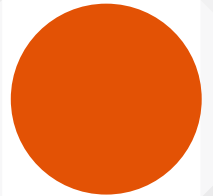
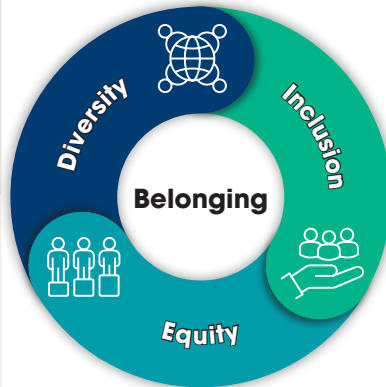
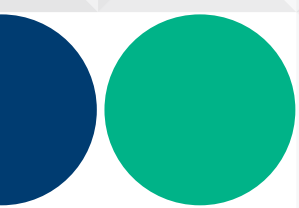




Australian Government

Comcare

Diversity, Equity and Inclusion (DEI) Program





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Acknowledgement of Country

Comcare acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, waters, and community.

We pay our respects to Elders past and present.



The Healing Hands artwork

The Healing Hands artwork by Dion Devow of DDesigns was created for Comcare's Reconciliation Action Plan 2021–2023 to reflect its commitment to safe and healthy workplaces.

The artwork continues to remain a part of Comcare's 2024–2026 Reconciliation Action Plan as part of our ongoing reconciliation efforts and is attached to this DEI Program.



Chief Executive Officer message



I am proud to present Comcare’s Diversity, Equity and Inclusion (DEI) Program 2026–28. This Program reflects our commitment to building a workplace where every individual feels welcomed, valued, respected, and empowered to be and bring their best self and their whole self at work.

Our DEI Program is shaped by the insights and experiences of our people. We are strengthening our collective capability to foster innovation and embed inclusivity and equity across all aspects of our work. We are committed to removing barriers and fostering belonging, connection, and compassion – to be an organisation where people are valued as much for who they are as for the work they do.

Importantly, we will measure our progress and hold ourselves accountable for the promises we make and the goals we set. By working together, we can create an environment that celebrates difference, drives collaboration supports the wellbeing of our people. I encourage

you to engage with our DEI initiatives, share your perspectives and help us build a more inclusive and equitable Comcare. Thank you for your ongoing support and dedication to making our workplace a place where everyone can thrive.

Colin Radford
Comcare CEO



Diversity, Equity and Inclusion Champion message



As Comcare’s Diversity, Equity and Inclusion (DEI) Champion, I am proud to champion our commitment toward a workplace where everyone feels a genuine sense of belonging and connection.

Inclusion sits at the heart of this program. It’s about creating an environment where every voice is heard, valued and respected. Diversity and inclusion are not just aspirations – they are fundamental to who we are and how we work.

Our DEI Program has been shaped by our people, their voices and lived experiences. By embracing different perspectives and backgrounds, we strengthen our organisation and build a more inclusive workplace.

I encourage everyone to take part in our DEI initiatives, share your stories, and support one another’s growth. This extends to reaching out and speaking with me directly about your ideas and opportunities for improvements. Together, we can make inclusion not just an intention, but a lived experience for everyone at Comcare.

Thank you for your ongoing commitment to making Comcare a more inclusive and equitable organisation.

Megan Buick
Comcare DEI Champion

Introduction

Comcare is committed to fostering an inclusive workplace where every individual feels valued, respected, and empowered to bring their authentic selves to work. By embedding diversity, equity, and inclusion across our systems, processes and culture, we strengthen belonging so people feel connected and supported. This helps ensure equitable opportunities for all employees to thrive, contribute, and realise their full potential.

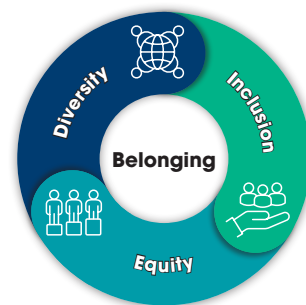
The DEI Program is not a standalone initiative, it is integral to achieving our strategic priorities. The program is anchored in our People Strategy 2028, which guides workforce and HR initiatives, and the Comcare Strategy 2028, which sets the agency's business objectives and service commitments to the community.

