



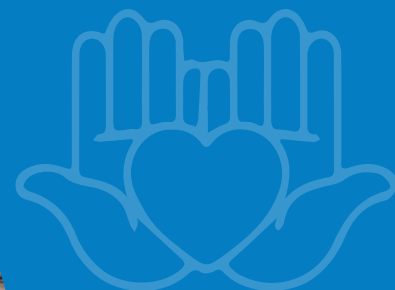
# ACCESS AND INCLUSION

INFORMING STRATEGY 2022/2026





*“... Our community must  
be welcoming, accessible  
and inclusive for all ...”*



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Detail from  
'Mundaring Weir, 2022' by Rohin Kickett

## Acknowledgement of Country

Mundadjalina-k ngala kadij Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi. Ngala Noongar Moort wer baalabang moorditj kaadidjiny koota-djinanginy. Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwaba-djinanginy. Koora, yeyi wer kalyakool, ngalak Aboriginal wer Torres Strait birdiya wer moort koota-djinanginy.

Shire of Mundaring respectfully acknowledges the Whadjuk people of the Noongar Nation, who are the traditional custodians of this land. We acknowledge Elders past, present and emerging and respect their ongoing culture and contribution they make to the region.

# Message from the Shire President



I am enormously proud to present the Shire's new Access and Inclusion Informing Strategy 2022/2026 (the Strategy).

Our community must be welcoming, accessible and inclusive for all. This Strategy guides the Shire so we can achieve this aim.

Informed by community consultation, this Strategy provides actions for the Shire to implement over the next 5 years.

As a local government authority, the Shire has an obligation to meet outcomes under the *Disability Services Act 1993*.

However, this Strategy extends well beyond the legislative requirements of the Act. This is due to the incredible work of the Shire's Inclusion and Disability Access Advisory Group and the input provided to the Shire by residents with a disability, their families and carers; people from culturally and linguistically diverse backgrounds; the LGBTIQ+ community; and people with mental health conditions.

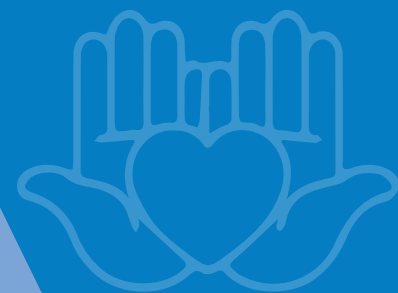
Our dedicated staff have transformed that input into a strategy that is feasible, achievable and will create real change for the betterment of our residents.

Inclusivity is not just about making life better for people with disability or people who are otherwise not included because they are being their honest and best selves. An inclusive community means a strong community. We benefit from the wisdom of different perspectives, we learn and grow resilience and we enjoy our lives more when living in a community that truly reflects who we are.

**Cr James Martin**  
Shire President



# Glossary



AIIS:	Access and Inclusion Informing Strategy (the Strategy).
CaLD:	Culturally and linguistically diverse.
IDAAG:	Inclusion and Disability Access Advisory Group.
Intersectionality:	Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.
LGBTIQA+:	Lesbian, gay, bisexual, transgender, intersex, queer or questioning, asexual and more.

*“.. The Shire will invest \$2.2 million over the next 10 years, to improve access to Shire buildings and community facilities...”*



# Executive Summary



The Access and Inclusion Informing Strategy 2022/2026 (the Strategy) provides a framework for Shire of Mundaring to create an accessible and inclusive community for all people regardless of their ability, age, culture, sex, gender, or sexual orientation.

The development and implementation of this Strategy demonstrates the Shire's commitment to plan for people with disability, a legislative requirement under the *Disability Services Act 1993*.

The Action Plan sets out what actions will be implemented over the next five years, and the responsible service areas within the Shire that will deliver on the Plan.

The Shire's Strategic Community Plan outlines the community's long-term vision and priorities, including a community where 'everyone belongs' and 'ensuring Shire facilities and infrastructure are accessible for people with disability'. To achieve this, the Shire will invest \$2.2 million over the next 10 years, to improve access to Shire buildings and community facilities.

