

All In.
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**NDIA Inclusion
and Diversity**



NDIA Gender Equity Action Plan

ndis

Acknowledgement of Country

The National Disability Insurance Agency (NDIA) acknowledges the Aboriginal and Torres Strait Islander peoples of this nation and the Traditional Custodians of the lands across which our Agency conducts our business. We pay respects to the custodians of the land on which we work as well as their ancestors and Elders, past, present and emerging.

The NDIA is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters, seas and their rich contribution to society.

Acknowledgements

We would like to acknowledge the assistance and input of the many contributors to the creation of this document, including the foundation members of our Gender Equity Staff Network, NDIA staff and partners.

Contact us

We welcome feedback on our Gender Equity Action Plan. For more information about the development of this publication, or to request an alternative format, contact us at diversity@ndis.gov.au.

Living the NDIA values

The NDIA affirms its commitment to being an inclusive workplace through its values: we value people, we grow together, we aim higher, and we take care. Underpinning the values is the central focus of the NDIA – improving participant experience and outcomes.

Values reinforce the guiding principles of an organisation's culture, and help to drive employees' priorities, actions and behaviours within the organisation.

To make a positive difference to the lives of NDIS participants and do their work, our staff must live the values and feel connected to the workplace by being supported and included. This is how we foster a culture of belonging.

NDIA staff are bound by the broader Australian Public Service (APS) values: impartial, committed to service, accountable, respectful, ethical and stewardship.

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NDIA Gender Equity Action Plan

Contents

NDIA commitment to gender equity	4
Diversity snapshot	6
Focus areas	
Gender data	8
Leadership and accountability	9
Culture and safety	11
Inclusive policy and practice	14
Career development and advancement	16
Gender Equity Action Plan Reporting	18
Glossary of terms	20
References	22

NDIA commitment to gender equity

At the NDIA, we are committed to fostering a safe and respectful workplace, where staff of all gender identities have equitable opportunities to achieve their full potential.

We know gender equity benefits everyone. We want to be a workplace that is inclusive, accessible and driven by the collective value and innovation that our staff bring to the NDIA in delivering a world-leading NDIS for participants.

The Gender Equity Action Plan reflects a shared commitment to advance gender equality and equity across the Australian Public Service (APS). It is aligned to the APS Gender Equality Strategy 2021–26¹ and the gender equality indicators set by the Workplace Gender Equality Agency (WGEA).² It sets out clear actions to improve gender equity across our workforce, led from the top and tracked through regular reporting.

In developing this action plan, we recognise that equity is the path to equality, providing tailored support so all staff can succeed. We also acknowledge intersectionality: the overlapping experiences of our staff who belong to multiple diversity groups, and the unique barriers they may face as a result. For example, one in 5 women with disability experience a disability-related exclusion.³ Therefore, female NDIA staff with disability may need extra support to ensure they have a fair and equitable opportunity to reach their full potential at work.

Guided by legislative obligations, our Gender Equity Action Plan is a living document, backed by strong governance, and will be updated as business needs change.

The NDIA is committed to delivering the actions in this plan, to champion staff of all gender identities, and to be recognised as an employer of choice for gender equality within the APS and across Australia.

Our focus areas

We have 5 focus areas to guide our progress.



Gender data. We collect, analyse and share gender data to meet our reporting requirements and improve workforce insights.



Leadership and accountability. Senior leadership have accountability for achieving gender equality and equity, by closing existing gaps across the NDIA.




Culture and safety. Culture and safety are at our core. Staff lead with empathy, have zero tolerance for harm, and actively shape an inclusive, visible, authentic and meaningful workplace.



Inclusive policy and practice. We foster inclusive policy and practices that support all gender identities, address imbalance, and improve experiences across the employee lifecycle.



Career development and advancement. We create opportunities for career development and advancement for all staff, at all work levels and from all business areas.



‘For me, upholding inclusion is not just a value, but a fundamental principle that guides how I interact with others in my workplace, community and beyond.’

