Cracking the Glass-Cultural Ceiling

SYNOPSIS REPORT

Future Proofing Your Business in the 21st Century

SPONSORED BY:

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SUPPORTED BY:

Deloitte
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The synopsis and full versions of the report can be found on DCA’s website at www.dca.org.au/research/project/cracking-glass-cultural-ceiling


About Diversity Council Australia
Diversity Council Australia (DCA) is the only independent, not-for-profit workplace diversity advisor to business in Australia. We offer a unique knowledge bank of research, practice and expertise across diversity dimensions developed over 30 years of operation. In partnership with our members, our mission is to: lead debate on diversity in the public arena; develop and promote the latest diversity research, thinking and practice; and deliver innovative diversity practice resources and services to enable our members to drive business improvement. DCA works in partnership with members to generate ground breaking high impact diversity research that drives business improvement through providing evidence-based guidance on how to fully leverage the benefits of a diverse talent pool.

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Since 2011, Diversity Council Australia has been investigating the experiences of culturally diverse leaders in Australian organisations. What we have seen time and time again, is that for people from culturally diverse backgrounds there is a ‘cultural ceiling’ in Australian organisations.

Earlier this year, DCA released the first study in Australia to show that the cultural ceiling was even tougher to crack for women from culturally diverse backgrounds.

In this new research project we wanted to understand what was happening to lock culturally diverse women out of leadership and how organisations could unlock that talent. DCA spoke to over 200 culturally diverse women. They told us that gender equality initiatives typically benefitted women from Anglo-Celtic cultural backgrounds. And that cultural diversity initiatives typically benefitted culturally diverse men. It’s time to bridge the divide and focus on how diversity and inclusion efforts can benefit culturally diverse women, and organisations across Australia.

I hope this report will provide enlightening information for all those who are working to make progress in this area and for those whom until now, were unaware of the issue.

LISA ANNESE – CHIEF EXECUTIVE OFFICER, DIVERSITY COUNCIL AUSTRALIA

Google

Google is a proud supporter of Diversity Council Australia and we are grateful for the opportunity to sponsor this important piece of work, which provides greater insight into diversity and its intersectionalities.

Our goal is to make Google a great place for everyone to work and to build a diverse workforce that represents our users across the globe. We strive to create an environment where everyone can feel comfortable bringing their best selves to work, so they can be more innovative, creative, and inspired.

Using data-based guidance such as this report, we continuously evolve our diversity strategies and practices in Australia and across the globe.

JASON PELLEGRINO – MANAGING DIRECTOR, GOOGLE AUSTRALIA & NEW ZEALAND
Aurecon is incredibly proud to partner with Diversity Council Australia on the *Cracking the Glass-Cultural Ceiling* research project. While we are well advanced in our gender equality practices, we recognise that, like many organisations, we need to know what more we can do to ensure culturally diverse women have opportunities to thrive – not just in Aurecon but also in the wider industries in which we operate. Aurecon’s projects are delivered in multi-cultural societies in partnership with multi-cultural clients.

Imperative to Aurecon’s success is an inclusive workplace where our innovation aspirations can create the best possible client solutions. Inclusion means empowering all Aurecon talent to bring their best creative and authentic selves to work every day, including our culturally diverse females. Aurecon looks forward to leveraging from the findings of the *Cracking the Glass-Cultural Ceiling* research and to sharing this journey with our people, clients and partners.

WILLIAM COX – MANAGING DIRECTOR AUSTRALIA & NEW ZEALAND, AURECON

As one of Australia's largest employers, Commonwealth Bank has seen first-hand the contribution that people from multicultural communities have made to Australia, and more specifically to our own organisation. Around 40% of Commonwealth Bank people have an ethnic background other than Australian, while around 60% trace their ancestry to a background other than Australian. In addition, half of these people are women.

We believe that by building an inclusive culture we can better understand the needs of the people, businesses and communities we serve, and think more creatively. Through our partnership with DCA on *Cracking the Glass-Cultural Ceiling*, we have gained valuable insights into gender and culture. It also helps us to develop an even more inclusive culture, where all people feel valued and have a sense of belonging.