Diversity and inclusion drive innovation, empathy and connection, helping us better understand and meet the needs of our stakeholders and those we serve. This program strengthens inclusive leadership, sets measurable targets to lift workforce representation and equity, and builds a safe, accessible and supportive workplace, enabling Comcare's vision to promote and enable safe and healthy work.

The program is delivered through 3 focus areas:

1. **Lead:** Inclusive Leadership and Culture
2. **Represent:** Workforce Representation and Equity
3. **Support:** Safe, Accessible and Supportive Workplace

Real progress depends on commitment from all of us, every day, in every team.



Our shared commitment: We each have a part to play

Together, we commit to an inclusive workplace where everyone is respected, can bring their unique and best selves to work, and has equitable opportunities to thrive. We will:

- **Include:** Actively seek out, listen to and value diverse perspectives in our daily work, ensuring all voices are heard and respected.
- **Act:** Demonstrate inclusive behaviours, challenge bias and exclusion, and speak up when behaviour does not align with the APS Values and Code of Conduct.
- **Engage:** Build positive, respectful relationships and participate in DEI initiatives, networks and learning to strengthen inclusion, capability and belonging.
- **Own it:** Take personal responsibility for our growth by reflecting on our behaviours, learning from feedback, and contributing openly and respectfully to Comcare's purpose.

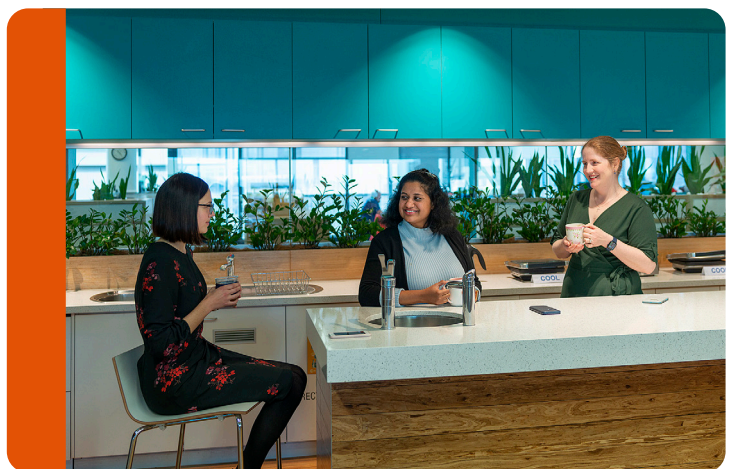
As leaders and managers, we will:

- **Champion inclusion:** Value diversity, seek diverse perspectives and role model inclusive leadership aligned to Comcare's People Strategy 2028 and DEI Program.
- **Create safe teams:** Build respectful, relational and psychologically safe environments where all voices are heard, valued and able to contribute.
- **Embed DEI in how we lead:** Integrate inclusion into planning, decision making and performance, recognising inclusive behaviours and addressing barriers.
- **Develop diverse talent:** Support equitable access to opportunity through inclusive attraction, mentoring, development, career pathways and retention.
- **Lead with accountability:** Hold ourselves and others accountable for behaviours and actions that uphold the APS Values and Code of Conduct.

Recognising and celebrating our progress

As we look to the future, it is important to acknowledge and celebrate the progress we have already made on our diversity, equity and inclusion journey. We have established strong foundations and demonstrated commitment in several areas:

- **Celebrating diversity:** our Diversity Award, as part of the CEO Awards program, recognises and celebrates individuals and teams who champion inclusion and diversity across the organisation.
- **Flexible working:** we have high levels of flexibility, with well-adopted flexible working arrangements that support balance and choice for our people.
- **Diversity and Inclusion Group (DIG):** we have a committed and passionate group of employees who volunteer and contribute to creating an inclusive workplace.
- **Launch of Comcare's Reconciliation Action Plan 2024–26:** with Acknowledgement of Country posters displayed in each of our offices and our leaders completing Cultural Competency training.
- **External partnerships:** Comcare is an active member and partner of leading bodies and organisations, including Australian Disability Network, Pride in Diversity, Diversity Council of Australia, the Workplace Gender Equality Agency, Reconciliation Australia and APS-wide networks. These partnerships reflect our commitment to best practice and sector collaboration, and present further opportunities to learn and grow.
- **Support for employees:** in 2024, we made significant improvements to support employees experiencing family or domestic violence, ensuring access to resources and assistance when needed.
- **Improved allyship:** in 2025, we had a strong focus on increasing allyship which included the LGBTIQA+ Reverse Mentoring Program Pilot, MS Teams backgrounds and email banners, as well as a series of resources from Pride in Diversity.
- **Inclusive Policy Design:** Our Workplace Adjustments Policy was co-designed with employees with lived experience, ensuring practical and inclusive solutions for disability, caring, and cultural needs.



These achievements provide a strong platform for the next phase of our DEI journey. While we recognise there is still more to do, we honour what we have accomplished and remain committed to continuous improvement.

