DIVERSITY
COUNCIL
AUSTRALIA

INCLUSION@WORK INDEX 2017–2018

MAPPING THE STATE OF INCLUSION IN THE AUSTRALIAN WORKFORCE

Proudly Sponsored by **SUNCORP**

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The full version of this research can be found on the <u>DCA website</u>.

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DIVERSITY COUNCIL AUSTRALIA

"Diversity Council Australia (DCA) has been at the forefront of diversity and inclusion initiatives for over thirty years. Yet, until now there has been little Australian statistical research to prove the value of inclusion to Australian workplaces. DCA wanted to bridge this gap with a nationally representative survey to measure just how inclusive Australian workplaces are, and the impact that inclusion has on employees and Australian organisations. What we found was enlightening.

This report provides the first national snapshot of experiences of inclusion by Australian workers and provides an undeniable evidence base for the importance of inclusion to Australian organisations. *DCA-Suncorp's Inclusion@Work Index* shows once and for all that inclusion is more than just the latest buzzword in business circles.

Inclusion is good for employees, good for business, and helps prevent discrimination and harassment. And in a world first – we found that the vast majority of Australian workers support workplaces taking action to be more inclusive. Inclusion@Work matters, and ultimately benefits everyone."

LISA ANNESE.
CHIEF EXECUTIVE OFFICER, DIVERSITY COUNCIL AUSTRALIA

SUNCORP

"Suncorp is pleased to partner with Diversity Council Australia (DCA) to launch the first national index of Australian workplace inclusion.

For Suncorp, diversity and inclusion is a business imperative to help create a better today for all our stakeholders. Our people, our customers and our communities all benefit from a fairer and more inclusive culture.

We are committed to increasing inclusion across all levels of our business, driven by the strong belief that we can only perform at our best when our workforce is as diverse as the communities in which we live and operate. At Suncorp, we want to provide a work environment where our people feel included, valued and connected.

The development of the inaugural *DCA-Suncorp Inclusion@Work Index* is an important benchmark to gauge the inclusiveness of Australian businesses. It also seeks to highlight the issues that need to be addressed to create a more inclusive workplace culture.

I have seen the passion, rigour and inclusive approach that DCA has taken to bring this project to life, and I hope that the findings from this valuable research will help all organisations create a better today across the Australian workforce."

MICHAEL CAMERON
CEO & MANAGING DIRECTOR, SUNCORP

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WHY THIS PROJECT?

Over the past decade, there has been a marked shift in focus in business circles from discussing *diversity* to *diversity and inclusion*. Organisations are increasingly recognising that if they wish to experience the benefits of diversity, they need to cultivate not just a diverse workforce, but importantly, also an *inclusive* one.

Australia has been compromised in its capacity to assess whether it is progressing in creating inclusive workplace environments. While there are indirect statistical indicators of workforce inclusion available[1], to-date there have been no direct statistical measures of Australian workforce inclusion available.

That's why DCA and Suncorp have joined forces to create Australia's *Inclusion@Work Index* which will map and track inclusion in Australia's workforce over time.

WHAT IS THE INCLUSION@WORK INDEX?

We surveyed a nationally representative sample of 3000 Australian workers to explore two key questions:

1 How inclusive is the Australian workplace for a diversity of employees?

2 What impact does inclusion have on performance and satisfaction, success, and security?

We found that inclusion is more than a buzzword – it is something that matters to employees and has tangible benefits for organisations.

The survey will be repeated biennially to:

- Raise awareness that inclusion fuels team performance, as well as employee satisfaction, success, and security

- Encourage Australian organisations to achieve inclusion in their workplaces

- Track Australia's progress (or lack of) in creating Inclusion@Work

- Encourage Australians to consider workplace inclusion in relation to a broad set of workers – not just men and women, but also Aboriginal and/or Torres Strait Islander and non-Aboriginal and/or Torres Strait Islander peoples, people with or without disability and people from a range of other key demographic groups (e.g. age, caring responsibilities, cultural background, sexual orientation and gender identity etc).