IAN NAREV – CHIEF EXECUTIVE OFFICER, COMMONWEALTH BANK

The team at Deloitte are extremely proud to work with Diversity Council Australia and its partner organisations: Google, Aurecon and CBA on this report. Using a data driven approach, Deloitte have been able to ascertain just how diverse our workforce is – three times that of the adult Australian population.

For Deloitte a culture of inclusion is one where all of our people can reach their full potential and this is why *Cracking the Glass-Cultural Ceiling* is so important – we need to leverage what makes each us unique. Only through inclusion can we unlock the full potential of diverse thinking and be truly innovative in delivering solutions to Australia’s most complex issues.

CINDY HOOK – CEO, DELOITTE AUSTRALIA
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WHY FOCUS ON CULTURALLY DIVERSE FEMALE TALENT?

Australian organisations with culturally and gender balanced leadership teams are well positioned to thrive in today’s diverse and complex operating environments.

Industry research shows that leadership teams that are gender-balanced and have a good mix of people from different cultural backgrounds drive firm performance.

But are Australian organisations achieving this balance in their leadership teams?

Companies in the top quartile of racial/ethnic diversity in leadership teams are **35 percent more likely** to have financial returns above their national industry median.

Companies in the top quartile of gender diversity are **15 percent more likely** to have financial returns above industry medians.
THE STATE-OF-PLAY: CULTURALLY DIVERSE WOMEN, DOUBLE JEOPARDY AND THE GLASS-CULTURAL CEILING

Although organisations are increasingly investing in building culturally diverse and gender balanced leadership profiles, culturally diverse women are notably under-represented in leadership ranks, both here in Australia and internationally.

DCA research shows that in 2015, if ASX directors were 100 people, approximately:

- 2 would be culturally diverse women
- 6 would be Anglo-Celtic women
- 28 would be culturally diverse men
- 64 would be Anglo-Celtic men

What’s worse, the representation of culturally diverse women in ASX leadership looks unlikely to change anytime soon. Women are moving into ASX leadership roles only very slowly – between 2004 and 2015, the percentage has increased by 4% at the most. Moreover, the percentage of female ASX leaders who are culturally diverse appears to have plateaued between 2013 and 2015.

Such low numbers in top leadership positions indicates Australian culturally diverse women are experiencing a ‘double jeopardy’, that is, their gender and cultural background combine to make it ‘doubly’ difficult for culturally diverse women to access leadership roles when compared with non-culturally diverse women or culturally diverse men.

In organisations, this double jeopardy results in a ‘glass-cultural ceiling’ in which invisible organisational barriers lock out culturally diverse women from accessing leadership positions in their workplaces.

In this first-of-its-kind project, DCA talked with over 230 culturally diverse women who are leaders or aspiring leaders in Australian-based organisations to answer the following two key questions:

- Why do so few culturally diverse females reach top leadership positions in Australia?
- What can Australian organisations do to better recognise the skill and ambition of culturally diverse female talent?

This is what they told us...
CULTURALLY DIVERSE WOMEN AS AMBITIOUS, CAPABLE AND RESILIENT

Culturally diverse female talent working in Australia are ambitious, capable, and resilient, and well positioned to contribute to their own and their organisation’s success in the 21st century.

- **Ambitious.** 88% of culturally diverse female talent we surveyed planned to advance to a very senior role and 91% said that working in a job that offered mobility to leadership was extremely or very important.
- **Capable.** Two thirds (66%) of culturally diverse female talent spoke a language other than English when at home, and over a third (37%) had a bi/multicultural identity, in which they identify with more than one cultural background and so are able to communicate or ‘broker’ across cultural contexts.
- **Resilient.** Culturally diverse women reported that their personal resilience had been key to them retaining their leadership aspirations in the face of the career locks they had experienced.

“Where there are no or limited culturally diverse women in the leadership ranks, it takes immense resilience to swim against the very strong tide and still maintain who you are.”

LOCKED OUT OF LEADERSHIP

“I go knocking…but the doors are not as opened widely for me as a woman, and in particular as a woman with a culturally diverse background.”

