



Diversity and Inclusion Commitment Statement

2026–28

Version 2.0 | February 2026





Acknowledgement of Country

In the spirit of reconciliation, the Aged Care Quality and Safety Commission acknowledges the Traditional Custodians of Country and Islands throughout Australia and their connections to land, water and community. We pay our respect to their Elders, past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples.

This artwork was developed by Dreamtime Creative. The central meeting place represents the Commission supporting quality, flexible and culturally appropriate aged care to First Nations people, close to their home and communities that are represented by the outer meeting places. The small pathways from the central concentric circle are the Commission reaching out to the communities.

Everything is connected by the larger pathways representing the importance of hearing and listening to older First Nations people's stories to manage and deliver their care effectively.

The star at the top right represents the Commission always looking for better ways to do things and the patterning within the segments signifies different communities.



Contents

Message from the Commissioner	4
Our Commitment Statement 2026-28	4
Who We Are	4
Why This Matters	5
Our APS Alignment	6
Our Alignment with Commission Strategies	7
Our Approach	8
Our Guiding Principles	8
Action Plan Framework	9
Our Roles and Responsibilities	10
How We Will Deliver	12
Consultation	13
Supporting Legislation and Frameworks	14
Appendices	15
Appendix A: Action Plan Template	15



Message from the Commissioner

"I am pleased to present the Commission's Diversity and Inclusion Statement for 2026-2028.

Our Statement demonstrates the Commission's commitment to a workplace where staff feel safe, respected and empowered to contribute, and to a culture of inclusion and belonging.

It is important that our workforce reflects the diversity of the communities we serve, and it is also important that we hold ourselves to the same standards for diversity and inclusion that we expect of the organisations that we regulate.

Our Statement outlines our approach to diversity and inclusion through seven targeted action plans, co-designed with our Diversity and Inclusion Networks and staff. These action plans will guide our efforts to remove barriers, promote equity, and celebrate the strengths that come from our diversity.

I encourage all of us across the Commission to engage with our Diversity and Inclusion Statement and consider how we can embed it in our work every day."

Our Commitment Statement 2026-28

Who We Are

The Aged Care Quality and Safety Commission is committed to exemplifying the principles of diversity, inclusion, and cultural respect in all aspects of our work. We are dedicated to fostering a workplace where diversity is actively supported and welcomed, and where inclusion is embedded in our systems, behaviours, and decision-making. Our commitment is to ensure that these values are not aspirational; they are visible in our actions, our culture, and the way we serve the community.

We will continue to build a workplace where all staff feel valued and supported to contribute. Through accountability and measurable actions, we will create an environment where everyone can thrive and where our workforce reflects the diversity of the aged care sector we oversee.



Why This Matters

For the Communities We Serve

To deliver on our role as the national regulator of aged care services, we must build a workforce that understands and mirrors the rich diversity of older people in Australia. Our commitment to diversity and inclusion strengthens our capability, enhances our culture, and improves outcomes for the people we serve.

For the People Who Work Here

Our workforce reflects a breadth of identities, experiences and perspectives that strengthen our culture and capability. Diversity is visible across many dimensions, and these insights highlight who we are today.

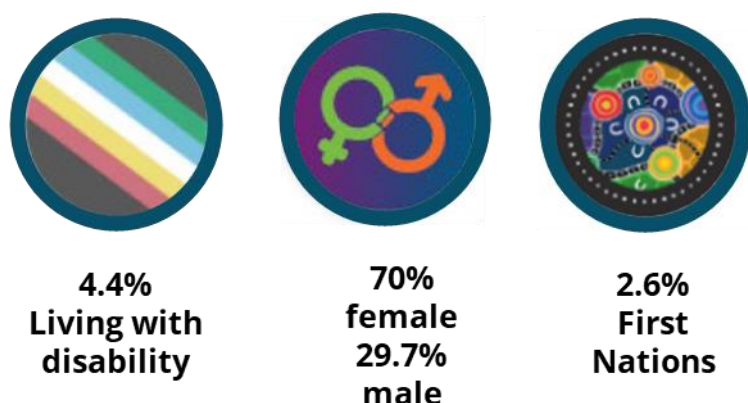


Figure 1: Commission Workforce Diversity Statistics, drawn from SAP as of 31 August 2025

