Work in an environment free from discrimination, harassment, and bias • Equal opportunities for career advancement, professional development, and recognition, regardless of their identity or background.
Everyone is responsible for	<ul style="list-style-type: none"> • Fostering a culture of inclusion by behaving in a fair and equitable way that treats everyone with fairness, dignity, and respect; • Reporting any instances of discrimination, harassment, or bias, ensuring a safe and inclusive work environment for all; • Completing mandatory training associated with this policy and engaging in continuous learning and development to enhance cultural competence and understanding of different perspectives.
People Leaders are responsible for (in addition to responsibilities as an icare employee)	<ul style="list-style-type: none"> • Leading by example, demonstrating inclusive behaviours and promoting diversity in hiring, promotions, and decision-making processes; • Developing a work environment that encourages open discussion and values diversity of perspectives and thought; • Supporting and encouraging team members to participate and contribute to inclusion and diversity.
Group Executives are responsible for (in addition to responsibilities as an icare team member and People Leader)	<ul style="list-style-type: none"> • Communicating and delivering on a clear vision and strategy for inclusion and diversity at icare, integrating it into the organisation's overall goals and values; and • Holding leaders accountable for fostering an inclusive culture and achieving diversity goals.

Group Executive, People and Communication is responsible for <i>(in addition to responsibilities as a Group Executive)</i>	<ul style="list-style-type: none"> Developing and maintaining this Policy as custodian. Escalating any significant matters to the CEO, as appropriate; and Reviewing the effectiveness of the Policy on an annual basis and recommending any changes of the Policy to the CEO
---	--

7. Related documents

Refer to HUGO for the most up-to-date policies, procedures and information, including:

- Insurance and Care NSW Award (icare Award)
- Code of Conduct and Ethics
- Respectful Behaviour
- Grievance Handling; Working Flexibly
- Recruitment and Selection
- Leave
- Privacy
- Work Health and Safety
- Managing Misconduct

8. Contact

Contact your People Leader or seek assistance via the HR Service Centre if you have any questions or feedback.

Version Control

Document Name & Version	Inclusion and Diversity Policy v4.0
Document Owner	Group Executive, People and Communication
Approving Authority	icare's CEO
Last Approval Date	19 May 2025
Review Frequency	Annual

Document History

Version	Policy title	Approved by / date	In force
V1	Diversity and Inclusion Policy	Chief Human Resources Officer 19 December 2018	19 December 2018
V2	Diversity and Inclusion Policy	People and Remuneration Committee 16 November 2020	16 November 2020
V3	Inclusion and Diversity Policy	CEO / MD 14 February 2024	14 February 2024
V4	Inclusion and Diversity Policy	CEO 19 May 2025	19 May 2025