Australian organisations could better value and leverage the ambition and capabilities of culturally diverse women. Participants in this research reported feeling invisible and undervalued when it comes to leadership opportunities, while others felt they were regarded as ‘high risk’ leadership contenders.

- **Under-Leveraged.** Only 15% of participants strongly agreed that their organisation took advantage of workforce diversity to better service clients or access new markets.
- **Under-Valued.** While 88% of culturally diverse women planned to advance to a very senior role, only 10% strongly agreed that their leadership traits were recognised or that their opinions were valued and respected.
- **Moving On.** One in four culturally diverse women (26%) agreed that cultural barriers in the workplace had caused them to scale back at work (i.e. reduce their ambitions, work fewer hours, not work as hard, and/or consider quitting) and 28% stated it was likely they would seek a job with another employer within the next year.

FRAMEWORK FOR ORGANISATIONAL ACTION

The career insights shared by culturally diverse female leaders and emerging leaders enabled us to craft an organisational framework for action which explains what is happening to lock culturally diverse women out of leadership and what Australian organisations can do to unlock that talent. This framework for action is summarised in the figure opposite. It is organised around six organisational talent locks and related keys, which consider:

**What are the organisational locks that prevent culturally diverse women in Australia from accessing leadership roles?**

**What are the organisational keys (actions) to unlock the talents and contributions of culturally diverse women?**
“Your work is questioned as a woman in a man’s world and as a culturally diverse person in an Anglo world.”

“You have this very small number of culturally diverse female staff trying to engage and influence everyone, and address fears about difference, and encourage leaders to take a risk on the unfamiliar – there’s this view that ‘You’re the one who stands to benefit so you get out there and do it.’”

“Currently, who you know and who you ‘click’ with will find you the next job/promotion. It’s not merely based on merit/performance.”

“I challenge people in power to value a diversity of styles. The louder aggressive masculine style is rated more highly than someone who is respectful and collaborative. The words ‘Energy, Drive and Intensity’ make me feel cold – it doesn’t inspire me when thinking about contributing to the leadership team.”

“I’d be house bound if it weren’t for my parents who have come over from China to live and help me here in Australia. In China child care costs are so low it’s very easy to return to work but here it is just too expensive.”

“What gets measured gets done – we need measures like we have for gender.”
• Only 1 in 5 culturally diverse women felt their workplace was free of cultural diversity- or gender-based biases and stereotypes.

• Culturally diverse women in workplaces with cultural biases and stereotypes were significantly more likely to contemplate resigning and had significantly less career satisfaction.

• The combination of gender and cultural biases has a compounding or ‘amplifying’ effect on culturally diverse women’s lack of career progress and opportunities.

• Bias was evident in racist and sexist comments and jokes, ‘well-meaning’ advice (e.g. go overseas for better career opportunities), and an implicit preference for men and women from Anglo-Celtic cultural backgrounds.

• Organisations and leaders tended to be unaware of the existence of bias and their own lack of cultural capability – including in particular how to acknowledge differences without stereotyping.

• Educate about how to acknowledge differences without stereotyping – that is, learn about different cultures to help understand what culturally diverse women may have in common, remembering there are always individual differences.

• Educate about effective (bias-free) decision-making – explain about common (cultural and gender) biases, bias hot spots for decision-making, and actions to minimise bias.

• Apply a gendered-culture lens to all people processes and systems across the career lifecycle (attraction, recruitment, promotion) to ensure these are free of bias.

• Use ‘inclusion nudges’ – design people processes to ‘nudge’ employees towards more inclusive practices and outsmart unconscious biases that can occur in critical decision-making situations (e.g. removing gender and cultural background identifiers on job applications)

• Introduce a ‘courage to call it’ campaign to encourage staff to call out and address workplace banter that excludes or discredits culturally diverse women.

“Your work is questioned as a woman in a man’s world and as a culturally diverse person in an Anglo world.”
Consider a ‘Courage to Call It’ Campaign:
Use DCA-Aurecon’s #WordsAtWork Guidelines to show what sexist and racist language can look like and the significant ‘dripping tap’ negative impact it can have at work. The Guides also provide tips on challenging non-inclusive language in the workplace.