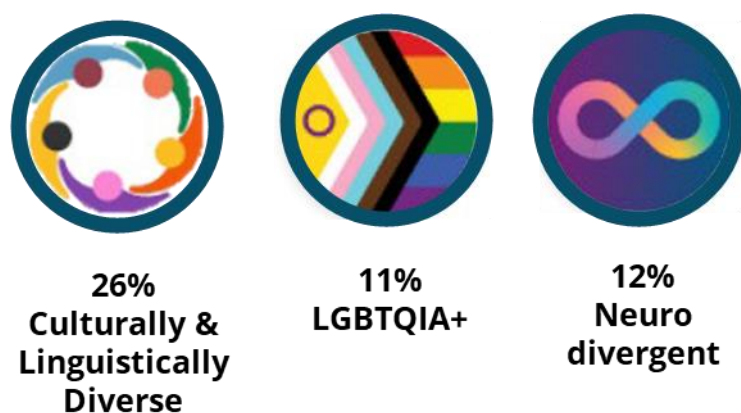


Figure 2: Commission Workforce Diversity Statistics, drawn from the 2025 APS Employee Census



The above diversity statistics, drawn from SAP and the 2025 APS Employee Census, reflect the richness of perspectives, lived experiences and strengths across the Commission. Census responses also show that staff consistently express how inclusion contributes to a positive culture, where people feel respected, supported, and proud to work here. When our people feel they belong, they are more engaged, more committed to our purpose, and more likely to contribute their best. Psychological safety is a core part of this, ensuring staff feel safe to speak up, contribute ideas and raise concerns respectfully. Building an inclusive workforce is not just the right thing to do, it is essential to enabling our people to thrive.

Our APS Alignment

This Commitment Statement aligns with the Australian Public Service's (APS) broader diversity and inclusion agenda. As part of the APS, the Commission is committed to delivering on the expectations outlined in the following strategies:

Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024

Supports increased representation, cultural capability, and career development for First Nations peoples across the APS.

APS Disability Employment Strategy 2020–2025

Aims to build a disability-confident APS through inclusive recruitment, workplace adjustments, and leadership accountability.

APS Gender Equality Strategy 2021–2026

Focuses on gender equity in leadership, flexible work, and eliminating barriers to career progression.

APS Culturally and Linguistically Diverse Employment Strategy and Action Plan

Sets out a pathway for building the cultural understanding and literacy of all APS employees.

APS Workforce Strategy 2025

Sets the foundation for a high-performing, diverse and inclusive public service that reflects the Australian community.

These strategies guide our work and reinforce the importance of creating a workplace where all staff feel safe, valued and empowered to make meaningful contributions. By aligning with APS-wide



standards, we ensure our efforts are consistent, measurable and contribute to a more inclusive public service, that represent the lived experiences of our communities.

In addition to these strategies, the APS Reform agenda provides a broader framework for transformation across the public service. As outlined in the [2024 APS Reform Annual Progress Report](#), the reform program is focused on building a more capable, responsive, and trusted APS, one that reflects the diversity of the Australian community and delivers better outcomes for all. Diversity and inclusion are embedded across key reform priorities, including workforce capability, inclusive leadership, and cultural uplift. The Commission is committed to implementing and reporting on these initiatives, ensuring our efforts contribute to a more inclusive APS and align with the broader transformation of the public service.