The Shire has an established Inclusion and Disability Access Advisory Group (IDAAG), a volunteer committee of Council. This group has formed an important part of the access and inclusion review process and development of the Action Plan. Members on the committee are volunteers and meetings are open to members of the public. The IDAAG advocate for people who are experiencing access and inclusion barriers with a key focus on building a truly inclusive community. Quarterly meetings provide a great opportunity for the group to engage, promote and celebrate the achievements of people with disability.

The group is also proactive in monitoring actions associated with outcomes listed in the Action Plan.



The Shire aligns strongly to the *State Disability Strategy Action Plan 2020–2030*, demonstrated through its commitment to increase the representation of people with disability employed by the Shire to five per cent by 2025, outlined in outcome seven of the Action Plan.

In this Strategy, the Shire recognises additional target groups that may experience barriers to access and inclusion and whose voices are often lesser heard.

Reference sources used in the following section:

Source (a): Australian Bureau of Statistics, 2021 Census of Population and Housing.

Source (b): Australian Human Rights Commission, 2014.



#### **People with a disability or requiring assistance, their families and carers:**

**1,731** people (**4.4%** of the population) in Shire of Mundaring reported needing help in their day-to-day lives due to disability. Source (a).

**4,096** carers across Shire of Mundaring were providing unpaid assistance to a person with a disability, long-term illness or old age in 2021. Source (a).



#### **People from culturally and linguistically diverse backgrounds:**

**23.9%** of people in Shire of Mundaring were born overseas, and **192** people who spoke a language other than English at home reported difficulty speaking English. Source (a).



#### **People from the LGBTIQ+ community:**

Up to **11 in 100** Australians may have a diverse sexual orientation, sex or gender identity. Source (b).



#### **People with mental health conditions:**

Within Shire of Mundaring, **3,840** people have a long-term mental health condition, including depression and anxiety. Source (a).

To broaden its focus, the Shire has developed objectives and actions for people with a disability; their families and carers; people from culturally and linguistically diverse (CaLD) backgrounds; the LGBTIQ+ community, and people with mental health conditions. This also allows the Action Plan to address intersectionality between these groups.



# Legislative framework



This Strategy is informed by the following legislation:

- *The Disability Services Act 1993* (amended 2004) (WA);
- *The Equal Opportunity Act 1984* (WA);
- *The Disability Discrimination Act 1992* (DDA) (Cth); and
- The Disability (Access to Premises Buildings) Standards 2010 (under the DDA).

As a public authority in Western Australia, the Shire is required to plan for people with disability under the *Disability Services Act 1993* (the Act).

Under the Act the Shire is required to:

- Lodge a plan that covers a period of maximum five years with the Department of Communities and maintain a current plan;
- Include actions that address the seven outcome areas listed under the Act;
- Consult with internal and external stakeholders during the review of the objectives and actions within the plan; and
- Report annually to Department of Communities on progress of the plan.





The *Disability Services Act 1993* legislates Western Australian local governments to develop and implement a disability access and inclusion plan. The plan assists local government authorities to plan and implement improvements to access and inclusion across the following seven outcome areas:

1. People with disability have the same opportunities as other people to access the services of, and any events organised by, a public authority.
2. People with disability have the same opportunities as other people to access buildings and other facilities of a public authority.
3. People with disability receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.
4. People with disability receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.
5. People with disability have the same opportunities as other people to make complaints to a public authority.
6. People with disability have the same opportunities as other people to participate in any public consultation conducted by a public authority.
7. People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.

As outlined in the Executive Summary, the Shire is extending beyond its legislative requirements in this Strategy. Whilst still addressing the seven outcome areas, the Shire has developed actions and objectives that include: people with a disability; their families and carers; people from CaLD backgrounds; the LGBTIQ+ community; and people with mental health conditions.