WHAT IS DIVERSITY?

Diversity is the mix of people in your organisation.

Diversity refers to all the ways in which we differ (e.g. Aboriginal and/or Torres Strait Islander background, age, education, gender, profession).

WHAT IS INCLUSION?

Inclusion is getting this mix to work.

Inclusion occurs when a diversity of people are respected, connected, progressing and contributing to organisational success.

Diversity refers to all the differences between people in how they identify in relation to their:

- **Social identity** such as age, caring responsibilities, cultural background, disability, gender, Aboriginal and/or Torres Strait Islander background, sexual orientation and gender identity, and socio-economic background, and

- **Professional identity** such as profession, education, work experiences, and organisational role.
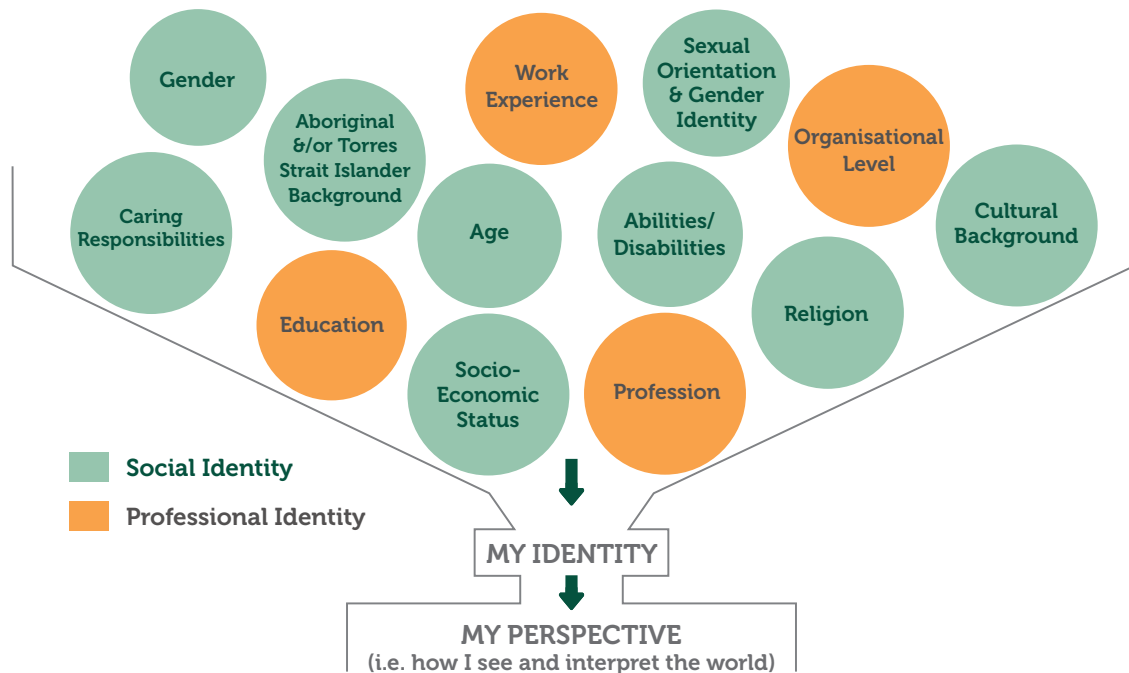
Inclusion occurs when a diversity of people are respected, connected, progressing _and_ contributing to organisational success.

Respected. Inclusion occurs when a diversity of people at work feel valued and respected for who they are.

Connected. Inclusion occurs when a diversity of people feel connected to their co-workers and so have a sense of belonging.

Progressing. Inclusion occurs when a diversity of people at work have opportunities to develop their career and progress.

Contributing. Inclusion occurs when a diversity of people can contribute their talents and energies to the organisation.

