

icare™

inclusion & diversity strategy 2017 - 2019

A culture of inclusion and diversity
of thought



Creating a great place to work to achieve great things for our
customers through inclusion & diversity

introduction & context

icare knows that nurturing a culture of inclusion and diversity of thought is key to achieving our vision, 'We will change the way people think about insurance and care by providing world class services to people, businesses and communities'. When people bring their whole selves to work, feel valued, respected and have a sense of belonging, our work is more innovative, our approaches are more flexible and we are responsive to the needs of our diverse customers.

We believe that our principles based approach should be consistent across internal and external inclusion outcomes.

Other things to note about the strategy:

1. Aspects of inclusion and diversity fall under various legislation and **icare** will comply with all relevant legislation and directions.
2. Delivery of this strategy will align with **icare**'s values and customer design principles.
3. This strategy will be supported by detailed plans to challenge us to consider inclusion in everything we do, positively impacting the delivery of business outcomes.

current state and opportunities

An inclusive **icare** is underpinned by our values, customer design principles, vision, purpose and dna. We embrace difference. With a focus on inclusion, we will identify levers and enablers to address surface barriers and grow inclusive people, creating an inclusive organisation that improves outcomes for our customers.

Current state

- Inconsistent understanding of our customers and people.
- **icare**'s development programs are in their infancy and although these programs do include opportunities for building inclusion capabilities, there is no specific plan for building these skills and key priority areas have not been identified.
- While **icare**'s new microsite is compliant with the World Wide Web Consortiums Web Content Accessibility Guidelines 2.0, our other websites and intranet do not consistently meet the requirements.
- Inconsistent accessibility to services, programs, facilities and technology.
- Collaboration and partnering is in its infancy stage.
- Inconsistency in understanding of how to ensure information is accessible to all.

Opportunities

- Collecting, reporting on, and analysing diversity data to understand our people & customers.
- Building inclusion and diversity capabilities.
- Provide accessibility to services, programs, facilities and technology, that moves beyond compliance and towards world class.
- Human centred design principles during planning stages for services, programs, facilities and technology.
- Partner with inclusive organisations and ensure principles of inclusion exist with all service providers and in all standard contracts including scheme agents.
- Match customers with providers that meet their needs.

principles of inclusion

Inclusion refers to proactive behaviours and actions that make every individual feel welcome and connected in **icare** and the community.

Our principles are:

- Inclusion does not single out specific groups, rather focuses on inclusive outcomes for all of **icare**'s customers and people. This does not ignore, however, that some groups do require different and tailored support to be successful members of the community and **icare** team.
- Inclusion is everyone's business. Our people and customers feel they are valued and respected. Our people feel that they belong and make meaningful contributions to delivering great outcomes and experience to customers.
- Inclusion is part of who we are. We do however recognise the importance of our people and customer's diversity. We are open and curious to people's ideas and encourage diversity of thought. We work together to achieve **icare**'s outcomes for customers.
- Inclusion is good for our customers and the community. We believe that a culture of inclusion and diversity of thought will lead to great things for our customers.
- We are flexible and responsive to new and different perspectives and needs
- We challenge accepted ways of doing things and encourage and support our people to generate ideas and try new things.
- In representing these principles, our peoples' behaviours demonstrate **icare**'s values.

what we will do

A great place to work to achieve great things for our customers through inclusion & diversity

| People and Customers | | | | | |
|-----------------------|--|--|--|---|---|
| CURRENT STATE | Where are we now? | <ul style="list-style-type: none"> Diversity data collection is inconsistent with low disclosure rates internally Inclusion and diversity capabilities are not known We collect data to complete a disability action plan (DIAP) & a multi-cultural plan (MP), as well as a range of other activities Accessibility to services, programs, facilities and technology is inconsistent We have the passion to build an inclusive culture | | | |
| FUTURE STATE | Where do we want to be by 2020? | <ul style="list-style-type: none"> We disrupt the status quo and have a safe and inclusive culture We are flexible, adaptable and agile, able to accommodate the diverse needs of people as they move through life and career stages We partner with diverse & inclusive communities & organisations, attracting people from diverse backgrounds creating a workforce that supports & reflects the community we serve We acknowledge and celebrate diversity | | | |
| KPI'S | How will we know we're there? To be further refined over time, examples may include | <p>Our customer and employee advocacy results, along with the following measures will enable measurement of inclusion & diversity at icare.</p> <ul style="list-style-type: none"> Data disclosure rates Diverse range of active networks & partnerships Contemporary DIAP & MP outcomes met Benchmark with leading inclusive organisations | | | |
| STRATEGIC PRIORITIES | What do we need to do? | Partnerships & networks | Employment & culture | Values based leadership | Accessible technology, information & premises |
| STRATEGIC IMPERATIVES | How will we do it? | <ul style="list-style-type: none"> Establish partnerships that support inclusion in the workplace and in communities Establish employee networks Create partnerships to deliver programs that contribute to an inclusive community | <ul style="list-style-type: none"> Understand who our customers and our people are Embed inclusion & diversity awareness and confidence education into learning and development programs. Identify & respond to barriers to successful careers & customer engagement Recognise & celebrate diversity | <ul style="list-style-type: none"> Develop leadership capability to drive and manage our inclusion & diversity Mentoring & coaching programs for targeted groups in our community | <ul style="list-style-type: none"> Dismantle technological barriers to successful careers & customer engagement Identify and minimise physical barriers to inclusion and dignified user experience for customers & people Develop accessible information and communications for customers & people |