Emphasise ‘Leaders Before Labels’:
CBA’s cultural diversity employee network, MOSAIC, has developed and is rolling out training for employees on cultural inclusion and the impact of bias, racism and stereotypes in the workplace. To date, more than 2,000 employees have been trained.

Apply a Gendered-Culture Lens:
As part of CBA’s recruitment process, candidates are able to complete an anonymous diversity demographic survey that provides insights into the progress of women and culturally diverse candidates throughout the different stages of recruitment. It is now possible to view the diversity composition of candidates from application to shortlist, interview and hire.

Apply a Gendered-Culture Lens:
In 2016 Deloitte Australia undertook a different approach to better understand the cultural demographics of their workforce. Despite a concerted focus since 2011, data accuracy and low levels of voluntary disclosure created challenges in understanding the employee experience of their culturally diverse talent. The innovative approach saw Deloitte engage with a data analytics organisation to compare partner and staff names against a database of about 1.2 billion names and around 250 cultures globally to classify cultural background. By undertaking further analytics they were able to identify and eliminate systemic bias in key people processes. For example the analysis found that promotions and turnover within the firm were “culture blind” with Deloitte assessing no statistical difference on either metric in relation to cultural background.

Consider a ‘Courage to Call It’ Campaign:
Use DCA-Aurecon’s #WordsAtWork Guidelines to show what sexist and racist language can look like and the significant ‘dripping tap’ negative impact it can have at work. The Guides also provide tips on challenging non-inclusive language in the workplace.
• Do employees believe that organisational changes that may benefit culturally diverse women are ‘special’ unfair treatment? When driving organisational change, this (inaccurate) view can create divisions rather than inclusion between people from majority and minority groups.

• Are minority groups expected to be entirely responsible for creating more diverse and inclusive workplaces? This can also create divisions between majority and minority groups when driving change.

• Are culturally diverse women who are change agents in an organisation or industry expected to focus on promoting gender equality or cultural diversity? This can create divisions among change agents in the workplace as in effect it requires culturally diverse women to “leave at the door” either their gender or their cultural background.

“People don’t understand why there needs to be a focus on this group – that there are business benefits and that it’s not a level playing field. So they assume you’ve had special treatment and been promoted just because you’re a culturally diverse woman.”

• Dissolve divisions by ensuring D&I initiatives involve active and equal partnerships between women and men, and people from culturally diverse and non-culturally diverse backgrounds – active and equal in advocating, being role models, and being change agents.

• Use the business case in this report to build understanding and engagement around the importance of attracting, engaging, and promoting culturally diverse female talent.

• Address potential backlash about D&I initiatives by explaining privilege and how changes are needed to remove bias and create a level playing field.

• Encourage people involved in D&I initiatives to engage with intersectionality. Instead of focusing on either gender equality OR cultural diversity, try to consider both – look for commonalities among women while also acknowledging important points of difference between women from different cultural backgrounds.
Learn about Privilege:
CBA recently introduced an Inclusion Champions learning module to educate employees on inclusion, exclusion and how privilege plays out in the workplace. The module uses the Group’s values as framework for inclusion and encourages employees to be respectfully curious about their colleagues so that they can understand their perspectives better.

Dissolve Divisions:
Try increasing people’s sensitivity to privilege by viewing BuzzFeed’s Privilege videos – the US and the Australian versions, or listening to the DCA presentation called *Privilege: What’s in My Invisible Backpack?*

Engage with Intersectionality:
After consulting with their female Muslim employees, Commonwealth Bank introduced its corporate hijab. The Bank developed the hijab, collaborating with employees on the design and fabric. To date, more than 375 hijabs have been ordered and it has empowered the Bank’s female Muslim employees to be proud of their culture at work.
• Only 1 in 7 **culturally diverse women** strongly agreed they had appropriate access to professional networks, and only 1 in 6 had access to a sponsor to advocate for their advancement.

• Culturally diverse women with low relationship capital are **significantly more likely to resign** and have lower career satisfaction, and feelings of career recognition and personal authenticity.