Remember! Different people will experience inclusion DIFFERENTLY – being respected at work may look and feel different for a young Anglo-Celtic graduate and an older Chinese-Australian executive. So it's important to learn about each other's identities (e.g. age, cultural background, gender) and how this may (or may not) influence our view and experience of Inclusion@Work.

WHAT IS AN INCLUSIVE TEAM?

An inclusive team is one where a diversity of people (e.g. from different ages, cultural backgrounds, genders) feel that they are respected and valued team members, who are able to be themselves and contribute and progress at work.

Respondents were asked a series of inclusive team-related survey questions. Based on their answers, an average score out of 5 was calculated to represent how inclusive their team was.

Not Inclusive at all   **Highly Inclusive**

Non-Inclusive Team	Somewhat Inclusive Team	Inclusive Team

1	2	3	4	5
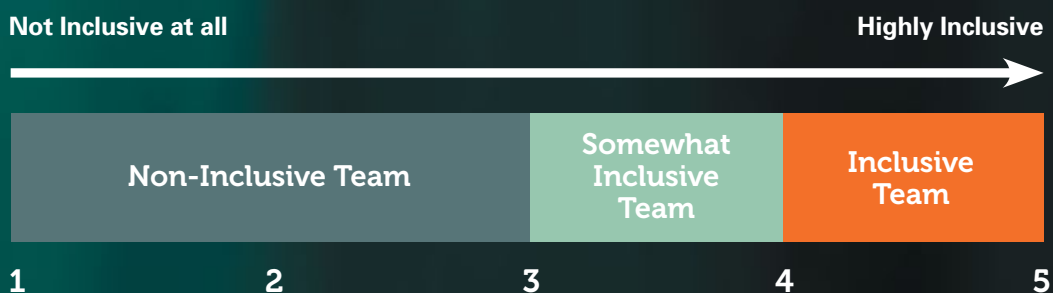
WHAT IS AN INCLUSIVE MANAGER?

An inclusive manager is someone who creates an inclusive team environment. We defined an inclusive manager as someone who values differences, seeks out and uses a diversity of ideas, treats everyone fairly, and deals with inappropriate behaviour.

Respondents were asked a series of inclusive management-related survey questions. Based on their answers, an average score out of 5 was calculated to represent how inclusive their immediate manager was.

Not Inclusive at all → **Highly Inclusive**

Non-Inclusive Manager	Somewhat Inclusive Manager	Inclusive Manager
1 2 3	3 4	4 5

INCLUSION@WORK SNAPSHOT

'Inclusion' is more than just the latest buzzword; it has benefits for business and workers too.

The DCA-Suncorp Inclusion@Work Index 2017–2018, which surveyed 3000 working Australians, found that Inclusion@Work matters to Australian workers – it fuels team performance and boosts employee satisfaction, success and security, while also minimising the risk of harassment and discrimination.

INCLUSION@WORK MATTERS TO AUSTRALIAN WORKERS

Our research shows that Australian workers overwhelmingly support inclusion initiatives.

In fact, **three out of four** (75%) Australian workers support or strongly support their organisation taking action to create a **workplace which is diverse and inclusive** (D&I).

And **only three per cent** of workers are opposed to their organisation taking action

■ Workers supporting / strongly supporting their organisation taking action
■ Neutral ■ Workers opposing their organisation taking action

3 out of 4 Australian workers support or strongly support their organisation taking action to **create a workplace which is diverse and inclusive**

Only 3% oppose or strongly oppose their organisation taking action

EVEN A LITTLE INCLUSION@WORK HELPS

Working in a **somewhat inclusive team** also boosts **employee satisfaction**, **success** and **security**, and **team performance** – just to a smaller degree than working in a highly inclusive team.