# Progress over the last five years



The Shire is proud that consideration of access and inclusion for all is instilled across the organisation as part of standard practice.

Over the past five years, the Shire has successfully met outcome areas from the Disability Access and Inclusion Plan 2017/2021, and shown determination, enthusiasm and commitment to making our community more accessible and inclusive.

## Key successes include:

**Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, the Shire.**

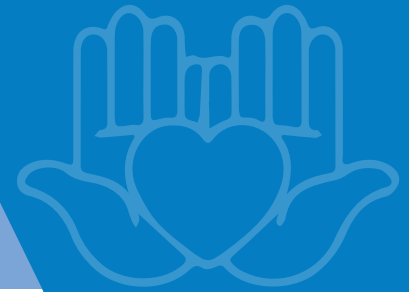
### ACROD Parking Bay campaign

The Shire promoted the ACROD Parking Bay campaign initiated by National Disability Services (NDS), 'This Bay is Someone's Day', which aims to address the issue of inappropriate use of ACROD parking bays.

Decal stickers displaying the key message were displayed on five ACROD parking bays within the Shire. Promotion of 10 campaign story videos provided by NDS were posted on the Shire's social media over the period of the campaign. This initiative was supported by the Shire's IDAAG.







## **Outcome 2: People with disability have the same opportunities as other people to access Shire buildings and other facilities.**

### **Can't Wait Card**

In partnership with the Crohn's & Colitis Association, the Shire has put measures in place to assist people with Crohn's & Colitis disease to be able to access a toilet within the Shire's facilities in a timely manner.

Crohn's and Colitis Association issue members with a 'Can't Wait Card'. When a member shows their 'Can't Wait Card' to Shire staff they will be directed to the nearest available toilet facility. A notice welcoming those using a 'Can't Wait Card' is displayed at various staffed Shire facilities (e.g. Administration Building, Libraries, the Hub of the Hills in Mundaring, and Brown Park Community Centre in Swan View).

Shire staff working at these facilities have been notified of the procedure.

A Shire of Mundaring resident with Crohn's Disease (for 38 years) said:

"Access to local businesses and organisations that support Can't Wait Card holders allows people with health conditions such as Crohn's Disease or Inflammatory Bowel Disease get about their daily lives. Knowing they can access facilities discreetly in times of urgency will give confidence to sufferers getting back out into their communities because you better believe it, when we gotta go, we gotta go.

Thanks to the Shire for supporting the initiative."





### Bilgoman Aquatic Centre family change room

A new family change room at Bilgoman Aquatic Centre has created a more inclusive environment for those with young families, additional needs or living with a disability.

The room is wheelchair accessible and includes removable non-slip mats, and hooks to hold clothes and towels.

A Local parent with Autistic child said:

“I am so excited to bring my kids to the pool and be able to assist my Autistic son, who needs a bit of extra supervision, but will soon be too old to be in with the girls. I’m really proud of the staff for thinking outside of the box to create this temporary room—a safe place for parents or carers to help their family members change.”

### All-terrain wheelchair at Lake Leschenaultia

The Shire was successful in securing All-terrain Wheelchair Access for National Parks and Beaches Grant funding from the Government of Western Australia – Department of Communities.

The newly acquired all-terrain wheelchair is available for hire free of charge from Lake Leschenaultia, Chidlow.

The all-terrain wheelchair enables users to more easily access the beach areas, the water and the surrounding trails at Lake Leschenaultia. The Lake staff received positive feedback from a family who used the all-terrain wheelchair to transport their young child with a disability to the beach area.

A Facebook user said:

“Being a person who relies on a wheelchair, I can’t thank you enough.”





## Building Inclusive Communities

The Shire was one of nine local governments selected to participate in the Building Inclusive Communities WA (BICWA) 2022 project, delivered by Inclusion Solutions. Participation in the project provides the Shire with an opportunity to strengthen this Strategy, increase membership and volunteering for local community groups and clubs, and ensure local events and activities are accessible and inclusive for all people.