• Lack of relationship capital was attributed to:
  – Affinity bias in which leaders typically sponsor or mentor people similar to themselves.
  – **Lack of accountability** in sponsoring and mentoring initiatives.
  – **Important networking** occurring primarily through alcohol-based after-hours sporting/social events which culturally diverse women were either not invited to, or not comfortable at and/or able to attend.
  – Culturally diverse women **lacking awareness** of the importance of social capital for reaching leadership ranks.

“Currently, who you know and who you ‘click’ with will find you the next job/promotion – it’s not merely based on merit or performance.”

• **Emphasise the importance of relationship capital** from early career stages.

• **Create mentoring/sponsorship initiatives** with clear objectives and accountabilities, and link these into the performance review process of mentors and mentees.

• **Diversify mentors and sponsors** to include a variety of demographic backgrounds (e.g. cultural backgrounds, genders), leadership styles (e.g. extroverted, introverted), and ways of working (e.g. part-time, full-time, from home, at work).

• Use out of department/organisation mentoring to **avoid perceptions of threat or competition**.

• **Provide training to mentors** – do not assume all leaders automatically have the skills or ability coach and mentor others.

• Encourage participation in **supportive networking groups** such as Diverse Australasian Women’s Network (DAWN), Chief Executive Women (CEW), and Women on Boards (WoB).

• **Diversify socialising events** and activities to go beyond alcohol-based evening/weekend events or physically demanding sporting activities.

• **Profile a diversity of leaders** in your organisation, including culturally diverse female talent.
Emphasise the Importance of Relationship Capital: Provide clear practical steps culturally diverse women can take to help access mentoring and sponsorship, and leaders can take to ensure they are mentoring and sponsoring a diversity of protégés. See Catalyst’s Optimizing Mentoring Programs for Women of Color and Sponsoring Women for Success Guidelines for practical suggestions.

Profile Culturally Diverse Female Talent: Profile a diversity of speakers at event through connecting with key networks like Muntaza: Women of Colour Speakers’ Bureau.

Make Mentoring/Sponsorship Accountable: Require sponsors to report every six months on what actions they have taken to advocate for their protégé (e.g. how many important introductions provided, key projects secured).
• Only 10% of culturally diverse women strongly agreed that their leadership skills were recognised.

• Culturally diverse women reported that leadership models used for assessing talent in Australian organisations are inherently biased towards more masculine Western or “Anglo” leadership styles:
  – Extroversion, self-promotion and assertive direct communication are over-valued.
  – Introversion, collaboration, and respect for seniority are undervalued.

• Over two thirds (69%) of culturally diverse women agreed that they feel pressure to conform to existing leadership styles in Australian organisations – to act, look, and sound like current (primarily male and/or Anglo-Celtic) leaders.

• Only 17% culturally diverse women said they did not have change or hide parts of themselves to succeed compared to 29% of Anglo-Celtic women.

• Culturally diverse women faced the double difficulty of trying to emulate a masculine Western leadership style and then being criticised for breaching societal stereotypes about how culturally diverse women are ‘meant’ to behave (namely, quiet and compliant).

• The requirement to conform to Western leadership models is impacting negatively on culturally diverse women’s satisfaction with career progress and career development opportunities, as well as their feelings of personal authenticity.

“I challenge people in power to value a diversity of styles. The louder aggressive masculine style is rated more highly than someone who is respectful and collaborative. The words ‘Energy, Drive and Intensity’ make me feel cold – it doesn’t inspire me when thinking about contributing to the leadership team.”

• Apply a gendered-cultural lens to your leadership model and succession planning criteria and assessment – do these contain statements like ‘executive presence’ or ‘gravitas’ that unintentionally filter out culturally diverse female talent?

• Promote a broader view of ‘the effective leader’ – one that values a variety of demographic backgrounds (e.g. cultural backgrounds, genders) and leadership styles (e.g. introverted and extroverted), as well as leaders who work flexibly (e.g. part-time, early start-finish, work from home) and conventionally (e.g. full-time in the office).

• Value cultural experience, cultural capabilities and language skills when hiring and promoting.

• Implement various ways to assess merit – avoid over-relying on behavioural-based interviewing as this tends to recognise an individual’s ability to interview well rather than their actual performance.

• Partner with specialist recruiters or general recruiters who include culturally diverse female talent in their candidate offerings.