In my team we work effectively together to meet work expectations (% always)

58	
20	
6	

0%   20%   40%   60%   80%

■ Workers in INCLUSIVE teams   ■ Workers in SOMEWHAT INCLUSIVE teams   ■ Workers in NON-INCLUSIVE teams
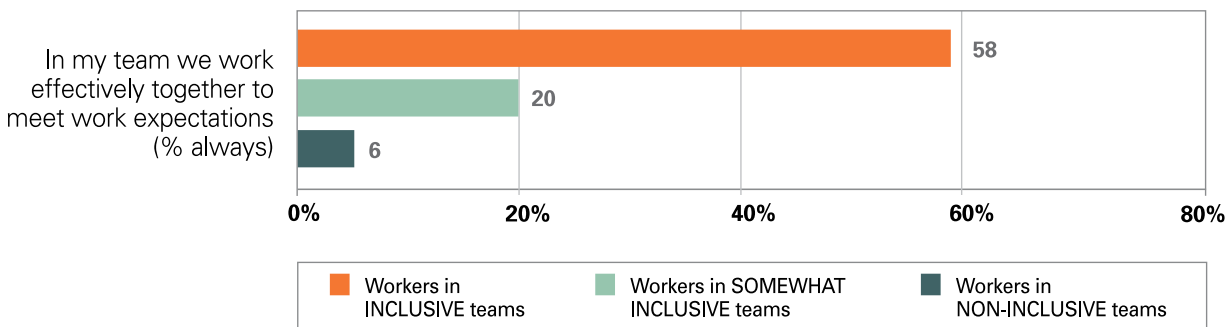
INCLUSION@WORK IS GOOD FOR BUSINESS

Inclusion is much more than a 'feel good' exercise – our survey demonstrates that it actually fuels performance. It creates a better work environment which enables innovation, effectiveness and better customer service.

If you work in an inclusive team[2] you are:

10 times more likely to be **highly effective** than workers in non-inclusive teams[3]

9 times more likely to **innovate**

5 times more likely to provide excellent **customer/client service**

3 times more likely to **work extra hard**

	Workers in INCLUSIVE Teams	Workers in NON-INCLUSIVE Teams
EFFECTIVENESS: In my team we work effectively together to meet work expectations (% always)	58	6
INNOVATION: My team looks for new ideas and ways to solve problems (% always)	45	5
CUSTOMER SERVICE: My team provides excellent client/customer service (% always)	61	13
EFFORT: I am willing to work extra hard to help my team succeed (% always)	61	21

INCLUSION@WORK IS GOOD FOR EMPLOYEES

Inclusion@Work not only fuels team performance, it also fosters employee satisfaction, success, and security.

If you work in an inclusive team, you are:

19 times more likely to be **very satisfied** with your job than workers in non-inclusive teams

4 times more likely to **stay** with your current employer

2 times more likely to receive regular **career development** opportunities

2 times more likely to have been given a **pay rise** in the past year

SATISFACTION:
I am very satisfied with my job
- 58
- 22
- 3

SECURITY: I am not at all likely to look for another job in the next 12 months
- 62
- 44
- 16

SUCCESS: I have taken part in at least one activity that helps my career development in the past 12 months
- 60
- 39
- 28

SUCCESS: I have been given a pay rise in the past 12 months
- 53
- 42
- 27

0%   20%   40%   60%   80%

- Workers in INCLUSIVE Teams
- Workers in SOMEWHAT INCLUSIVE Teams
- Workers in NON-INCLUSIVE Teams

INCLUSION@WORK MINIMISES RISK

In the past year, close to one in three (30%) Australian workers have witnessed and/or personally experienced harassment or discrimination at work.

THE GOOD NEWS is that if you work in an inclusive team or report to an inclusive manager, you are significantly less likely to personally experience, or observe, workplace harassment or discrimination.

