



For the
community
creators

UDIA WA DIVERSITY, EQUITY & INCLUSION STRATEGY



Updated October 2025

Acknowledgement of Country

The Urban Development Institute of Australia (UDIA WA) acknowledges the Traditional Custodians of the land on which we work, the Whadjuk people of the Noongar Nation. We also acknowledge the Traditional Custodians across Western Australia and their continuing connection to the land and waters where our members operate.

We wish to acknowledge the strengths of their continuing culture and offer our respects to Elders past, present and emerging.

ABOUT THE ARTIST: JARNI MCGUIRE

Jarni was born and raised on Noongar Boodja (country); a Whadjuk, Ballardong and Yuat woman living in Boorloo (Perth).

In 2021, Jarni started Jarni Creative, and since then, she has been exploring a plethora of art mediums from acrylics, digital, and public art. Bringing traditional stories and art into the modern landscape.

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From the CEO

I am proud to launch UDIA WA's inaugural Diversity, Equity and Inclusion (DEI) Strategy, which is another significant step forward in our commitment to creating a fair, inclusive, and high performing organisation and development industry.

This strategy is a reflection of our organisational values and our responsibility to lead by example as the leading industry body representing the urban development industry in Western Australia.

Our vision for diverse living options in thriving, connected communities drives us to influence meaningful change in relation to DEI not just within the small team at UDIA WA, but in the broader urban development sector across Western Australia.

We recognise that diverse perspectives, equitable access to opportunity, and inclusive cultures are not only essential to organisational success, but integral to our industry being able to deliver communities that reflect and cater to our diverse society.

Through this strategy, we aim to:

- Foster an inclusive workplace
- Increase diverse representation across our organisation
- Stay current with best practices, and
- Inspire industry-wide DEI action

From implementing our Reflect Reconciliation Action Plan, to embedding DEI principles across our Educate, Advocate, Connect, and Excel pillars, we are committed to continual learning and courageous leadership.

By holding ourselves accountable and working in partnership with our members and stakeholders, we will shape a more inclusive future for the urban development industry, one where everyone feels they belong, are heard, and can thrive.

I invite you to join us on this journey.

Tanya Steinbeck
UDIA WA CEO & DEI Working Group Chair



OUR PURPOSE

Great places + Housing choice = Better lives.

OUR VISION

Diverse living options in thriving, connected communities.

OUR MISSION

Lead, influence and deliver remarkable member value for a strong urban development industry.

WHAT WE DO

UDIA is the leading membership organisation representing the urban development industry in Western Australia.

We have been representing industry in WA for over 50 years.

Our Working Group



Chair: Tanya Steinbeck
CEO, UDIA WA



Gemma Osiejak
Executive Manager Communications, UDIA WA



Tiffany Allen
CEO, CTF



Vivienne Mossman
General Manager, UPD



Clement Williams
General Manager, Bellamack Pty Ltd

Strategy purpose

The purpose of this strategy is to provide a strategic framework that guides UDIA WA's approach to fostering a culture of diversity, equity, and inclusion (DEI) within the organisation and throughout the urban development industry in Western Australia.

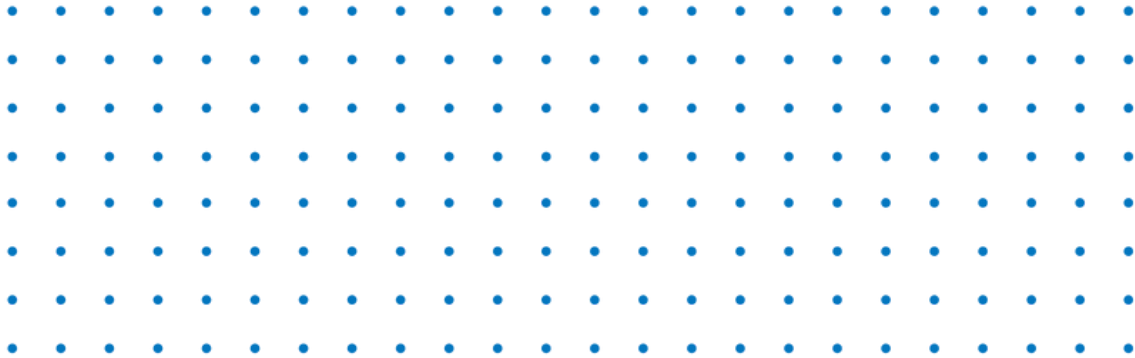
This strategy is designed to:

- Drive meaningful change within UDIA WA's operations to enhance DEI outcomes.
- Set a leadership example for the broader urban development industry by promoting DEI best practices.
- Ensure that UDIA WA's policies and practices are aligned with the latest research and trends in DEI.

This strategy is complemented by UDIA WA's related HR policies including:

- Parental Leave policy
- Flexible working arrangements policy
- Work from Home policy
- Performance Management & Disciplinary policy
- Equal Employment Opportunity policy (antidiscrimination, harassment and bullying)

UDIA WA's Committee & Expert Pool nomination kit also incorporates recognition of the diversity profile of the groups.



What DEI means to us

Diversity

The Council and Executive team at UDIA WA believes that workplace diversity is achieved when all Council, Committee and staff members are valued for their unique perspective and attributes and can access and enjoy the same rewards, resources and opportunities regardless of age, gender, physical or mental ability, culture, marital status, religion, political opinion, sexual orientation, intersex status, gender identity or expression, family and caring responsibilities or any other attribute.

Equity

Treating people fairly is important. We recognise that not everyone starts from the same place and different people may need varying types or levels of support or training based on specific needs to ensure they succeed.

Inclusivity

To be an inclusive organisation, our practices must support and embody fairness, safety and equity of opportunity to ensure the full participation and advancement of all individuals and groups.

Diversity, Equity & Inclusion

We believe that the intersection of diversity, equity, and inclusion is essential to our organisational success and our ability to lead change in the urban development sector.

We understand that diverse teams and inclusive leadership are integral to achieving high performance, innovation, and sustainable outcomes for our members and stakeholders. An inclusive culture enables employees to thrive, builds trust with the community, and strengthens relationships across our industry.

Whilst diverse, equitable and inclusive **teams** are integral to the success of an organisation, this does not guarantee high performance.

Inclusive **leadership** is critical to the success of a business and helps drive broader inclusiveness and positive culture.

Industry leadership

Beyond the UDIA WA workplace, we believe that for the urban development industry to successfully create and deliver diverse and inclusive communities across Western Australia, we need a diverse and inclusive urban development industry.

UDIA WA is a representative organisation and we understand our role in providing leadership in the diversity, equity and inclusion space in order to act as a role model for the wider industry and to encourage positive change.

In ensuring that our Council, Committees and staff members embrace diversity, equity and inclusion, we are not only benefiting our own organisation, we are setting a standard for the broader industry to follow.

Core Principles

Fairness

Everyone should have equal opportunities, resources, and treatment regardless of background, identity or abilities

Respect & Dignity

We recognise and honour every individual's inherent worth and value, regardless of background, identity or abilities.

Openness

We are receptive to diverse perspectives, experiences and ideas.

Representation

Our leadership and organisational processes strive to reflect the diverse makeup of society.

Value difference

Diverse perspectives are welcome and heard.

Removing Bias

We are committed to removing unconscious bias in our workplace.

Continual improvement

We strive to keep informed of best practise and update our strategy and activities accordingly.

Our Diversity, Equity & Inclusion Goals

Our DEI Goals are aligned with the four pillars of our Corporate Strategy: Educate, Advocate, Connect and Excel.

Excel

Foster an Inclusive Workplace

Prioritise open communication, encourage participation and implement inclusive and equitable HR policy and practice.

Increase representation

Strive for 40:40:20 gender representation on all Council and Committees by 2028.

Remain Current

Undertake an annual review of HR policies to ensure alignment with DEI goals and to reflect emerging trends and best practices.

Advocate

Lead Industry Wide DEI Action

Inspire the urban development industry in Western Australia toward greater diversity, equity and inclusion through our own activities and lead by example.