how we will know we are there

- We actively participate in building our capability and confidence in inclusive behaviours and access toolkits that support inclusive behaviours
- We participate in activities that celebrate inclusion & diversity
- We collaborate with others, form networks and share ideas and learnings
- Our ways of working and customer service outcomes are flexible, innovative and adaptable
- We use inclusive language when we speak with each other and when we write
- When we are making a decision or solving a problem we make sure that the actions and outcomes are inclusive
- We seek out and address barriers to accessibility, recruitment and career progression, and look for opportunities to build inclusion
- We talk about inclusion during recruitment, in our everyday conversations, and in our performance and development conversations
- Reasonable adjustments are simplified and embedded into ways of working
- We understand our customers' and people's diverse needs
- We have strong partnerships within the community where we influence inclusion
- Information and premises are accessible to a diverse group of people
- Our people are aware of our plans and the benefits of an inclusive **icare**

how we will know we are there

As an icare employee

I am proud to tell people that I work at **icare** because of the value that they place in what I bring to the team. I am able to share my ideas with colleagues from anywhere in the organisation and we work together to get things done.

When I applied for my role at **icare** I was asked about what I needed to make the process simple and was supported with those needs.

We regularly get together to celebrate the diverse backgrounds and experiences of our colleagues and to learn more about each other.

I know that at **icare** I won't be discriminated against based on my personal circumstances.

Me and my team actively seek out ways to build our knowledge about and how to demonstrate inclusive behaviours in how we work with each other, our customers and partners.

As a partner of icare

I know what **icare's** values are and have an appreciation of their policy and beliefs when it comes to inclusion. Our partnerships create great outcomes for the diverse New South Wales community. **icare's** inclusive culture has provided a model for our organisation on what we can do for our employees and customers.

As icare's customer

When I talk to the team at **icare** they make sure they are aware of my needs and make any adjustments required so that my interactions with them are simple.

I find **icare** easy to deal with because their services are flexible, innovative and adaptable. Information I receive from **icare** is accessible and simple to understand.

When I visit **icare** offices I feel welcomed and when I can't make it to an office there are easy ways for me to get in touch with the right people.

delivering our strategy

year 1 2017

Laying the foundation and actively looking for opportunities to build inclusion

Build dashboards & conduct diversity reviews to understand our customers and people.

Establish partnerships & networks that support inclusion in the workplace & communities.

Dismantle barriers to successful careers & customer engagement through increasing the focus on accessibility.

Define what flexible work means at **icare** to respond to barriers to successful careers.

Explore best in class inclusive practices across industries and establish partnerships that support inclusion in the workplace and the community.

Recognise and celebrate diversity through celebrations, acknowledgements & awareness activities.

year 2 2018

Embedding practices that help to create a workforce that reflects the community we serve

Analyse data to identify trends & opportunities to dismantle barriers and target awareness and education programs.

Leverage partnerships with leading organisations.

Embed accessibility principles to dismantle barriers to successful careers & customer engagement.

Build capability and align attitudes about working flexibly & reasonable adjustments.

Embed inclusive practices through employees' experiences at **icare**.

Build capability to dismantle barriers to successful careers & customer engagement.

Strategic workforce planning takes into consideration inclusion outcomes.

year 3 2019

Delivering flexible, adaptable and agile outcomes to our customers and people

Evidence driven inclusion activities delivered at multiple stages of the employee and customer experience.

Partnerships with leading organisations are reciprocal - they look to us to inform their inclusion agenda.

Accessibility is a given and we are looking for ways to model new ways to be a leader in this space.

Embed flexible work & reasonable adjustments as ways of working.