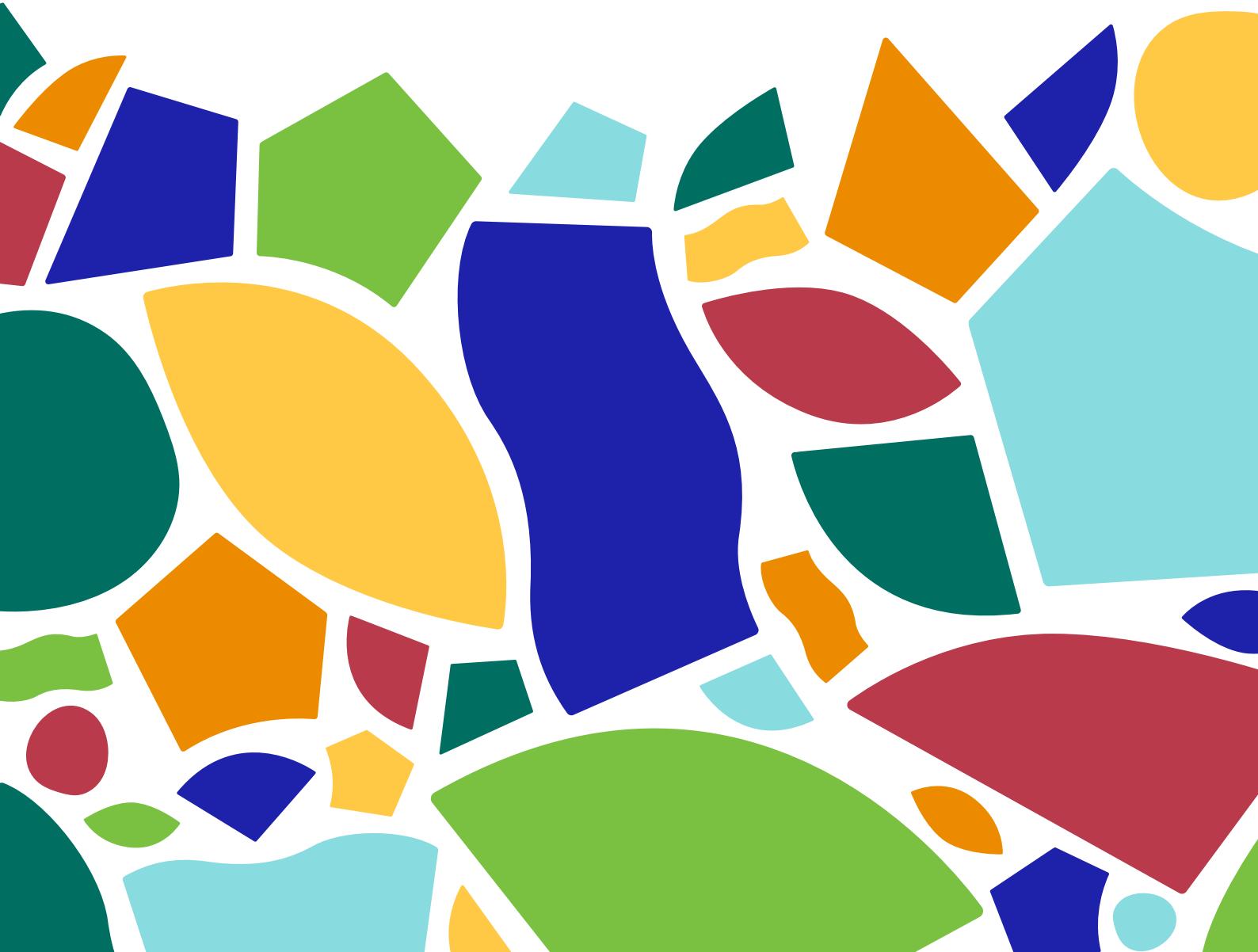




headspace
National Youth Mental Health Foundation

diversity, equity and inclusion plan

2026–2029



ceo message

I'm proud to introduce headspace National's first-ever Diversity, Equity and Inclusion (DEI) Plan 2026–2029.

This plan was shaped by you, for you and will continue to evolve with your continued support and engagement. At headspace, we believe a diverse, inclusive and equitable workplace is essential to delivering better outcomes for young people, family and communities.

headspace is committed to inclusion, and this plan is about strengthening and formalising that commitment.

Our people are deeply connected to our purpose and shared vision; that is, every young person's mental health and wellbeing are valued and supported.



The DEI Plan is aligned to our **People Plan 2025–2028**, which aims to build a culture where all headspace staff feel seen, heard and valued. Further, the DEI Plan reflects our commitment to demonstrate the **headspace way**, where **everyone has a role to play** in creating a culture of inclusion, safety and belonging.

Thank you for playing a key role in developing our DEI plan over the past 12 months through sharing your feedback, ideas and lived experiences with us. Together, we'll make headspace an even better place to work, grow and thrive.

A handwritten signature in black ink, appearing to read "J. Trethowan".