Members of the Hills Night Hockey Association have undertaken the 'Club Renovation Toolkit' as part of BICWA 2022 and have since:

“spoken to members about being a more inclusive association, with the focus on encouraging those not able or interested in playing hockey to be part of competition nights, either as a volunteer or as part of a social group”.

**Outcome 3: People with disability receive information from the Shire in a format that will enable them to access the information as readily as other people are able to access it.**

## International Day of People with Disability

To celebrate International Day of People with Disability on 3 December each year, the Shire provides an annual budget of \$2000 to purchase a piece of accessible equipment to enhance community experiences for people with disability.

During 2021, IDAAG members chose to purchase an accessible desk and assistive technology (computer, keyboard and mouse) for use in Perth Hills Mundaring Visitor Centre. This equipment enables visitors that identify as living with a disability, easier access to information about places to visit and arts and culture events/activities.





# Who are we?



## Shire of Mundaring

The Shire recognises that the needs of specific population groups are diverse. As part of the process in creating this Strategy, we reviewed demographic information and data from within the Shire and nationally.

It is important to note that the groups to which the Strategy applies are not mutually exclusive and may be intersecting, resulting in compounding barriers to access and inclusion. For example, diversity within the target groups could include LGBTIQ+ people with a disability, or people with a mental health condition and disability. The data found shows that as a Shire, we must proactively commit to supporting diverse identities and providing opportunities for access and inclusion within the community.

Reference sources used in the following section:

Source (a): Australian Bureau of Statistics, 2021 Census of Population and Housing.  
Source (b): Department of Social Services, NDIS Demand Map. <https://blcw.dss.gov.au/>  
Source (c): Australian Human Rights Commission, 2014.



### People with a disability or requiring assistance, their families and carers:

In 2021, **1,731** people (or **4.4%** of the population) reported needing help in their day-to-day lives due to disability. This was a percentage **increase** from 2016, where **3.7%** of the population needed assistance with core activities due to disability. Source (a).



**For children aged 0–19**, the percentage of the population requiring assistance in Shire of Mundaring in 2021 is **higher** than the Greater Perth percentage (**4.2%** in Shire of Mundaring compared to **3.4%** in Greater Perth). Source (a).



In 2021, **4,096** carers were providing unpaid assistance to a person with a disability, long term illness or old age. This represents **12.6%** of the population aged 15+, compared to **10.9%** of the Greater Perth population aged 15+ providing unpaid care. Shire of Mundaring's number of unpaid carers is **increasing** at 1.5 times the rate of Greater Perth (since 2016). Source (a).



According to National Disability Insurance Scheme (NDIS) forecasted data, the Shire of Mundaring will require **634** paid NDIS workers by 2023. Source (b).



### People from culturally and linguistically diverse (CaLD) backgrounds:

The ABS defines the CaLD population mainly by country of birth, language spoken at home, English proficiency, parents' country of birth and religious affiliation.

In 2021, **23.9%** of people in Shire of Mundaring were born overseas.

**192** people who spoke a language other than English at home reported difficulty speaking English. Source (a).

Note: Language barriers can lead to an under-representation of CaLD people where English is used in surveys or is required for self-reported information.



### The LGBTQIA+ community:

It is now widely recognised that there are disparities in health and wellbeing for LGBTQIA+ communities compared to the general population. Negative experiences have contributed to barriers in accessing community services due to actual or anticipated experiences of stigma and discrimination. The Shire commits to providing inclusive opportunities for the LGBTQIA+ community.

The Australian Human Rights Commission conclude that up to **11 in 100**

Australians may have a diverse sexual orientation, sex, or gender identity (2014).

In the ABS General Social Survey 2020, **4%** of Australians identified as gay, lesbian, or bisexual, and were more likely to report experiencing discrimination than people who described themselves as heterosexual (**30%** compared to **13%**). Source (c).



### People with mental health conditions:

Within Shire of Mundaring, **3,480** people have a long-term mental health condition, including depression and anxiety. Source (a).