Implement a Reconciliation Action Plan (RAP)

Implement the deliverables set out in UDIA WA's endorsed REFLECT RAP within the timeframes identified in the plan.

Educate

Provide continual learning opportunities

Incorporate DEI related learning opportunities within the 'UDIA WA Educate' professional development suite.

Diverse teaching practices

Ensure UDIA WA Educate programs cover a diversity of disciplines and are delivered across different platforms to ensure they are accessible and relevant to a wide range of potential participants.

Connect

Celebrate Diversity, Equity and Inclusion

Ensure all UDIA WA events, programs, and initiatives reflect a diversity of backgrounds, perspectives, and experiences, including representation on panels.

Build relationships

Connect with other likeminded organisations and other organisations that excel in DEI initiatives and create meaningful relationships that help to inform and support our organisation in meeting our DEI goals.

Implementation

What. Who. When.



Goal	Actions	Who	When
Foster an inclusive workplace	• Implement all relevant HR Policies as listed on page 8 including flexible workplace arrangements. • Actively seek the best candidates for advertised positions based on skills, experience, and potential, without regard to age, gender, race, disability, or other personal characteristics. • Employee evaluation for advancement based on performance and merit, with fair and transparent performance review processes. • Uphold the principle of equal pay for equal work. • Use multiple communication channels to ensure our DEI messages reach diverse audiences within and outside the organisation, creating a culture of transparency and engagement.	Leadership Team Leadership Team Leadership Team Council Executive Communications Team	Ongoing As required As required Ongoing Ongoing



ADVOCATE

Goal	Actions	Who	When
Lead industry wide DEI action	• Encourage members to develop DEI Policies through promoting use of the UDIA WA Diversity Toolkit • Discuss and promote UDIA WA's DEI strategy and relevant activities across communication platforms including at events and in regular publications • Take steps to actively ensure UDIA WA hosted events, training programs, and professional development activities reflect the diversity of the industry and wider community by appointing diverse speakers, panellists, and participants.	DEI Working Group Communications Team Leadership Team/ Events	Ongoing From January 2026 Ongoing
Implement a Reconciliation Action Plan (RAP)	• Provide appropriate support for our RAP Working Group to meet regularly and manage actions and responsibilities • Allocate appropriate resources and funding to enable the progress of required deliverables	UDIA WA Council	Ongoing/ Annually



EDUCATE

Goal	Actions	Who	When
Provide continual learning opportunities	• Provide employees with equal opportunities for training, mentorship, and career progression, ensuring that all staff have the chance to develop their skills and reach their potential. • Work with appropriate partners to develop DEI related professional development program options • Provide DEI training opportunities for UDIA WA members	UDIA WA Educate team	Ongoing 2026/7 financial year
Foster diverse teaching practices	• Explore and implement a range of delivery platforms for UDIA WA Educate programs to improve accessibility • Implement flexible teaching methods to cater to diverse learning needs • Ensure accessibility of content and locations for participants with disabilities • Encourage respectful conversations about sensitive topics	UDIA WA Educate team	2026/7 financial year



CONNECT

Goal	Actions	Who	When
Celebrate diversity, equity and inclusion	• Provide a broad range of events and activities that suit different people's needs and ability including timing, budget and topics • Promote UDIA WA's DEI and RAP commitments at UDIA WA events • Recognise and reward leaders and organisations making significant strides in DEI through programs such as the UDIA WA Award for Excellence.	Leadership team UDIA WA Council	Ongoing
Build relationships	• Share UDIA WA's DEI Strategy and encourage adoption of similar in other states/ nationally • Establish connections with like minded organisations to share experiences and learn from others • Invite appropriate stakeholders with knowledge and experience of DEI practices to share their knowledge with the working group	Leadership team DEI Working Group	January 2026 & Ongoing

Accountability

The UDIA WA Council and Executive commit to reviewing this Diversity, Equity, and Inclusion strategy every two years.

The review will assess the progress made towards achieving DEI goals, consider emerging best practices, and adjust the overall strategy, goals and actions accordingly, to ensure continuous improvement.