Jason Trethowan
Chief Executive Officer

introduction

At the heart of headspace National lies a commitment to creating a workplace where every individual feels valued, respected and empowered to thrive. Our DEI Plan reflects our dedication to fostering a culture of belonging, one where differences are celebrated, equity is embedded in our systems, and all voices are heard and respected.

This DEI Plan outlines a four-year roadmap, including clear actions, measurable outcomes, and continuous learning and accountability. We recognise that meaningful change requires sustained effort, courageous leadership and collaboration at every level.

At headspace, we believe there is strength in diversity. We have dedicated working groups and staff networks in train and progressive policies and processes that support a strong employee value proposition such as cultural leave and hybrid working arrangements.

We are proud of our neutral gender pay gap, our strong focus on wellbeing and our purpose-led workplace culture based on our values and the headspace way. We recently received Rainbow Tick Accreditation in recognition of our efforts to drive LGBTIQA+ inclusion in our workplace and the services we deliver to the community. Importantly, our work efforts around DEI are underpinned by strong and impactful leadership across all levels of the organisation, and our leaders will continue to advocate and push for meaningful progress.

Although there's much we've achieved, there is always more to be done. Legislative developments in Australia have reinforced the importance of aligning DEI plans with compliance standards, however we aim to apply best-practice standards not as a legal requirement, but as a key driver of sustainable organisational performance and a thriving workplace for all.

Our headspace DEI Plan is intersectional. This approach¹ recognises how different aspects of a person's identity exposes them to overlapping and intersecting forms of discrimination and privilege based on their identity. Rather than focusing on individual equity groups, our plan will be structured around four identified key themes ensuring actions are nuanced and specific to the groups most impacted.



¹ Coined by Kimberle Crenshaw

our commitment to diversity, equity and inclusion

Our DEI Plan reflects our commitment to strengthen the headspace culture of inclusion, safety and belonging through clear and sustained actions.

We commit to:

- 1 creating environments where all individuals feel safe to express themselves without fear of judgment, retaliation, or exclusion.
- 2 ensuring fair access to opportunities for growth, leadership and recognition across all roles and identities.
- 3 designing work environments and policies that accommodate different needs, abilities and life circumstances.
- 4 ensuring diverse voices are represented, heard, and valued in decision-making and storytelling.
- 5 using data-driven approaches to track DEI outcomes and continuously improve strategies.



Our DEI Plan outlines how we will fulfill this commitment to our people.

defining DEI

What is diversity, equity and inclusion?

Diversity – it's about the mix

Diversity refers to the mix of people in an organisation, including the differences in how people identify themselves, such as ethnicity, gender, age, race, religion, disability and sexual orientation, and other diversity dimensions both visible and invisible.²

Equity helps achieve equal outcomes

Equity addresses the fair treatment and distribution of resources, opportunities and respect for all employees. It recognises that not all individuals have the same starting point or access to resources and aims to ensure that everyone has what they need to succeed.³

"My biggest piece of advice is not to assume things about people or their needs. Have conversations and ask people about what will make a difference to them and see these adjustments as a way to get the most out of every employee."

David Cross, Head of Data and Reporting

Inclusion – how we get the mix to work

Inclusion in a workplace is achieved when diverse people feel valued and respected for who they are and may progress in their careers and contribute to the success of headspace.⁴



² Diversity Council Australia, Diversity Definition, Sydney, DCA, 2025

³ Diversity Australia, DEI in the workplace: a strategic and actionable guide

⁴ Diversity Council Australia, Diversity Definition, Sydney, DCA, 2025

roles and responsibilities

We all play a role in fostering a work environment that is safe, inclusive, free from discrimination and reflective of the diverse communities we serve.

As headspace employees, we have a shared responsibility to:

- **Speak up and listen:** Use inclusive language and actively listen to different perspectives.
- **Celebrate differences:** Participate in cultural events and awareness activities.
- **Challenge bias:** Call out stereotypes or exclusion.
- **Learn continuously:** Engage in DEI training such as cultural safety and self-learning resources.

Leaders and Managers are expected to:

- **Model inclusion:** Demonstrate inclusive behaviours in meetings and decision-making.
- **Create safe spaces:** Encourage open dialogue and psychological safety in teams.
- **Create fair opportunities:** Ensure equitable access to projects, promotions and development.
- **Ensure flexibility matters:** Support flexible work arrangements and reasonable accommodations.
- **Take action:** Act on feedback.

taking ownership of the plan

A clear governance framework is essential for delivering success through strategic oversight, accountability and consistent progress. The headspace National Executive team will lead this work through the creation of a DEI council. The DEI council will:

- appoint an Executive Sponsor to oversee delivery of the DEI Plan on behalf of the Executive.

- establish working groups for each DEI pillar with representation across all levels and teams.
- identify resources required to implement our commitments and clear, measurable targets for success.
- report progress annually to the headspace National Board.

our DEI focus areas

The DEI Plan is built around four key pillars – each with goals and actions. To achieve systemic equity, sustainable cultural change and inclusive growth, we will take coordinated actions impacting governance, and workplace systems and culture.