The NDIS recognises psychosocial disability, which may arise from a mental health condition, and its impacts upon social interaction, self-management, self-care, communication, learning and mobility. These factors can all impose upon a person's capacity to receive equal opportunities for access and inclusion. Therefore, the Shire is committing to plan for all people with mental health conditions within the Strategy.

# Consultation



The Shire, together with IDAAG members, undertook public consultation in preparing the Action Plan.

Feedback was sought from internal and external stakeholders during the consultation period, which commenced 1 April 2022 and concluded 15 July 2022.

Whilst community engagement was promoted widely, the Shire particularly invited the following target groups to share their experiences related to access and inclusion: people living with a disability; their families and carers; people from CaLD backgrounds; the LGBTIQ+ community; and people with mental health conditions.

The Shire carried out targeted stakeholder engagement with 19 community groups, 20 schools, 17 industry service providers, organisations and IDAAG members. These stakeholders were selected in recognition of their strong connections with the local community.

All stakeholders were asked to share relevant information with their networks to encourage participation in the consultation. Phone and in-person interviews were conducted with willing stakeholders.

To meet its commitments under the *Disability Services Act 1993*, the Shire is required to seek community feedback on each of the seven outcome areas. Consequently, the survey questions were designed to reflect this.

Community members were given the opportunity to complete an online survey and provide their comments on an ideas wall via Engage Mundaring. In addition, traditional methods were provided via a hard copy survey and suggestion boxes available at key Shire facilities.



# Findings



Upon conclusion of the consultation period, 46 submissions were received from both internal and external stakeholders.

Overall, survey respondents reported:

- they felt Shire events, buildings and facilities were accessible and inclusive;
- they felt accessing information and finding out about Shire services, events or projects is easy;
- they have had a positive experience when participating in public consultation; and
- they felt listened to and treated with respect when providing feedback or making a complaint to the Shire.

Upon analysis of consultation data, some themes emerged. Firstly, stakeholders were eager to see greater use of inclusive language in communication mediums, as well as visual cues and icons that promote inclusive and safe places.

It was also suggested that the Shire leverage on partnerships for support and resources, and lead in supporting community groups to deliver more accessible and inclusive events.

The feedback received supported development of the Action Plan, which is in line with the Shire's capacity to deliver in terms of financial and human resources.

*“... respondents reported  
... they felt listened to and  
treated with respect ...”*

# Action Plan



## *Disability Services Act 1993*

**Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, a public authority.**

**Our Objective – all people regardless of their age, gender, culture or ability have equitable access to Shire services and events.**

**Action:** Promote and celebrate significant days that acknowledge inclusion, e.g. International Day of People with Disability, Wear it Purple Day (LGBTIQA+ awareness day), Harmony Day (celebrate cultural diversity).

**Responsible Team:** Community Engagement; and Communications.

**Years of Implementation:** Ongoing.

**Action:** Communicate the definition of access and inclusion via the Community Funding Program Grant Guidelines and provide examples to assist grant applicants to deliver accessible and inclusive events and programs.

**Responsible Team:** Community Engagement.

**Years of Implementation:** 2022-2023.

**Action:** Deliver accessible, safe and inclusive services, events, meetings and engagement activities through the provision of the following, where possible:

- Quiet areas for people with sensory requirements
- Safe and inclusive spaces
- Adequate accessible parking
- Adequate accessible toilet facilities
- Clear event/activity and directional signage
- Monitor social media comments.

**Responsible Team:** Organisation-wide.

**Years of Implementation:** Ongoing.

**Action:** Review the Shire's Event Access Checklist and update to include actions to assist with planning events that are accessible and inclusive.

**Responsible Team:** Recreation and Leisure.

**Years of Implementation:** 2023-2024.



**Action:** Provide clarity on promotional material around why and/or how a service and/or event is accessible and inclusive, e.g. access ramp available, quiet space available.