Jordan Vella (they/them)
Senior Project Officer, Adelaide, SA

Diversity snapshot

As at 30 June 2025, NDIA HR information systems data reported:

- Females make up 72% of the NDIA workforce.
 - At all APS levels (excluding Legal Officer APS6 and Special Counsel), there is greater gender parity. Over 69% of the executive level cohort is female, while 58% of the SES cohort is female.
- The female workforce is more experienced in the NDIA, with an average tenure of 3 years compared to 2 years for males.
- In 2024, there were approximately 10,300 interviews held for roles advertised externally (excludes bulk assessment activities). Of those invited to interview, 66% were women.
 - Women were more likely to be found suitable at interview (59% success rate) compared to males (53% success rate).
 - At all generalist APS levels, women were found more suitable than males (66% compared to 34%).
- In 2024, 74% of internal promotions (the majority of promotions across all APS levels) were of women.
- During the 2023–24 annual performance cycle, a higher proportion of women were rated as Exceeds Expectations (18%), compared to males (15%).

Gender pay gap data

Table 1: Gender Pay Gap data for staff by role level as at 30 June 2025

APS level	Percentage gap
APS 2	8.5%
APS 3	0.2%
APS 4	-0.4%
APS 5	0.0%
APS 6	-0.1%
EL 1	1.0%
EL 2	0.4%
SES 1	1.0%
SES 2	5.9%
SES 3	3.4%

Gender composition of the NDIA Board

At September 2025, the NDIA Board is made up of a male Chair, 5 female members and 5 male members.

Parental leave data

Table 2: NDIA parental leave data FY 2024-25

Level type	Female (N)	Male (N)	Total (N)
Parental leave with pay	370	201	571
Parental leave without pay	181	7	188

N = number of employees

Job type and function data

Table 3: Full-time employees by gender and type of employee (manager, non-manager) as at 30 June 2025

Gender	Manager	Non-manager	Total
Female	1,434	5,108	6,542
Male	656	2,057	2,713
Non-binary	8	45	53
Total	2,098	7,210	9,308




Table 4: Part-time employees by gender and type of employee (manager, non-manager) as at 30 June 2025

Gender	Manager	Non-manager	Total
Female	162	989	1,151
Male	17	124	141
Non-binary	0	1	1
Total	179	1,114	1,293



Gender Equity Action Plan Focus area 1




Gender data




 Action	 Outcome	 Timeline
1.1 Undertake biannual gender pay gap analysis to identify and address any changing drivers of our gender pay gap, where relevant*	<ul style="list-style-type: none">• Helps to eliminate any instances of unequal pay• Supports legislative requirement for equal pay for work of equal or comparable value	Quarter 3, 2025–26 Quarter 3, 2027–28
1.2 Design and implement a data improvement plan with guidelines for measuring, collecting and analysing diversity data across the employee lifecycle	<ul style="list-style-type: none">• Ensures consistent and robust data collection and analysis• Allows for greater transparency with diversity data reporting• Embeds gender equity into business systems and practices to ensure gains are maintained	Quarter 4, 2025–26
1.3 Review NDIA data through a gender disaggregated lens to improve and strengthen gender representation in select occupations, such as science, technology, engineering, mathematics (STEM) and service delivery roles	<ul style="list-style-type: none">• Encourages and embeds gender balance within the workforce• Promotes the NDIA as an employer of choice, where authentic merit-based recruitment is prioritised• Contributes to the NDIA’s aspiration for a high-performing NDIA, by ensuring the best person for the role is recruited and retained	Quarter 2, 2026–27

* Action relates to expected practice required to meet the WGEA Employer of Choice for Gender Equality citation.