Our Alignment with Commission Strategies

This Commitment Statement complements and strengthens other key Commission priorities. It is designed to work alongside:

[People Strategy](#)

Diversity and Inclusion is a core enabler of our People Strategy. This Commitment supports the Strategy's focus areas, including organisational culture, capability and performance, attraction and retention, and ways of working. It contributes to cultural uplift and inclusive leadership, ensuring our workforce is well-supported, highly capable and reflective of the communities we serve.

[Respectful Workplace Policy 2026](#)

The Respectful Workplace Policy sets the behavioural standards that underpin our commitment to an inclusive and respectful workplace. It supports psychological safety, fairness and constructive communication by encouraging early and transparent resolution of concerns and providing clear guidance on addressing unacceptable behaviour. The policy complements our action plans by embedding consistent expectations across the Commission and ensuring all employees understand their responsibilities through mandatory Respectful Workplaces training.

[Reconciliation Action Plan \(RAP\)](#)

Our approach reinforces RAP objectives by embedding culturally safe practices and creating opportunities for Aboriginal and Torres Strait Islander peoples across the Commission. The Commission's [Innovate RAP 2023–25](#) concluded in August 2025; it aligns to the [Reconciliation Action Plan \(RAP\) Framework](#) providing a structured approach to advancing reconciliation. Throughout 2026, the Commission will consult with internal and external stakeholders, including Reconciliation Australia to inform the development of the next RAP. This work will ensure alignment with the



Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, Closing the Gap Priority Reforms, and the Commission's Corporate Plan, People Strategy and First Nations Integrated Strategy (under development).

The next RAP will guide all First Nations related priorities within this Commitment Statement and is the seventh action plan in our framework. It builds on our Reflect RAP (2020–21) and Innovate RAP and supports the achievement of Closing the Gap initiatives. The five key priorities of Innovate RAP are:

- Targeted recruitment and strengthened retention strategies
- Embedding cultural safety practices across the Commission
- Celebrating events of national significance
- Broadening stakeholder engagement and partnerships
- Exploring opportunities to advance First Nations outcomes through aged care reform

Integrated Strategy – “Positive Footprints: Becoming a culturally capable regulator”

This Commitment aligns with the integrated strategy's principles of cultural capability, governance and partnership, ensuring inclusion is embedded in regulatory practice and organisational culture.

Together, these strategies create a cohesive approach to building capability, fostering belonging and delivering on our purpose.

Our Approach

The Diversity and Inclusion Commitment Statement 2026–28 outlines our renewed approach to inclusion, one that reflects a shift towards more agile, responsive planning. This approach strengthens inclusion and supports psychological safety across the Commission. Replacing our previous Diversity and Inclusion Strategy, this statement introduces a new model: seven annual action plans, five codesigned with our D&I Networks, one intersectional plan, and one delivered through the Commission's new RAP.

Our Guiding Principles

The Commission's approach to diversity and inclusion is grounded in our Cultural Touchstones and the [APS values](#). These guiding principles shape how we work, support our people, and deliver on our commitment to inclusion.



We achieve together

We each play a part to deliver on the Commission's vision. To succeed we work as a team, treat everyone with respect and value the contributions of others.

We bring our best

We care about our work and are committed to public service. Transparency, fairness and integrity are key to doing our jobs well.

We learn and adapt

We encourage curiosity, embrace feedback and support professional development. We innovate to improve and shape a better future.

Action Plan Framework

To operationalise the Commission's three-year Diversity and Inclusion Commitment Statement, seven action plans have been developed.

- Five plans co-designed with the Diversity and Inclusion networks (Culturally and Linguistically Diverse, Disability, Neurodiversity, Gender Equity and Rainbow).
- The Commission's RAP outlines initiatives to progress First Nations activities across the Commission in collaboration with the Indigenous Staff Network and Friends of the Indigenous Network.
- One plan dedicated to intersectional and cross-network priorities.

Each action plan will identify up to three focus areas that reflect the unique needs and aspirations of the respective network or intersectional group. These focus areas will guide the selection of targeted initiatives and measurable actions for the year.