If you work in an inclusive team, you are nearly **seven times less likely** than your colleagues in non-inclusive teams to have personally experienced **harassment**

	Workers in INCLUSIVE Teams	Workers in SOMEWHAT INCLUSIVE Teams	Workers in NON-INCLUSIVE Teams
I have witnessed harassment in the past 12 months	14	25	56
I have experienced harassment in the past 12 months	7	17	48
I have experienced discrimination in the past 12 months	7	18	47
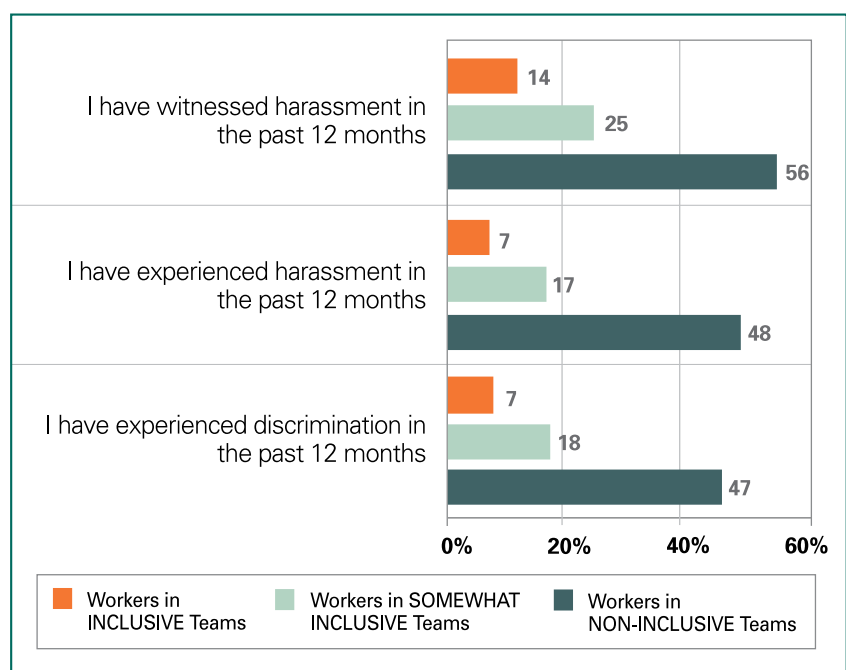
INCLUSION@WORK BENEFITS EVERYONE

One of the challenges facing organisations seeking to create a more diverse and inclusive (D&I) workplace is addressing the assumption that D&I efforts only benefit people from target or minority groups such as Australians who are Aboriginal and/ or Torres Strait Islander, culturally diverse, have a disability, are female, or are lesbian, gay, bisexual, transgender, intersex, or queer (LGBTIQ+).

Our findings challenge this assumption, showing that inclusion is actually **good for everyone** – not just people from target or minority groups. Using gender as an example, we found that when organisations take action to create a more diverse and inclusive (D&I) workplace, it benefits women and men. In organisations taking D&I actions, similar proportions of both women and men:

Were very satisfied with their jobs (45% men, 43% women) – and significantly more so than men and women in organisations where no action was being taken (23% men, 28% women)

Felt respected (88% of men, 85% of women agreed or strongly agreed)

Were able to **contribute to discussions** (81% of men, 81% of women agreed or strongly agreed), and **recognised for their contribution** (77% of men, 76% of women agreed or strongly agreed).

This was also the case for:

- Aboriginal and/or Torres Strait Islander Australians and non-Aboriginal and/or Torres Strait Islander workers

- Culturally diverse and non-culturally diverse workers

- Workers with and without disabilities, and

- LGBTIQ+ and non-LGBTIQ+ workers.

Clearly, it's not just people from under-represented groups who are benefitting from D&I organisational efforts!

INCLUSION@WORK BENEFITS MEN AND WOMEN

Category	Women in ACTIVE organisations	Men in ACTIVE organisations	Women in INACTIVE organisations	Men in INACTIVE organisations
SATISFACTION: I am very satisfied with my job	43	45	28	23
RESPECTED: I am treated with respect (% agree/strongly agree)	85	88	70	63
CONNECTED: I am accepted by my co-workers (% agree/strongly agree)	90	93	72	73
PROGRESSING: I am given recognition or credit when I contribute to my team's success (% agree/strongly agree)	76	77	54	50
CONTRIBUTING: I feel able to contribute to discussions so that different views inform decisions (% agree/strongly agree)	81	81	58	58

Legend:
- Women in ACTIVE organisations
- Men in ACTIVE organisations
- Women in INACTIVE organisations
- Men in INACTIVE organisations

THE STATE OF INCLUSION

So, how inclusive are teams and managers in Australian organisations?

