



ANZCA
FPM

ANZCA diversity equity and inclusion (DEI) roadmap

2026–2028

**Australian and New Zealand
College of Anaesthetists
& Faculty of Pain Medicine**

Priority 1

Inclusive mindsets and capabilities

Goal	Our fellows, trainees, specialist international medical graduates, volunteers and staff understand the value of diversity, equity and inclusion, and have inclusive mindsets and the knowledge, skills and abilities required to champion and foster DEI in the teaching and practice of anaesthesia and pain medicine, their workplaces, and their communities.
How we will achieve this goal	Engage and develop the DEI capability of the college fellows, trainees, specialist international medical graduates, volunteers and staff.

The following objectives are to be delivered throughout 2026 -2028. An operational plan, with specific actions and measures of success will underpin these goals and be regularly reported on to Council.

Our objectives

- Develop and communicate a clear, compelling key message that underscores the college's commitment to and progress supporting its fellows, trainees, SIMGs, volunteers, staff and communities through its DEI efforts.
- Develop the diversity and inclusion capability of our staff, fellows, trainees and SIMGs through regular and ongoing communication, forums, story-telling and role-relevant training and resources (e.g., inclusive leadership, unconscious bias and mindful inclusion, cultural competency, cultural safety, anti-racism, bystander intervention and working with Aboriginal and Torres Strait Islander and Māori communities).
- Integrate DEI drivers, competencies and behaviours into our programs and professional standards to support fellows, trainees and SIMGs in championing and embodying the highest standards of performance and professionalism to their patients, colleagues, organisations with whom they work, and the community.

Priority 2

Diversity and representation

Goal	The college workforce, leadership, governance and functions, and the anaesthesia and pain medicine workforce and leadership reflect the diversity of the Australian and New Zealand communities.
How we will achieve this goal	Build and retain a diverse college and anaesthesia and pain medicine workforce.

Our objectives

- Identify areas where lack of diversity exists in our workforce, leadership, governance, functions and the anaesthesia and pain medicine workforce and leadership.
- Implement specific strategies and measures aimed at attracting, supporting and advancing employees with attributes underrepresented in our college workforce.
- Establish, grow and maintain strategic alliances, partnerships and relationships that promote the education and employment of traditionally marginalised groups.
- Commit to diverse representation in our events, panels, and public initiatives.
- Recognise intersectionality in our diversity efforts.
- Implement policies and practices that promote a diverse and representative participation of our members in the college governance and committees.
- Implement specific strategies and measures aimed at attracting and supporting trainees with attributes underrepresented in the practice of anaesthesia, perioperative and pain medicine.

Priority 3

Health and wellbeing

Goal	Our staff, fellows, trainees, and SIMGs can balance work-life demands and are physically and mentally well.
How we will achieve this goal	Support the college staff and the anaesthesia and pain medicine workforces by promoting a healthy work-life balance.

Our objectives

- Establish, grow and maintain partnerships and relationships with strategic alliances to promote the health and wellbeing of doctors.
- Provide training, advice, support and resources to our staff and members to assist them in establishing and maintaining an appropriate work-life balance and to effectively meet the challenges of professional life for themselves and those they work with.
- Provide free and confidential and independent counselling and coaching services to our staff, members and their family and friends.
- Advocate for and provide resources to fellows, trainees, SIMGs, hospitals and governments on promoting the health and wellbeing of their workforce and meeting their employer obligations regarding work, health and safety.
- Advocate for flexible working as a tool for managing work-life balance and supporting mental health and wellbeing in our workplace and the anaesthesia and pain medicine workforce.

Priority 4

Respect and safety

Goal	We foster interpersonally and culturally safe environments where everyone is treated with respect and dignity.
How we will achieve this goal	<p>Set behavioural expectations for respectful and safe interpersonal interactions.</p> <p>Establish safe and effective grievance mechanisms.</p>

Our objectives

- Maintain policies and codes of conduct setting out behavioural expectations for staff, fellows, trainees, and specialist international medical graduates.
- Provide safe, supportive and effective channels for staff, members and other stakeholders to raise concerns about bullying, harassment or discrimination in employment and college functions
- Adopt a zero-tolerance approach regarding instances of discrimination, bullying, harassment, and sexual harassment.
- In consultation with staff and members, conduct regular reviews of psychosocial risks and control measures including assessing confidence in and the effectiveness of our grievance procedures.
- Participate in initiatives for promoting healthy workplace cultures in the medical profession.

Priority 5

Inclusive environment

Goal	We foster inclusive environments where our staff, fellows, trainees and SIMGs are valued for their contributions, recognised for their achievements, accepted for who they are, and feel that they belong.
How we will achieve this goal	Celebrate individual differences, foster connections, and promote the visibility, recognition, and integration of diversity.