Leadership and accountability

 Action	 Outcome	 Timeline
2.1 Appoint and maintain a senior level gender equity champion, to be supported by middle-level advocates*	<ul style="list-style-type: none">• Gender equity leadership is demonstrated consistently by leaders at all levels• Implementation of this action plan is led from the top	Quarter 2, 2025–26
2.2 Analyse and prioritise improvements to current gender composition targets based on existing imbalances*	<ul style="list-style-type: none">• Addresses gender composition imbalances, across work levels and business areas• Helps to attain a more balanced workforce composition• Informs improvements to NDIA recruitment and performance policies	Quarter 2, 2026–27
2.3 Establish measures to ensure senior leaders and employees are accountable for implementing the NDIA Gender Equity Action Plan	<ul style="list-style-type: none">• Demonstrates senior leadership commitment to gender equality and equity• All staff have a sense of shared responsibility for progressing gender equality and equity• Ensures employee experience informs ongoing actions• Fosters cultural safety and encourages meaningful exchanges that promote gender equality and equity in the NDIA	Quarter 2, 2025–26




 Action	 Outcome	 Timeline
2.4 Maintain and strengthen partnerships across the APS, including gender equity networks and external peak bodies, to identify and lead best practice for gender equality and equity	<ul style="list-style-type: none"> • Ensures the NDIA is informed on current industry benchmarks, advice and best practice gender equity in the workforce • Strengthens collaboration and connection across the APS to drive consistency for staff experience throughout all government agencies 	Quarter 4, 2025–26
2.5 Deliver targeted training and resources for leaders and people managers to improve capability on dealing with perimenopause and menopause at work	<ul style="list-style-type: none"> • Builds perimenopause and menopause support capability • Builds staff confidence in support structure 	Quarter 3, 2025–26

* Action relates to expected practice required to meet the WGEA Employer of Choice for Gender Equality citation.



Gender Equity Action Plan Focus area 3

Culture and safety

 Action	 Outcome	 Timeline
3.1 Analyse the effectiveness of existing incident reporting mechanisms to ensure active prevention of gender-based harassment	<ul style="list-style-type: none">• Assists in the elimination of gender-based bullying, harassment and assault in the workplace• Promotes assurance that staff can seek support in confidence• Embeds psychological safety in the workplace	Quarter 3, 2026–27
3.2 Evaluate and refresh training on family, domestic and intimate partner violence in line with a best practice inclusion approach*	<ul style="list-style-type: none">• Staff of all genders and abilities feel supported to manage these circumstances with confidence and sensitivity• Embeds psychological safety in the workplace• Increases staff capability	Quarter 1, 2026–27
3.3 Review and update internal policies and guidelines on family, domestic and intimate partner violence to include a clear definition of family and domestic violence perpetrated against women and gender diverse people with disabilities	<ul style="list-style-type: none">• Staff of all genders and abilities feel empowered to manage these circumstances with confidence and sensitivity	Quarter 1, 2026–27



Action



Outcome



Timeline

3.4 Incorporate active bystander training and unconscious bias training in the NDIA’s capability programs*

- Empowers staff to recognise the many forms of sexual harassment and the range of actions or responses available to stop the behaviour and prevent its repetition or escalation, including calling out everyday sexism

Quarter 4, 2025–26

3.5 Draw on the findings in the Australian Human Rights Commission’s report, Respect@Work: national inquiry into sexual harassment in Australian workplaces,⁴ to develop improved policy, guidance, transparency, reporting and support mechanisms*

- Supports the elimination of gender-based bullying, harassment and assault in the workplace
- Reinforces the NDIA’s zero tolerance policies
- Demonstrates the NDIA’s commitment to staff safety and wellbeing

Quarter 3, 2025–26

3.6 Develop guidelines for using gender-inclusive language and images for internal and external communications, including policies, practices and guides. Consider how policy development and service delivery design may impact genders differently.

- Helps foster a respectful workplace where all employees feel included and represented in corporate messaging
- Expands on recent work from the NDIA LGBTIQ+ Inclusion Plan to remove heteronormative and gendered language from NDIA products

Quarter 1, 2026–27

**Action****Outcome****Timeline**

3.7 Develop and launch a gender equity awareness campaign that challenges social norms and encourages behaviour change in the workforce

- Expands on existing efforts to establish and promote a gender equity staff network
- Challenges gendered stereotypes by promoting equal access for all staff to entitlements, such as parental and carers leave
- Normalises staff accessing flexible work arrangements to balance work and family commitments
- All employees have a sense of shared responsibility for progressing gender equality and equity

Quarter 3,
2025–26

3.8 Review existing processes for issuing building access passes and updating technology systems to ensure equitable application of supplying passes with preferred names being used

- Meaningful action to support staff through gender affirmation processes promotes psychological safety

Quarter 3,
2025–26




* Action relates to expected practice required to meet the WGEA Employer of Choice for Gender Equality citation.