Inclusive teams

Roughly **one in two** Australian workers (46%) reported that their **team was inclusive** (i.e. scored their team on average 4 or above out of 5, where 5 = highly inclusive, 3 = neither inclusive or non-inclusive, and 1 = not inclusive at all). Four out of ten Australian workers (40%) reported that their team was somewhat inclusive (i.e. scored their team on average between 3 and 4 out of 5).

One out of ten Australian workers (11%) reported that their **team was not inclusive** (i.e. scored their team on average less than 3 out of 5).

Inclusive managers

Approximately **one in two** Australian workers (48%) reported that their immediate **manager was inclusive** (i.e. scored their manager on average 4 or above out of 5, where 5 = highly inclusive, 3 = neither inclusive or non-inclusive, and 1 = not inclusive at all).

One in six (17%) workers indicated their **manager was not inclusive**, (i.e. scored their manager on average less than 3 out of 5).

48% INCLUSIVE MANAGERS

26% SOMEWHAT INCLUSIVE MANAGERS
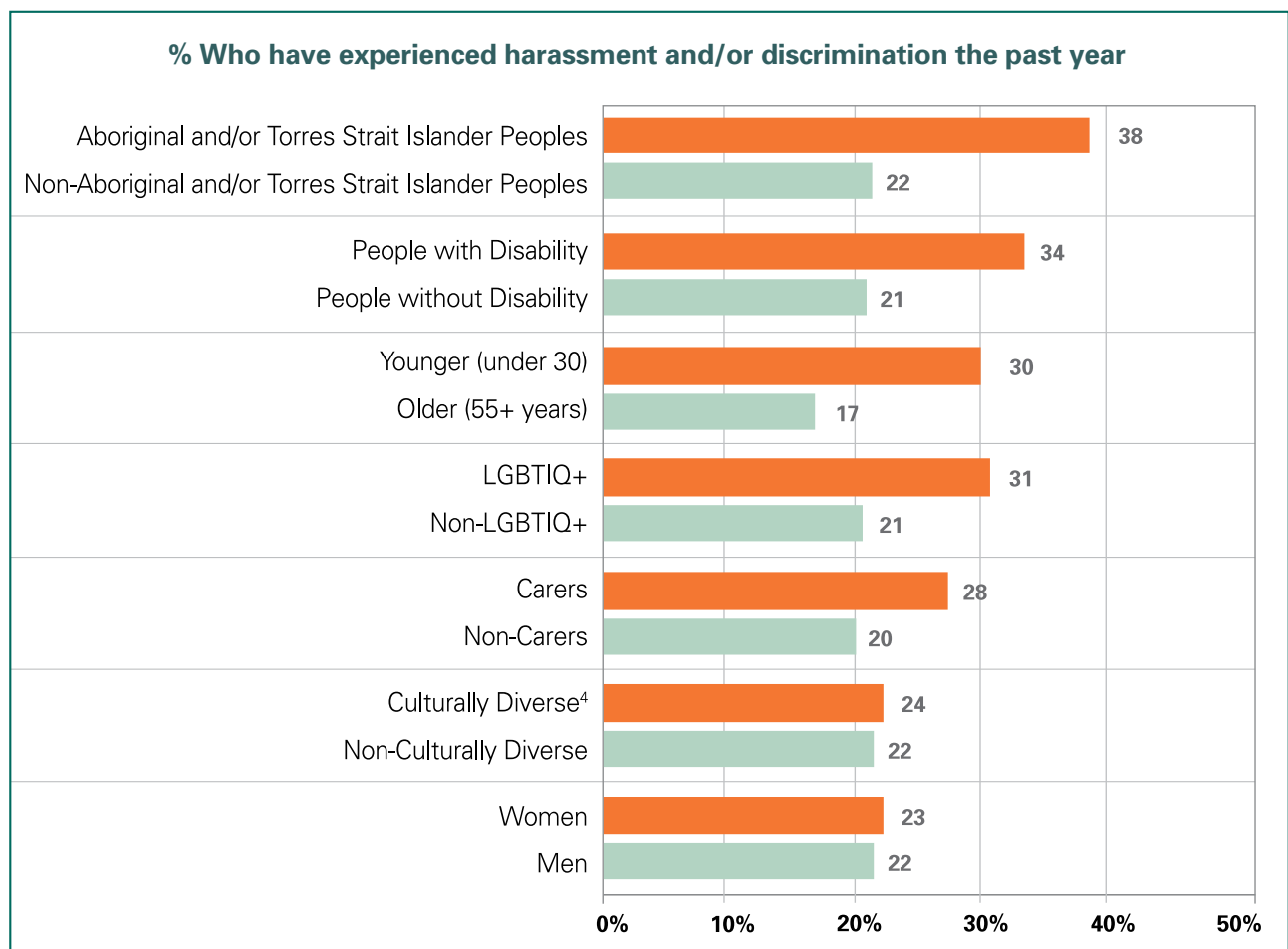
17% NON-INCLUSIVE MANAGERS