• Develop the inclusive leadership capabilities of your current and future leaders.
Develop Inclusive Leadership Capabilities:
Develop your leaders’ ability to lead inclusively – see DCA’s five mindset model of Inclusive Leadership (Identity Aware, Relational, Open & Curious, Flexible & Responsive, and Growth Focused).

Apply a Gendered-Culture Lens:
Commonwealth Bank has equipped its HR teams with tools to assist leaders identify diverse talent during the talent management process. The tools provide a three-step approach to assess, calibrate and take action; and this helps leaders reflect on their decisions about female and culturally diverse talent.

Avoid the ‘Merit Trap’:
Use the *In the Eye of the Beholder Guidelines* produced by Chief Executive Women and Male Champions of Change to ensure that merit in your organisation is not actually just the result of affinity bias and outdated ideas about what constitutes effective leadership.
• Accessing flexible work was extremely important for 61% of culturally diverse women, yet only 32% strongly agreed that they felt free to speak up about their flexibility needs at work.

• Lack of access to flexibility was attributed to:
  – The dominance of a ‘full-time face-time’ culture.
  – The lack of genuine managerial engagement with flexibility.
  – The persistent stigma that flexible workers were viewed as less hard working and less interested in their careers and their organisation.

• With some organisations failing to genuinely support flexibility, many of the culturally diverse women we spoke to in high profile leadership positions had to turn to family support to maintain their path to leadership – or resign.

“**I’d be house bound if it weren’t for my parents who have come over from China to live and help me here in Australia. In China child care costs are so low it’s very easy to return to work but here it is just too expensive.”**

• **Challenge assumptions about flexibility** – use DCA’s Future-Flex: Mainstreaming Flexibility by Team Design Guidelines to encourage staff to become aware of their biases about work and flexibility, and how these stop flexibility from becoming standard business practice.

• **Provide leaders with the tools they need** to proactively implement flexibility (e.g. flexibility policies, principles, checklists, workshops).

• Specify leadership behaviours which will be rewarded (e.g. access flexible work themselves and publicly talk about this)

• **Link flexible work and flexible careers** to remuneration and reward systems.

• **Educate leaders** about managing for performance – not time and attendance.

• Craft messages that will engage and inspire a diversity of leaders, including men – have a look at WGEA’s Equilibrium Man Campaign or The Guardian’s Father’s Day video.

• **Share ‘conversion’ stories** of leaders who have changed their mindset from resisting flexibility to embracing it.

• **Provide flexible career pathways** which take into account the different life-stages of staff – for example, see Deloitte’s career lattice model.

• **Implement a shared care policy** – for example, see Aurecon’s policy on the following page.
Drive Flexible Careers:
Deloitte’s Career Lattice model enables organisations/managers/employees to determine collaboratively throughout the employee’s career what they want with respect to Pace (i.e. accelerated to decelerated), Workload (reduced to full), Location (restricted to not restricted), and Role (leader to individual contributor).

Consider a Shared Care Policy:
Aurecon was inspired by Aurizon to introduce a shared care policy that expands the child care options for staff. It involves providing a financial incentive based on full-pay for a partner (e.g. father) to stay at home and care for their child for 14 weeks, and for the Aurecon staff member (e.g. the mother) to return to work. This policy is inclusive of all parents including same-sex couples, single parents, birth or adoptive parents.
Culturally diverse women indicated that in many cases little more than “lip service” was paid to diversity and inclusion (D&I), such that for many leaders it became a “tick and flick” exercise.

This culture of disinterest and lip service was attributed to the lack of leadership accountability for delivering on D&I, as well as organisations’ failure to collect and report on D&I leadership metrics.

The lack of metrics and accountability meant there was no incentive for leaders to challenge their mindset that culturally diverse women are ‘high risk’ leadership appointments.

Consider introducing targets to create a culture of accountability.

Invest in workforce analytics to measure cultural diversity in your workforce and markets, as well as workforce cultural capability.

Provide leaders with the incentive to take the ‘risk’ to promote culturally diverse women by considering weighting as part of the selection process.

Publicly report on progress in meeting targets.