Gender Equity Action Plan Focus area 4

Inclusive policy and practice




 Action	 Outcome	 Timeline
4.1 Provide dedicated tools and resources to build the capability of managers, including people managers, and empower middle managers to lead flexible teams*	<ul style="list-style-type: none">• Enhances delivery and application of flexible work entitlements for all staff• Helps staff with families choose the best ways for them to manage work and caring responsibilities• Positions the NDIA as an employer of choice that truly values gender equality and equity in its workforce	Quarter 2, 2025–26
4.2 Review policy and process for individual flexibility agreements (IFAs) to ensure equity of opportunity for all genders, including a review of current IFAs by gender. Implement any necessary changes to the process and monitor impact.	<ul style="list-style-type: none">• Gender equity is embedded in all business systems and practices and future-proofed for ongoing achievement	Quarter 4, 2026–27
4.3 Undertake a gender impact assessment of NDIA recruitment and promotion policies*	<ul style="list-style-type: none">• Eliminates any hidden biases or barriers to gender equity in the workforce• Strengthens the overall benefits and effectiveness of policies for all staff regardless of gender identity	Quarter 2, 2026–27
4.4 Update and maintain ongoing access to superannuation resources and awareness sessions for all employees, with an annual focus on entry level employees and graduate intakes	<ul style="list-style-type: none">• Empowers employees early in their careers to understand their superannuation and the impacts of career and life events• Employees are supported to make informed decisions throughout their careers to prepare for retirement	Quarter 3, 2025–26




 Action	 Outcome	 Timeline
4.5 Achieve breastfeeding friendly workplace accreditation (through the Australian Breastfeeding Association)	<ul style="list-style-type: none"> • Supports all parents and caregivers, regardless of gender or whether they are the birth parent • Embeds an infant/breastfeeding-friendly culture within the NDIA, which is aligned with best practice • Provides new parents a flexible, supportive and enabling environment, in line with the Australian national breastfeeding strategy: 2019 and beyond⁵ • Helps new parents with the transition to work from parental leave 	Quarter 4, 2025–26
4.6 Participate in Endometriosis Australia’s Endo AU Workplace Accreditation Program	<ul style="list-style-type: none"> • The NDIA takes meaningful action to support staff with endometriosis • Improves productivity and wellbeing of staff with endometriosis 	Quarter 3, 2026–27
4.7 Achieve menopause-friendly employer status (through Menopause Friendly Australia)	<ul style="list-style-type: none"> • Reduces stigma for staff experiencing perimenopause and menopause and promotes psychological safety • Improves productivity and wellbeing of staff experiencing perimenopause and menopause 	Quarter 3, 2026–27
4.8 Review gender affirmation guidelines and processes to improve staff experience across all stages of employment lifecycle	<ul style="list-style-type: none"> • Provides an equitable workplace experience for staff throughout the gender affirmation process • Embeds psychological safety and builds the confidence of staff affirming their gender identity that they are supported 	Quarter 4, 2026–27

* Action relates to expected practice required to meet the WGEA Employer of Choice for Gender Equality citation



Career development and advancement

 Action	 Outcome	 Timeline
5.1 Promote opportunities for all employees to perform roles that match their skills and interests, through existing channels regardless of their gender or their work arrangements*	<ul style="list-style-type: none">• Leadership does not make assumptions about an employee’s skills and capability based on gender• All staff have equal opportunity to demonstrate how, what and when they can contribute	Quarter 1, 2026–27
5.2 Design and implement a plan to protect the gender balance of senior executive service (SES) staff*	<ul style="list-style-type: none">• Gender balance is embedded in leadership, so the NDIA reflects and continues to connect with the people and community it serves• Cements the NDIA’s commitment to female representation in the SES at 50 per cent	Quarter 4, 2026–27
5.3 Design and implement a targeted sponsorship program that supports executive level staff to undertake career advancement opportunities in the SES*	<ul style="list-style-type: none">• Provides meaningful support for middle managers seeking career advancement and development opportunities• Helps to future-proof the pipeline of people being developed for senior executive level roles• Honours the APS value of stewardship	Quarter 4, 2026–27