Our objectives

- Review our websites, communications, publications and recognition programs regularly to ensure imagery and stories told reflect the diversity of our workforce, members and the communities they serve.
- Acknowledge and celebrate individual differences and days of significance that reflect the diversity of the communities we serve in Australia and New Zealand. Use these events as opportunities to educate and engage staff, members and employers on the importance of inclusion and acceptance.
- Provide staff and member policies, practices and benefits that are inclusive.
- Develop thought leadership, resources, and advocacy initiatives to promote inclusion in anaesthesia and pain medicine.
- Create recognition programs that celebrate a wide range of contributions, including clinical excellence, research, mentorship, community involvement, and advocacy.
- Integrate DEI principles into our online learning programs.

Priority 6

Equity and fairness

Goal All current and prospective staff, fellows, trainees, and SIMGs have equal access to and can participate fully in employment, development opportunities and flexible working and leave arrangements, can contribute fully to their workplaces, and are rewarded fairly based on their abilities and contributions regardless of personal characteristics or background.

How we will achieve this goal Managing bias in decision-making and providing supports to ensure equal access to opportunities.

Our objectives

- Make fair and merit-based decisions, particularly with regards to recruitment, evaluation of performance, career progression, reward and recognition, and both access to and participation in development opportunities, programs, services, events, research projects, volunteer and governance roles.
- Develop transparent training and career progression pathways that provide equal opportunities for growth and advancement.
- Offer mentorship, sponsorship, and networking opportunities specifically designed to support members of underrepresented groups in achieving their career goals.
- Ensure all workforce and member programs, policies, webpages, publications, events, surveys, and awards are accessible.
- Actively reach out to diverse communities and continue to build partnerships with community groups to promote opportunities, programs, events and services, ensuring that everyone is aware and can participate.
- Regularly assess access to employment, programs, services, events, and volunteer and governance roles to ensure that participation is equitable and that no group is disproportionately excluded. Use data from these audits to make informed changes and improvements to policies and practices.
- Apply universal design principles when designing new or making substantive changes to premises, programs, systems, resources, and policies including consulting with stakeholders from a diversity of backgrounds.
- Ensure that all member programs and events have an engagement strategy developed in partnership with people from historically underrepresented communities. Publicise research projects, volunteer roles, and other opportunities widely and ensure the selection process is fair and transparent.
- Support the development of resources on managing bias in decision-making and addressing pay gaps.

Priority 7

Community

Goal

All individuals and communities in Australia and New Zealand have access to high-quality care in anaesthesia, perioperative and pain medicine that is respectful, inclusive and culturally safe.

We improve access to safe anaesthesia and pain medicine practises in the Asia-Pacific region.

How we will achieve this goal

Advocate for the healthcare needs of marginalised groups, and develop standards and capability in patient-centred anaesthesia, perioperative and pain medicine.

Provide support for education, training and development of safety and quality in anaesthesia in the Asia-Pacific region.

Our objectives

- Advocate for healthcare needs on behalf of the Australian and New Zealand communities and make statements when deemed appropriate, on issues that impact the health and wellbeing of particular individuals, groups of individuals or the population at large.
- Proactively seek to engage businesses owned by members of marginalised communities through our procurement activities.
- Continue to support committees and strategies to support the healthcare of marginalised communities in Australia and New Zealand.
- Encourage and fund research initiatives focused on identifying best practices for delivering culturally safe and inclusive care in anaesthesia, perioperative, and pain medicine. Use research findings to inform policy changes and improve care delivery models.
- Establish, grow and maintain partnerships and provide scholarships, teaching, workshops, awards, and donations of individuals' time and resources to support safety and quality in anaesthesia in the Asia-Pacific region.

Priority 8

Strategic impact

Goal	Our DEI efforts result in meaningful and measurable change.
How we will achieve this goal	Establish a governance mechanism, define measures of success and assign accountability, and track and report progress.

Our objectives

- Establish a DEI committee with diverse representation from across the college to guide and oversee DEI efforts.
- Report annually on DEI progress to the college council and all stakeholders including staff, members, partners and the Australian and New Zealand communities.
- Integrate a DEI impact statement into business proposal templates, requiring teams to evaluate how projects advance DEI objectives while ensuring project groups reflect the diversity of the broader community.
- Develop and implement an operational action plan to underpin the DEI roadmap 2026 - 2028.
- Specify DEI measures of success for all strategic priorities (quantitative and qualitative).
- Assign accountability and link recognition to the achievement of DEI measures.
- Use data-driven insights to regularly review and update the DEI framework and action plans to reflect progress and changing needs.



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