“What gets measured gets done – we need measures like we have for gender.”
Consider Targets:
In 2015, CBA’s Board and Executive Committee endorsed a cultural diversity in leadership target. A Cultural Diversity Index (CDI) was developed to measure the cultural diversity of its leadership using a modified Herfindahl-Hirschman Index methodology. The CDI is applied by measuring the concentration mix of all the cultures in their Australian employee population. They compare their index position with that of the Australian Bureau of Statistics Census.

Invest in Workforce Metrics:
Taking a data analytics approach, such as that of the Deloitte case study (see earlier Disrupt Bias Talent Key), sets the platform to undertake comprehensive workforce analysis aligned to key points in the “employee career lifecycle” across point of hire, promotion and turnover. This shifts cultural diversity from mere awareness, to understanding the key insights that may be career barriers or enablers for organisations.
## THE CASE FOR CRACKING THE GLASS-CULTURAL CEILING

<table>
<thead>
<tr>
<th>AMBITION</th>
<th>88% of culturally diverse female talent surveyed planned to advance into a very senior role</th>
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<tbody>
<tr>
<td>MULTILINGUAL CAPABILITY</td>
<td>66% of culturally diverse women we surveyed had multilingual abilities, speaking a language other than English at home</td>
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<tr>
<td>MARKET SHARE</td>
<td>The Australian ‘multicultural market’ has an estimated purchasing power of over AUD$75 billion per year, while the global buying power of women is estimated to reach $40 trillion by 2018</td>
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<tr>
<td>INNOVATION</td>
<td>37% of culturally diverse women we surveyed had a bi/multicultural identity – a key marker of creativity and product and process innovation</td>
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<tr>
<td>PROFIT</td>
<td>Companies in the top quartile of cultural diversity in leadership are 35% more likely to have financial returns above their national industry median, while for gender diversity, the figure is 15%</td>
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<td>BRAND</td>
<td>Cultivating a diversity-differentiated organisational reputation can translate into positive media attention, as well as recruitment and business outcomes</td>
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<tr>
<td>ENGAGEMENT</td>
<td>Cultural barriers at work have caused 1 in 4 culturally diverse women surveyed to ‘scale back’ at work (i.e. reduced ambitions, worked fewer hours, worked less hard)</td>
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| RETENTION         | • 60% of culturally diverse female executives and 79% of senior managers surveyed are considering leaving their employers in the next year  
• Losing an employee can cost anywhere from 16% of their salary for hourly, unsalaried employees to 213% of the salary for a highly trained position |
| TALENT COSTS      | • 429 race discrimination and 409 gender discrimination complaints were received in the 2015–2016 financial year by the Australian Human Rights Commission  
• Preventing discrimination and harassment minimises organisational legal exposure and risk and reduces costs associated with absenteeism, turnover, and loss of staff morale and productivity. |
METHODOLOGY

To develop these evidence-based guidelines we drew on the following four data sources:

1. International research on the barriers to greater leadership representation for culturally diverse women.
2. An on-line survey of 366 women in DCA member workplaces, who were and/or aspired to be leaders (i.e. respondents were not limited to a particular level).
3. Four Think Tanks with 54 culturally diverse female leaders and emerging leaders from DCA member workplaces
4. Individual interviews to explore in depth the career experiences of 14 culturally diverse women who were in high-profile very senior roles (e.g. Board Directors, CEOs, C-Suite).

FIND OUT MORE

DCA members can access the full Report by logging into the Members Only area of the DCA website. The full Report includes detailed information on:

- The case for attracting, engaging, and promoting culturally diverse female talent.
- The state-of-play for culturally diverse women in leadership in Australia.
- Practical steps organisations can take to crack the glass cultural ceiling in their workplaces.
- Case studies and practical examples.
- Available tools and resources.
- Research references.

1. Following the Australian Bureau of Statistics, Main English Speaking Country of Birth is used as one way of reporting on cultural background. It is a list of the main countries from which Australia receives, or has received, significant numbers of overseas settlers who are likely to speak English. It includes Canada, Republic of Ireland, New Zealand, South Africa, United Kingdom, England, Scotland, Wales, Northern Ireland, and United States of America.