 Action	 Outcome	 Timeline
5.4 Design and implement a targeted leadership development program for women with disability, women of colour, First Nations women, and trans and gender-diverse staff that is considerate of intersectional marginalisation*	<ul style="list-style-type: none"> • Empowers staff from marginalised diversity groups to drive their own career advancement • Encourages managers to consider the intersectional lens of diversity and inclusion • Promotes gender equity and inclusion within the workforce 	Quarter 4, 2026-27
5.5 Audit recruitment processes and practices for alignment and equity to improve gender balance representation within the NDIA*	<ul style="list-style-type: none"> • Helps to attract a diverse range of candidates to ensure a high-performing NDIA • Embeds a gender-informed approach to job advertising 	Quarter 2, 2026-27


* Action relates to expected practice required to meet the WGEA Employer of Choice for Gender Equality citation.

Gender Equity Action Plan Reporting

How we will measure and report on the Gender Equity Action Plan

 Actions	 Outcome	 Business Area Responsible	 Timeline
<p>Progress reported to senior leadership</p>	<p>Provide senior leadership with confidence that the NDIA is advancing its gender equity inclusive practice</p>	<ul style="list-style-type: none"> • Office of Agency Accessibility and Inclusion • SES gender equity champions 	<p>Six monthly: Q3, 2025–26 Q1, 2026–27 Q3, 2026–27 Q1, 2027–28 Q3, 2027–28</p>
<p>Public sector annual reporting to Workplace Gender Equality Agency</p>	<p>We will continue complying with the Workplace Gender Equality Act and submit our public sector reporting to WGEA annually</p>	<ul style="list-style-type: none"> • Office of Agency Accessibility and Inclusion • Workplace Planning and Reporting • Chief Executive Officer • SES gender equity champions 	<p>Annually: 31 October 2025 31 October 2026 31 October 2027</p>

The actions in this plan will establish the foundations for the NDIA to participate in the WGEA Employer of Choice for Gender Equality [citation program](#). This will strengthen the NDIA’s commitment to being an employer of choice, and ensure we maintain best practice and retain citation-holder status into the future.



‘Gender equality to me means that we should always be working to make sure that people of all genders feel respected and valued at work and in the community.’

HK (he/him)
Reviews Officer, Geelong, VIC

Glossary of terms

The following definitions are informed by the Australian Public Service Commission's (APSC's) gender equality strategy, unless otherwise attributed.⁶

Diversity

Refers to the differences found in people that create their unique identity, including age, caring responsibilities, cultural background, religion, disability, cognitive diversity, gender, Aboriginal and Torres Strait Islander identity, sexual orientation, and socio-economic background. It also encompasses profession, education, political views, values, work experiences and organisational role.

Equality

Treating people the same regardless of differences. Although all people are given equal treatment, it assumes all people are starting from the same place. It can result in unequal outcomes if some have inherent advantage.

Equity

Treating people fairly but differently. Equity promotes fairness by identifying differences and allocating resources based on need.

Gender balance

Refers to 40% men, 40% women and 20% of any gender.

Identity

The way we define ourselves, including our values, beliefs and personality. It can also include those dimensions listed under 'Diversity' and encompasses the roles we play in our society and family, our memories, our hopes for the future, as well as our hobbies and interests.

Inclusion

When people can access opportunities and are regularly asked to contribute perspectives and ideas. For instance, inclusion occurs when people of different backgrounds, experiences, perspectives and abilities are included on committees, consulted, and invited to comment.