There are four overarching pillars guiding the actions:

1

psychological safety and speaking up

honesty, respect and safety in speaking up

2

cultural safety and belonging

value every person, hear every story

3

workplace flexibility and accommodations

flexible work, inclusive support

4

career advancement and equity

opportunity for all, progress with purpose

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1

psychological safety and speaking up

honesty, respect and safety in speaking up

We create an environment where everyone feels safe sharing ideas, asking questions, raising concerns and speaking up without fear of negative consequences.

goals

actions

Support employees to speak up

- Develop an anonymous reporting channel for staff to report concerns
- Strengthen and communicate clear procedures for reporting and responding to incidents
- Provide resources to equip staff to intervene and respond to inappropriate behaviour (e.g. bystander training) and raise workplace concerns safely

Foster a culture of respectful and inclusive dialogue where all employees feel heard

- Establish structured forums and feedback channels so staff can share diverse ideas and opinions.
- Embed a consistent, organisation-wide approach to two-way feedback and communication
- Introduce meeting charters that create structure and space for ideas and diverse opinions to be shared
- Establish dedicated spaces for peer reflection and learning across the organisation
- Consult annually with all staff on gender equality issues
- Report annually on sexual harassment including through to Board

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2

cultural safety and belonging

value every person, hear every story

We create an inclusive environment where every employee feels respected, valued and free to express their identity without fear or discrimination.

goals	actions
Embed an intersectional approach to our internal policies, procedures and ways of working	<ul style="list-style-type: none">Conduct a comprehensive review of relevant policies and update where required to support equity, inclusion and effectivenessFurther strengthen recruitment practices to promote equity and provide managers with an inclusive hiring guideEmbed diversity, equity, and inclusion principles into Employee Value Proposition design (EVP)
Drive inclusive leadership and embed support	<ul style="list-style-type: none">Enhance support for neurodiversity and disability through practical resources and inclusive workplace initiativesFurther embed inclusive behaviours into leadership expectations and reinforce them through ongoing leadership capability development
Support belonging	<ul style="list-style-type: none">Promote inclusive connection by recognising and celebrating cultural and religious diversity, guided by the headspace way and employee inputFacilitate regular and inclusive social connection opportunities, with a focus on remote workers and cross-team engagement

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3

workplace flexibility and accommodations

flexible work, inclusive support

We ensure all employees are supported to thrive by balancing individual needs with work goals through inclusive, adaptable work practices.

goals

actions

Recognise and support the varied needs of all employees

- Strengthen the request process to make it simple, accessible and transparent for staff to request workplace adjustments
- Enhance disability disclosure supports in recruitment and onboarding
- Ensure flexible work arrangements and workplace adjustments are applied consistently and inclusively, taking into consideration staff with multiple, overlapping needs
- Increase the number of part time managers

Further embed our EBA provisions and supporting resources

- Raise visibility of Gender Affirmation Leave and develop supporting resources
- Develop options for evolving our flexible work arrangements framework, including reconsideration of existing eligibility criteria

Create resources to support workplace adjustments and flexible work

- Develop a toolkit for managers to apply workplace adjustments consistently and fairly
- Provide staff with clear, accessible information on how to request workplace adjustments and flexible work options

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4

career advancement and equity

opportunity for all, progress with purpose

We promote fair and transparent opportunities for growth so every employee can develop free from bias or barriers.

goals

actions

Provide equitable access to professional development opportunities for all staff

- Deliver targeted learning resources aligned to capability needs, using blended learning models that ensure equitable access and support for diverse learners
- Establish a structured mentoring program that connects staff across roles and levels

Reimagine roles and career paths to embrace diversity and forward-thinking practices

- Create succession planning and talent management strategies to support greater equity in career development
- Expand opportunities for part-time leadership and explore job-sharing opportunities
- Ensure fairness in career progression by implementing clear and transparent processes for internal mobility and advancement

Advance diversity through inclusive hiring and workplace practices

- Strengthen inclusive recruitment practices to ensure hiring processes are fair, accessible and equitable (e.g. provide unconscious bias resources for hiring managers)
- Develop targeted strategies to broaden and diversify applicant pools (e.g. advertise on different job boards)
- Use exit interview insights to enhance employee experience
- Provide hiring managers with practical tools and resources to recognise and reduce unconscious bias



headspace services operate across Australia, in metropolitan, regional, rural and remote areas, supporting young people and family to be mentally healthy and engaged in their communities.



headspace would like to acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First People and Traditional Custodians. We value their cultures, identities, and continuing connection to country, waters, kin and community. We pay our respects to Elders past and present and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander young people, by providing services that are welcoming, safe, culturally appropriate and inclusive.



headspace is committed to eliminating all forms of discrimination in its programs and services. headspace celebrates and values all identities, experiences, cultures, abilities, faiths, bodies, sexualities, and gender identities through continuous reflection and ongoing improvement. headspace celebrates and values the diverse and intersectional living experiences of lesbian, gay, bisexual, transgender and gender diverse, intersex, queer and asexual (LGBTIQA+) young people, family and communities.

