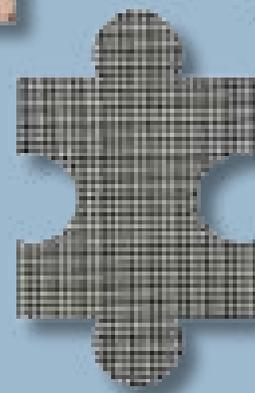




Capitalising on Culture in the ASX 200

The Cultural Origins of ASX 200 Business Leaders

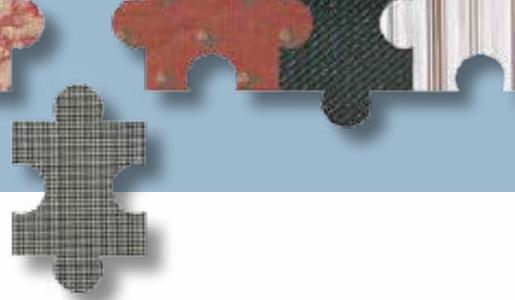


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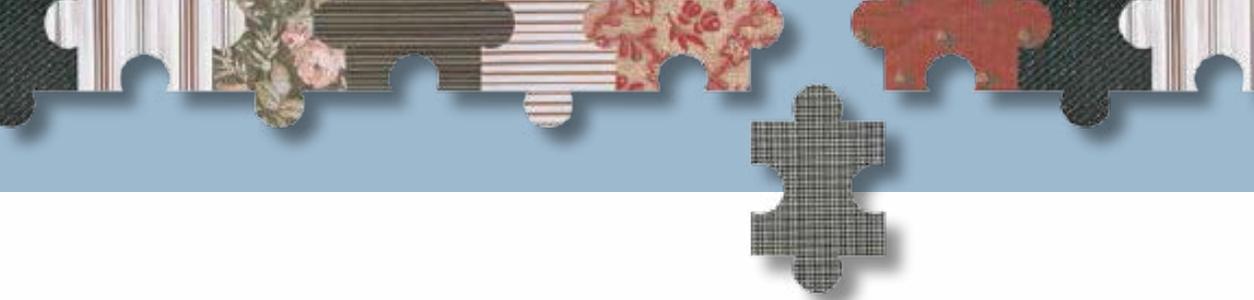


In today's rapidly changing world, a company's culture and its people are a critical source of differentiation, and will determine whether a company embraces opportunity and change, or becomes obsolete. Diversity Council Australia's research shows some encouraging breadth and depth in cultural diversity amongst business leaders, but we still have a way to go before our leadership teams and workforce represent the diverse communities in which we live and the increasingly global markets we serve.

The ability to work collaboratively with stakeholders across regional and global markets will play a crucial role in the success of our firm, as it will for many organisations. This is why diversity and inclusion are integral to our strategy.

Greater regional and cultural understanding will become a necessity, especially in the context of the 'Asian Century.' The Capitalising on Culture report will help organisations measure their own cultural diversity, understand where they have gaps and learn how they can capitalise on the benefits that a culturally diverse talent pool can bring.

Luke Sayers
CEO, PwC Australia



What is cultural diversity?

'Culture' describes a common set of norms and values shared by a group, while 'cultural diversity' refers to variation between people in terms of ancestry, ethnicity, ethno-religiosity, language, national origin, race, and/or religion.



How well are ASX 200 companies already capitalising on culture?



Here's how your company can capitalise on culture right now...



Why should you capitalise on culture? To survive & thrive in disruptive times



Project synopsis



1

How well are ASX 200 companies already capitalising on culture?

OVERALL SNAPSHOT

ASX 200 V AUSTRALIAN COMMUNITY

TOP RANKING INDUSTRIES

TOP RANKING STATES

INTERNATIONAL RANKING

GENDER BENCHMARKING



2

Why should you capitalise on culture? To survive & thrive in disruptive times

PwC's 16th Annual Global CEO Survey calls this the "disruptive decade", characterised by economic and market volatility, increasing labour demands and market competitiveness, and an uncertain global economic outlook. Only 36% of CEOs feel very confident about their business's growth prospects in the coming year (down from 48% in 2011), with a wide range of potential and ongoing economic, policy, commercial and natural disaster threats being cited.

One key strategy for organisations looking to not only survive but thrive in today's uncertain times is to 'capitalise on culture.' PwC's survey found that many global CEOs are thinking about the cultural capability of their leadership teams to better match their market demands. It's time for Australian business to follow suit.

Key cultural capability drives business performance. Executive and workforce cultural diversity is linked to increased...

For Australian SMEs operating domestically or large multinationals exploring new international horizons – or anything in between – it's time to start capitalising on culture...

MARKET SHARE

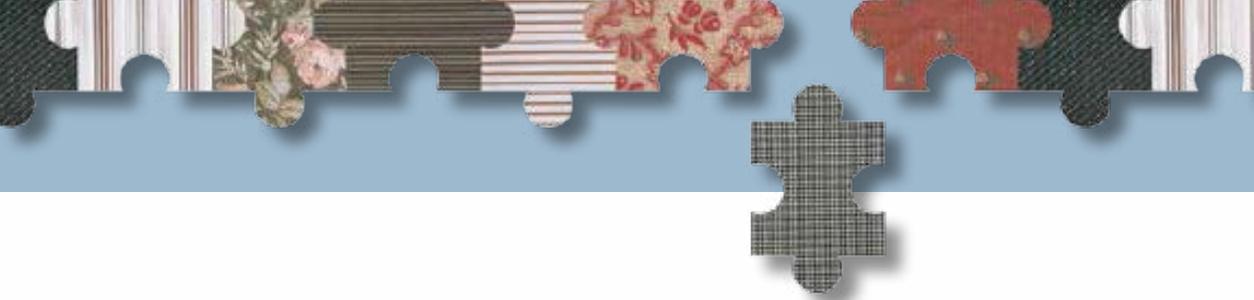
INNOVATION

FINANCIAL PERFORMANCE

SALES REVENUE

BRAND DIFFERENTIATION

TALENT ACQUISITION



3

Here's how your company can capitalise on culture right now...

MAKE A COMPELLING CASE

USE THE RIGHT TOOLS

DEFINE DIFFERENTLY

DOUBLE DIP

BENCHMARK, BENCHMARK

GO WIDE

VALUE CULTURAL ASSETS

IDENTIFY CRITICAL 'DROP OFF' POINTS

CRITICALLY REVIEW ORGANISATIONAL FILTERS

BUILD CQ

INCLUSION, NOT COLOUR BLIND ASSIMILATION



4 Project synopsis

In this landmark research DCA worked with project sponsors and other industry and academic subject matter experts to show organisations how they can take a first critical step in effectively capitalising on culture, by 'counting culture' – that is, measuring the degree and breadth of culturally diverse talent in an organisation's leadership team and workforce.

One innovative tool for counting culture is name analysis. DCA collaborated with OriginsInfo, a unique market segmentation consultancy, to use name analysis to explore the cultural origins of ASX 200 board directors and senior executives. OriginsInfo's name analysis has strong analytical power, as well as the benefit of being a simple, quick and cost-effective way of gaining a robust understanding of the cultural mix of a workforce, labour market catchment, customer base or other population.

These findings constitute an important first step in capturing the cultural mosaic of ASX business leaders, to be followed by an online survey which will ask ASX board members and senior executives about their cultural heritage, cultural identity and global and multilingual experience **(for more information click here)**

Please contact Diversity Council Australia for the full report including references **(email: sydney@dca.org.au)**