Inclusive leadership

The mindsets, knowledge, skills, and behaviours that leaders use in an effective and inclusive organisation.

Intersectionality

Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.⁷

Menopause

The point in time when people who menstruate have not had a monthly period for 12 months. The average age at menopause is 51 years. Menopause marks the end of the reproductive stage of life. Symptoms during menopause can include hot flushes, night sweats, muscle and joint aches, tender breasts and emotional changes. Ways to manage the symptoms of menopause include lifestyle changes, hormone replacement therapy and complementary therapies.⁸

Non-binary

Someone with a gender identity other than man or woman. There are a diverse range of non-binary gender identities. Some intersex people and some trans people have non-binary gender identities.⁹

Partners

Refers to the community-based organisations the NDIA funds and works with to help deliver the NDIS in some parts of Australia.



‘Gender equity to me means we are breaking down gender stereotypes and provided with equitable access to all opportunities.’

Teresa Ellis (she/her)
Senior First Nations Liaison Officer,
Maroochydore, QLD

Perimenopause

The stage of life leading up to the last menstrual period, when the ovaries start to run out of eggs. Perimenopause officially ends one year after the last period. Perimenopause usually starts when a person is in their 40s, although may occur earlier or later in some people. On average, perimenopause lasts 4 to 6 years. However, it can last from one to 10 years.¹⁰

Psychological safety

A shared belief the environment is safe for a person to take risks and be vulnerable. When a person experiences psychological safety, they feel valued, able to express ideas and ask questions, and do not feel they will be punished for speaking up.

Unconscious bias

Refers to the unintentional stereotypes and beliefs about different social and identity groups that are automatic and/or ingrained and can influence behaviour, perceptions and actions.

Workforce composition

A measure of the participation rates of women, men and non-binary employees in the workforce. This includes rates of full-time, part-time and casual work; the gender split by industry; the proportion of each gender in leadership; and the rates of resignations, promotions and appointments by gender.¹¹

References

¹ APSC (Australian Public Service Commission), [Australian Public Service gender equality strategy 2021–26](#), Australian Government, 2021, accessed 7 July 2025.

² WGEA (Workplace Gender Equality Agency), [Employer guidance on developing policies and strategies for the 6 gender equality indicators](#), WGEA, 2024, accessed 7 July 2025.

³ UN Women, [UN Women’s approach to disability inclusion and intersectionality](#), UN Women, 2023, accessed 5 November 2024.

⁴ AHRC (Australian Human Rights Commission), [Respect@Work: national inquiry into sexual harassment in Australian workplaces](#), AHRC, 2020, accessed 18 December 2024.

⁵ COAG Health Council, [The Australian national breastfeeding strategy: 2019 and beyond](#), Department of Health, Disability and Ageing, 2019, accessed 1 August 2025.

⁶ APSC, [Realising the benefits for all—APS gender equality strategy 2021–26](#), Australian Government, 2021, accessed 30 May 2025.

⁷ Diversity Council Australia (DCA), [What is intersectionality?](#), DCA website, 2025, accessed 28 March 2025.

⁸ Healthdirect Australia, [Menopause](#), Healthdirect Australia website, 2023, accessed 16 April 2025.

⁹ D Hough, [Let’s talk gender – a closer look at gender diversity within the workplace \[PDF 1.75MB\]](#), Pride in Diversity, Sydney, 2015, accessed 28 March 2025.

¹⁰ Healthdirect Australia, [Perimenopause](#), Healthdirect Australia website, 2023, accessed 16 April 2025.

¹¹ WGEA (Workplace Gender Equality Agency), [GEI 1: Gender composition of the workforce](#), WGEA, 2024, accessed 3 March 2025.



‘Gender equality means no career limits due to gender or other barriers. It involves breaking down historic obstacles and promoting respect, inclusivity, and fairness.’

Barbara Li (she/her)
Finance & Treasury SME, Richmond, VIC



Contact us

The Agency welcomes feedback of our inclusion and diversity practices. For more information about the development of this publication, or to request an alternative format, contact us through diversity@ndis.gov.au.