Our people

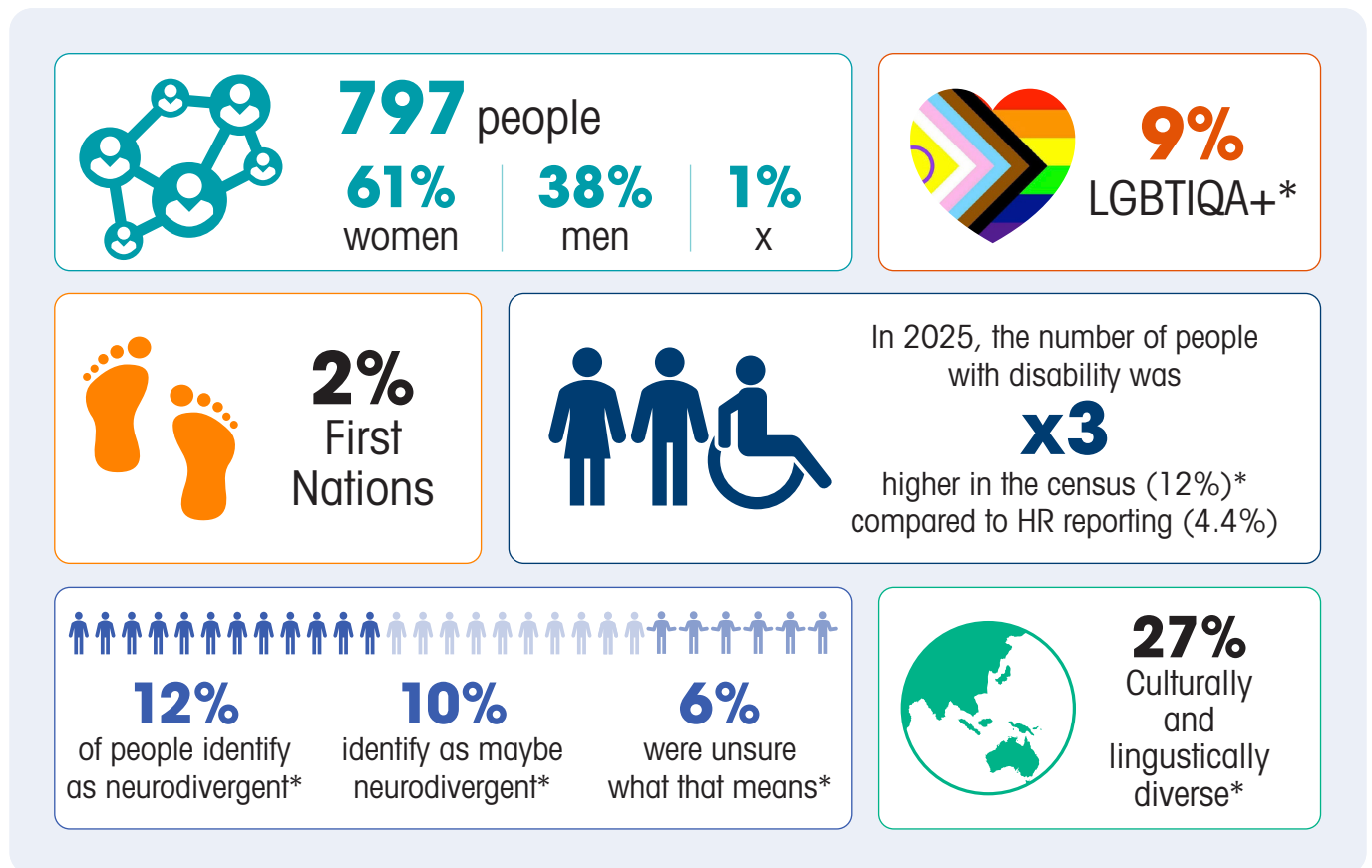


Figure 1: Comcare's HR System as of 31 March 2026 and *data from 2025 APS Employee Census.

Target outcomes

We commit to supporting those with diverse backgrounds with an explicit focus on achieving the following targets by 2028:

- Grow representation of First Nations people within workforce to the Government's stretch target of 5%.
- Increase confidence of employees to put their disability status in the HR systems and measure our proportion to the Government target of 7%.
- Maintain our gender pay gap to remain between -5% and +5% as this is considered neutral by Workplace Gender Equality Agency.

We will continue to:

- Maintain strong representation of culturally and linguistically diverse workforce.
- Support our workforce by building a better understanding of disability, neurodiversity, intergenerational working and LGBTIQA+ community at Comcare.

DEI Leadership

Active commitment from Executive leadership is fundamental to the success of our DEI Program. Executive leaders play a critical role in shaping and sustaining a workplace culture that prioritises safety, health and inclusion for all employees.

Through visible commitment, inclusive role modelling and accountable decision making, leaders ensure that DEI is embedded across our strategic objectives, operational frameworks and resource allocation. By fostering psychologically safe, respectful environments and setting clear expectations, Executive leaders enable trust, belonging and sustained cultural change aligned with Comcare's purpose, the APS Values and the Code of Conduct.

Chief Executive Officer – Executive Sponsor

Provide visible Executive accountability and embed DEI principles in strategic planning and operational decision making, including appropriate resource allocation.

Chief Operating Officer – Senior Accountable Officer

Provide strategic oversight to ensure DEI initiatives align with People Strategy 2028 and APS-wide initiatives, including sponsoring Comcare DEI initiatives.

Diversity, Equity and Inclusion Champion

Act as a visible advocate and role model for diversity, equity, and inclusion.

Reconciliation Action Plan Champion

Act as a visible advocate and role model for reconciliation and First Nations engagement.

Diversity, Equity and Inclusion Advisors

Provide expert advice and guidance on DEI matters to support the implementation of the DEI Program and target outcomes.



External networks and memberships

We participate in APS-wide diversity and inclusion networks and maintain memberships with key peak bodies to stay informed of best practice, emerging trends and sector developments. We will ensure these insights are used to inform and strengthen DEI initiatives and sharing relevant updates and opportunities across internal networks and delivery groups to support continuous improvement.

Australian Public Service (APS) networks

- Indigenous Champion Network
- Disability Champion Network
- COO Committee and Collaboration Circle
- APS Reconciliation Sharing Network
- APS Cross Agency Gender Equality Network
- APS Neurodiversity Community of Practice

Memberships and key partners

- Australian Disability Network
- Pride in Diversity
- Diversity Council of Australia
- Reconciliation Australia
- Workplace Gender Equality Agency



Internal employee network – Diversity and Inclusion Group (DIG)

Our internal employee network, the Diversity and Inclusion Group (DIG), brings together passionate volunteers who share, support and advocate for diversity, equity and inclusion across Comcare, building connection and trust, strengthening diversity capability, and helping embed the DEI Program. The DIG plays an important role to:

- raise awareness of and encourage support for key DEI events, initiatives and topics aligned to the DEI Program, the Reconciliation Action Plan (RAP) and identified Days of Significance
- contribute to the delivery of DEI Days of Significance events or awareness activities
- enable peer learning by sharing stories and lived experience, ideas and practical resources
- create opportunities for connection and collaboration across Comcare.