THE STATE OF EXCLUSION

Australian organisations need to do more to combat harassment and discrimination, particularly of Aboriginal and/or Torres Strait Islander peoples.

Harassment and discrimination are up to **twice as likely** to be experienced by people from minority groups (e.g. Aboriginal and/or Torres Strait Islander workers, workers with a disability) than by people in mainstream or majority groups (e.g. non-Aboriginal and/or Torres Strait Islander workers, workers without a disability).
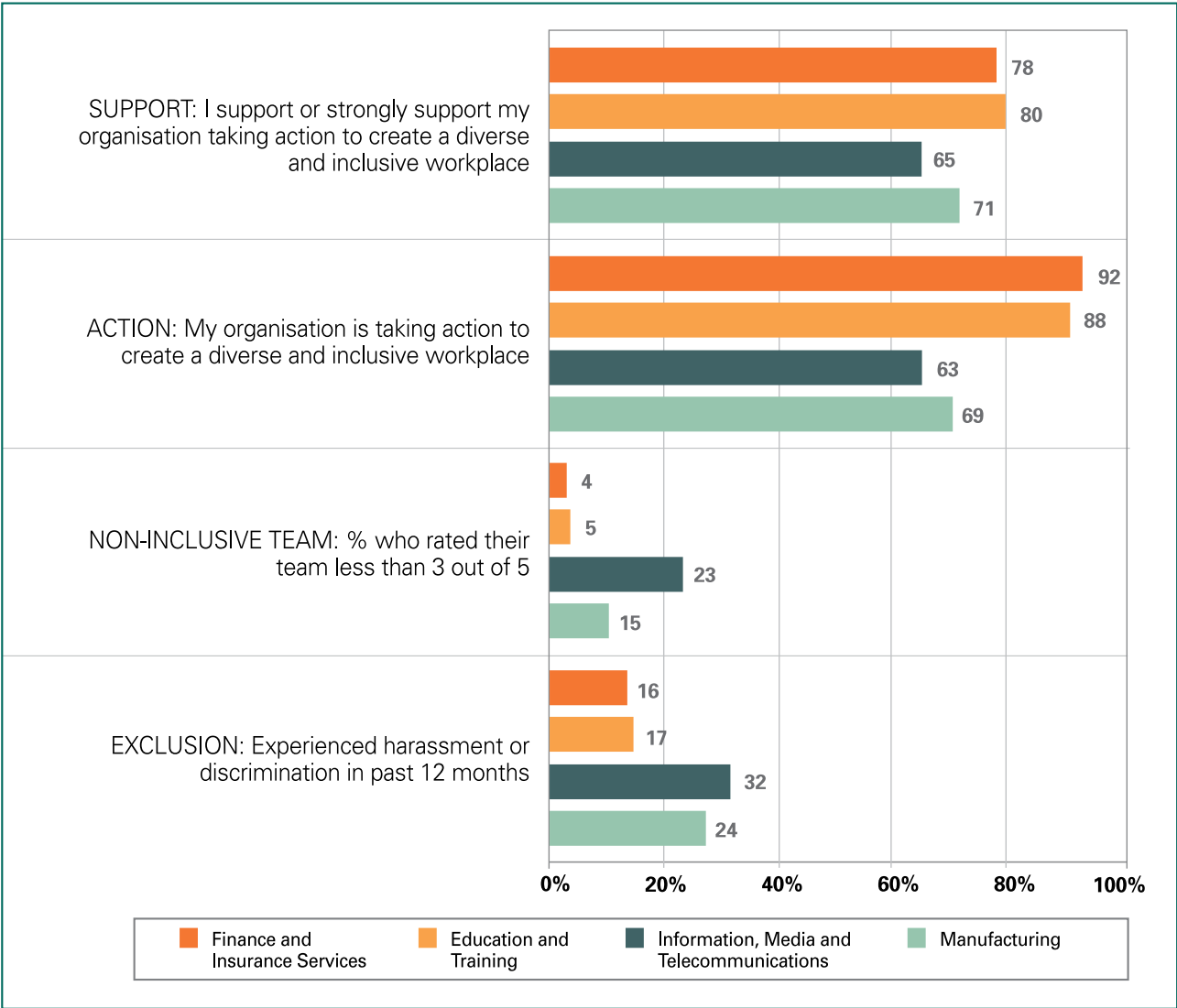
- **31% of Aboriginal and/or Torres Strait Islander workers** reported having experienced some form of **discrimination** in the past year, compared to 16% of non-Aboriginal and/or Torres Strait Islander workers.