**Responsible Team:** Organisation-wide.

**Years of Implementation:** Ongoing.

**Action:** Display significant symbols on promotional material to inform if a service and/or event is accessible and inclusive, e.g. assistance dog symbol, Aboriginal and Torres Strait Islander flags, rainbow flag representing LGBTIQ+ communities.

**Responsible Team:** Organisation-wide.

**Years of Implementation:** Ongoing.

**Action:** Build and maintain partnerships to promote and deliver national, state and local services and events that enhance accessibility and inclusivity, e.g. partnership with Alzheimer's WA to deliver a regular local Memory Clinic and provision of training for volunteers.

**Responsible Team:** Community Engagement.

**Years of Implementation:** Ongoing.





### *Disability Services Act 1993*

**Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of a public authority.**

**Our Objective – all people regardless of their age, gender, culture or ability have equitable access to Shire buildings and facilities.**

**Action:** Investigate accessible design options when planning new Shire facilities, to create roadway and pathway connectivity to Shire buildings and facilities.  
**Responsible Team:** Infrastructure Services.  
**Years of Implementation:** Ongoing.

**Action:** Display significant symbols on Shire buildings and facilities that promote an inclusive and safe space, e.g. assistance dog symbol, Aboriginal and Torres Strait Islander flags, rainbow flag representing LGBTIQA+ communities.  
**Responsible Team:** Recreation and Leisure; and Building Assets.  
**Years of Implementation:** Ongoing.

**Action:** Investigate the use of visual cues that provide information about available amenities within Shire buildings and facilities, when planning new Shire facilities and/or when upgrading existing Shire buildings and facilities.  
**Responsible Team:** Recreation and Leisure; and Building Assets.  
**Years of Implementation:** Ongoing.

**Action:** Investigate the feasibility and best location within the Shire for a liberty swing (swing suitable for a person who uses a wheelchair).  
**Responsible Team:** Infrastructure Services; and Recreation and Leisure.  
**Years of Implementation:** 2024-2025.

**Action:** Investigate the scope to install a mobility hoist aid to transfer a person living with a disability into the all-terrain wheelchair located at Lake Leschenaultia.  
**Responsible Team:** Recreation and Leisure.  
**Years of Implementation:** 2025–2026.



### *Disability Services Act 1993*

**Outcome 3: People with disability receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.**

**Our Objective – all people regardless of their age, gender, culture or ability have equitable access to information.**

**Action:** Review and update the Shire’s writing style guide to include information about the use of correct terminology and inclusive language in terms of disability, gender and sexual diversity and cultural and linguistic diversity.

**Responsible Team:** Communications.

**Years of Implementation:** 2023–2024.

**Action:** Investigate the use of captions on TV displays and image descriptions on social media.

**Responsible Team:** Communications.

**Years of Implementation:** 2023–2024.



### *Disability Services Act 1993*

**Outcome 4: People with disability receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.**

**Our Objective – all people regardless of their age, gender, culture or ability have equitable level and quality of service.**

**Action:** Provide training for customer service staff in inclusion, diversity, disability awareness and mental health first aid training using specialist providers and people with lived experience.

**Responsible Team:** Human Resources.

**Years of Implementation:** Ongoing.

**Action:** Review, update and promote the Shire's Access & Inclusion Information Booklet.

**Responsible Team:** Community Services.

**Years of Implementation:** Annually.

**Action:** Participate in the WA Access and Inclusion Network to maintain and build partnerships and partake in access and inclusion knowledge sharing and learning opportunities.

**Responsible Team:** Community Engagement.

**Years of Implementation:** Ongoing.



### *Disability Services Act 1993*

**Outcome 5: People with disability have the same opportunities as other people to make complaints to a public authority.**

**Our Objective – all people regardless of their age, gender, culture or ability have equitable opportunity to make complaints.**

**Action:** Review the Shire’s Complaints Management Procedure for recording complaints to include a section on access and inclusion related complaints.