Focus Areas and Key Actions

The following focus areas have been identified through a DEI program development workshop with nominated stakeholders from across the business, analysis of our DEI data, and alignment with the targets set out in People Strategy 2028. In developing these priorities, we have also considered APS-wide initiatives, emerging risks, and Government commitments, including recent measures to address antisemitism and strengthen social cohesion across the Australian community.

Harassment, vilification and discrimination, including antisemitism, have no place in APS workplaces. It is important we continue our efforts to foster respect, uphold APS Values and Code of Conduct, and ensure we contribute to a culturally safe and inclusive workplaces.

These focus areas guide our actions and are supported by our DEI governance model and employee networks as we continue our work to foster a safe, healthy and inclusive workplace:

1. **Lead:** Inclusive Leadership and Culture
2. **Represent:** Workforce Representation and Equity
3. **Support:** Safe, Accessible and Supportive Workplace

1. Lead – Inclusive leadership and culture

1.1 Centralised DEI resources

Centralise all DEI resources on a dedicated, easy-to-navigate intranet hub (ComNet), ensuring staff can quickly find and use relevant information.

1.2 Visible leadership commitment and communication

Senior leaders visibly champion DEI through agency-wide communication, modelling inclusive behaviour and promoting engagement to drive an inclusive culture.

1.3 Learning and capability uplift

Provide targeted learning offerings and capability uplift opportunities to build DEI knowledge and skills across Comcare. We will also offer targeted initiatives to support the development and retention of our diversity cohorts.

2. Represent – Workforce representation and equity

2.1 Inclusive recruitment

Implement the use of affirmative measure recruitment, leveraging best practice knowledge from across the APS to attract diverse candidates.

2.2 Establish First Nations Employee Network (FNEN)

Call for interest to establish a First Nations Employee Network to facilitate connection and collaboration.

2.3 Expand Diversity and Inclusion Group

Continue to foster diverse representation and creating a safe environment for collaboration, resource sharing, and championing inclusive practices.

2.4 Provide career development opportunities to increase capability and retention

Review and continue to implement recruitment, retention and professional development strategies.

2.5 Workforce diversity monitoring and insights

Regularly monitor and report on workforce diversity, tracking progress against key indicators to identify gaps and support evidence based decisions.

2.6 Encouraging safe disclosure of diversity information

Encourage employees to share and update diversity information in the HR system to better understand workforce needs and support an inclusive workplace.



3. Support – Safe, accessible and supportive workplace

3.1 Workplace adjustments

Implement the recently co-designed Workplace Adjustments Policy and procedure to support disability, caring, and cultural needs – ensuring practical, accessible, and inclusive adjustments for all staff.

3.2 Psychosocial safety

Integrate supportive behaviours into daily routines and help leaders foster an environment where staff feel comfortable speaking up. Offer training and resources to prevent and respond to bullying, harassment, and discrimination.

3.3 Accessibility in future workplaces

Integrate accessibility into all aspects of Comcare’s Future Workplace Strategy by applying universal design principles to physical and digital environments, ensuring that new and existing workplaces are inclusive and meet the needs of all employees.

Measuring impact

We hold ourselves accountable for meaningful progress by tracking a range of quantitative and qualitative indicators. While our current focus is on achieving and sustaining Managerial maturity against the [ECU Diversity & Inclusion Capability Maturity Model](#), we are committed to continuous improvement and aspire to further embed diversity, equity and inclusion across all aspects of our workplace. Indicators include:

- **Workforce representation:** Progress towards workforce targets for First Nations peoples employment, people with disability, gender balance, and other diversity groups.
- **Employee experience:** APS Census and internal survey results on inclusion, safety, wellbeing, and flexible work.
- **Participation:** Uptake of DEI training, events, and employee network membership.
- **Attraction and retention:** Monitor the diversity of applicants, recruitment outcomes, and retention rates to ensure inclusive attraction, assessment, and support for employees from all backgrounds.
- **Reporting and Transparency:** Annual DEI progress report to the Executive and all staff, with regular updates to networks and other Governance committees.