This annual action planning process ensures the Commission's approach remains responsive, practical, and accountable. Progress against each action plan will be reviewed regularly throughout



the year, with plans renewed and renegotiated annually to ensure they remain relevant and responsive.

This approach aligns with APS-wide standards and supports our broader reform agenda. It reflects our belief that diversity is our strength, and inclusion is how we work.

Structure of each Action Plan

Each action plan is designed to be tangible, achievable, and tailored to the unique priorities of our diversity cohorts. While the overarching framework is outlined above, the detailed structure of each plan is provided in **Appendix A: Action Plan Template**.

This template supports consistency across all action plans (excluding the RAP) while allowing flexibility for networks to define initiatives that reflect their lived experience and aspirations. It includes key elements such as focus areas, deliverables, success measures, stakeholder support, and timelines. These elements ensure each plan is actionable and aligned with the Commission's broader diversity and inclusion goals.

The template also serves as a planning and reporting tool, helping networks and support teams track progress, identify resource needs, and celebrate achievements. By using a shared structure, we enable collaboration across networks and ensure transparency in how we deliver on our commitments.

Our Roles and Responsibilities

Delivering on our Diversity and Inclusion Commitment requires shared responsibility across the Commission. The following roles outline how we will work together to embed inclusive practices and drive meaningful change.

All Staff

All staff contribute to the success of this Commitment Statement by creating a psychologically safe, inclusive, and respectful workplace. This involves engaging with diversity and inclusion initiatives and learning opportunities, demonstrating ongoing respect, acceptance and collaboration, and supporting colleagues from diverse backgrounds and lived experiences.



Managers

Managers across the Commission are expected to model inclusive behaviours and foster respectful team cultures. They play a key role in supporting staff participation in Diversity and Inclusion networks and initiatives, embedding diversity and inclusion into team planning, recruitment and development, and championing accessibility, flexibility, and equity in day-to-day operations.

Senior Executive Service (SES)

SES leaders play a critical role in setting the tone for diversity and inclusion across the Commission. They are responsible for championing equitable leadership, embedding diversity and inclusion principles into strategic decision-making, and holding their divisions accountable for progress. SES leaders are expected to model inclusive behaviours, sponsor diversity initiatives, and ensure that diversity and inclusion is integrated into workforce planning, policy development, and service delivery.

Executive Champions

Executive Champions uphold the work of each Diversity and Inclusion Network at the senior leadership level. They advocate for network priorities, remove barriers to progress, and ensure initiatives are supported across the Commission. Champions play an active role in promoting visibility, influencing decision-making, and modelling inclusive leadership. Their engagement is critical to embedding diversity and inclusion into organisational culture and operations.

People and Culture

The People and Culture Branch lead the implementation and coordination of the Commitment Statement and associated action plans. This includes providing strategic advice and support to Diversity and Inclusion networks and business areas, monitoring progress, reporting outcomes to governance committees, and ensuring that diversity and inclusion principles are embedded in workforce policies, practices, and capability development.

Diversity and Inclusion Networks

The Diversity and Inclusion networks (Culturally and Linguistically Diverse, Disability, Neurodiversity, Gender Equity, Rainbow and Indigenous Staff Network) play a vital role in shaping and delivering the annual action plan initiatives. Each network provides a platform for staff to share lived experiences, identify barriers, and co-design initiatives that foster equity and belonging. Networks collaborate with People and Culture and the Diversity Council to ensure actions are practical, measurable, and aligned with organisational priorities.



RAP Working Group

The RAP Working Group provides cultural insight and advice to support the development and implementation of the Commission's RAP. The Group plays a key role in monitoring progress, identifying barriers, and championing reconciliation actions across the Commission. It works collaboratively with action owners to ensure commitments are practical, measurable and culturally informed. The RAP Working Group also reports regularly to the Commission Management Committee, prepares updates for Reconciliation Australia, and leads the development of future RAPs, ensuring reconciliation remains central to the Commission's work.