**Responsible Team:** Governance.

**Years of Implementation:** 2023–2024.

**Action:** Support those making a complaint as required, e.g. provide information in an alternative format on request, provide an interpreter on request.

**Responsible Team:** Organisation-wide.

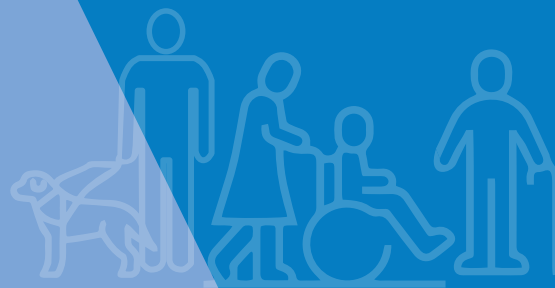
**Years of Implementation:** Ongoing.

**Action:** Collate compliments, complaints and general feedback and analyse trends and patterns to inform future actions in the Shire’s Access and Inclusion Informing Strategy.

**Responsible Team:** Governance; and Community Engagement.

**Years of Implementation:** Ongoing.





### *Disability Services Act 1993*

**Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by a public authority.**

**Our Objective – all people regardless of their age, gender, culture or ability have opportunities to participate in public consultation.**

**Action:** Promote and deliver Shire community engagement practices in line with the Community Engagement Policy, to increase participation in community consultation and decision making processes.

**Responsible Team:** Community Engagement.

**Years of Implementation:** Ongoing.

**Action:** Provide consultation material in alternative formats and/or other support on request to enable participation in community consultation.

**Responsible Team:** Organisation-wide.

**Years of Implementation:** Ongoing.

**Action:** Promote the Shire's Access and Inclusion Informing Strategy to consultants contracted to deliver community engagement for the Shire.

**Responsible Team:** Organisation-wide.

**Years of Implementation:** Ongoing.

**Action:** Promote the existence and role of the Shire's Inclusion and Disability Access Advisory Group to the community and communicate membership opportunities.

**Responsible Team:** Community Engagement.

**Years of Implementation:** Ongoing.



### *Disability Services Act 1993*

**Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.**

**Our Objective – all people regardless of their age, gender, culture or ability have opportunities to obtain and maintain employment with the Shire.**

**Action:** Develop strategies to achieve the Shire's commitment to increase the representation of people with disability employed by the Shire to 5% by 2025 and support inclusive work environments.

**Responsible Team:** Human Resources.

**Years of Implementation:** 2023–2024.

**Action:** Develop strategies to achieve the Shire's commitment to gender diversity targets to increase the representation of women in leadership positions and support inclusive work environments.

**Responsible Team:** Human Resources.

**Years of Implementation:** 2023–2024.

**Action:** Provide training in inclusion, diversity and disability awareness and associated statutory obligations for all personnel involved in the recruitment, selection, retention and ongoing management of Shire employees.

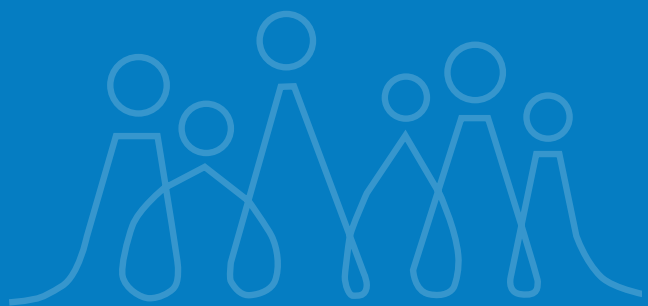
**Responsible Team:** Human Resources.

**Years of Implementation:** Ongoing.

**Action:** Incorporate gender equality, diversity and inclusion in plans, frameworks, strategies, policies, procedures and guidelines as these documents are reviewed and updated.

**Responsible Team:** Organisation-wide.

**Years of Implementation:** Ongoing.



*“... Incorporate gender equality, diversity and inclusion in plans, frameworks, strategies, policies, procedures and guidelines as these documents are reviewed and updated ...”*



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