Diversity Council

The Diversity Council is the Commission's peak body for diversity and inclusion. It brings together Executive Champions, Network Chairs, and senior leaders to guide, support and monitor progress against our diversity action plans. The Council meets quarterly and provides strategic oversight, fosters collaboration across networks, and ensures that diversity and inclusion remain central to our organisational culture.

Together, these roles form a cohesive system of support and accountability.

How We Will Deliver

The Commission will deliver on this Commitment Statement through a structured, inclusive, and collaborative approach that ensures diversity and inclusion are embedded in our culture, operations, and decision-making.

Co-design and Consultation

We will continue to engage our Diversity and Inclusion networks, staff, and relevant stakeholders in the co-design of annual action plans. This inclusive approach ensures that initiatives are informed by lived experience, reflect the needs of our workforce, and are shaped by those most impacted. Consultation will be ongoing, with opportunities for feedback and refinement built into each stage of planning and delivery.

Collaboration Across Business Areas

Business areas across the organisation will play a key role in supporting the implementation of action plans, ensuring that diversity and inclusion is not a standalone activity but a shared



responsibility. This includes aligning resources, systems, and expertise to enable effective delivery of initiatives.

Annual Action Planning and Reporting

Each year, seven targeted action plans will be developed. These plans will include clear focus areas, initiatives, measures of success and required support. The Culture, Diversity and Inclusion (CDI) team will track the progress through regular check-ins with the People, Culture and Capability (PCC) Committee and formally review each plan at the end of each calendar year. Insights from these reviews will be reported to the PCC Committee and inform future planning. The Diversity Council will provide strategic oversight, support reviewing progress, and foster cross-network collaboration to keep action plans aligned with our inclusion goals.

Celebratory achievements will be recognised and shared with all staff through a range of communication channels.

Capability Building and Cultural Uplift

We will continue to invest in building inclusive leadership and cultural capability across the Commission. This includes delivering learning opportunities, embedding inclusive practices into training programs, and supporting staff to develop the skills and confidence to contribute to a respectful and inclusive workplace.

Evaluation and Continuous Improvement

We will evaluate the impact of our Action Plans using APS Census data, internal pulse surveys, feedback from networks, and other relevant indicators. Insights gained will inform future action plans and help us identify opportunities for improvement. This commitment to continuous learning ensures our approach remains responsive, evidence-based and aligned with APS-wide standards.

Consultation

This Commitment Statement was developed through consultation with key internal stakeholders and staff networks. The following groups reviewed and endorsed the approach and content:

Consulted Group	Date of Consultation
Rainbow Network	2/12/2025



Neurodiversity Network	2/12/2025
Disability Network	2/12/2025
Gender Equity Network	2/12/2025
Culturally and Linguistically Diverse Network	2/12/2025
Indigenous Staff Network	2/12/2025 and 30/01/2026
PCC Committee	15/12/2025
All-Staff Consultation Hub	1/4/2026 – 17/4/2026

Supporting Legislation and Frameworks

This Commitment Statement aligns with the Commission's obligations under relevant legislation and government frameworks, including:

- Public Service Act 1999 and Regulations
- Work Health and Safety Act 2011
- Workplace Gender Equality Act 2012
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Australian Human Rights Commission Act 1986
- APS Values and Code of Conduct
- APS Diversity and Inclusion Strategies (e.g. CALD, Disability, Gender Equality, First Nations)
- Closing the Gap



Appendices

Appendix A: Action Plan Template

The following template will be used to develop an annual action plan that outlines two or three focus areas. This format is designed to support clarity, accountability, and collaboration.

2026 Annual Action Plan

(Introduction)

Focus Area Title

<i>A clear, energising title that captures the essence of the focus area</i>			
Actions	Measurables	Branch / Section	Status
<i>List of key initiatives or actions</i>	<i>Describe how to measure success</i>	<i>Stakeholders/Partners</i>	