- In fact, Aboriginal and/or Torres Strait Islander Australians experience **the highest rates of workplace discrimination and harassment** of any demographic group. In all, 38% had personally experienced at least one incident of harassment and/or discrimination in the past 12 months.

Workers with **disability**, **younger workers** (aged under 30 years), and **LGBTIQ+** workers experienced the next highest rates of **harassing** and **discriminatory behaviour** at work.

% Who have experienced harassment and/or discrimination the past year

Group	%
Aboriginal and/or Torres Strait Islander Peoples	38
Non-Aboriginal and/or Torres Strait Islander Peoples	22
People with Disability	34
People without Disability	21
Younger (under 30)	30
Older (55+ years)	17
LGBTIQ+	31
Non-LGBTIQ+	21
Carers	28
Non-Carers	20
Culturally Diverse[4]	24
Non-Culturally Diverse	22
Women	23
Men	22

LEADING AND LAGGING INDUSTRY SECTORS

Workers in *Financial and Insurance Services* and in *Education and Training* were significantly **more likely** to experience Inclusion@Work, while workers in *Information, Media and Telecommunications* and *Manufacturing* were significantly **less likely** to.

Financial and Insurance Services

Education and Training

Manufacturing

Information, Media and Telecommunications

SUPPORT: I support or strongly support my organisation taking action to create a diverse and inclusive workplace
- 78
- 80
- 65
- 71

ACTION: My organisation is taking action to create a diverse and inclusive workplace
- 92
- 88
- 63
- 69

NON-INCLUSIVE TEAM: % who rated their team less than 3 out of 5
- 4
- 5
- 23
- 15

EXCLUSION: Experienced harassment or discrimination in past 12 months
- 16
- 17
- 32
- 24

Legend:
- Finance and Insurance Services
- Education and Training
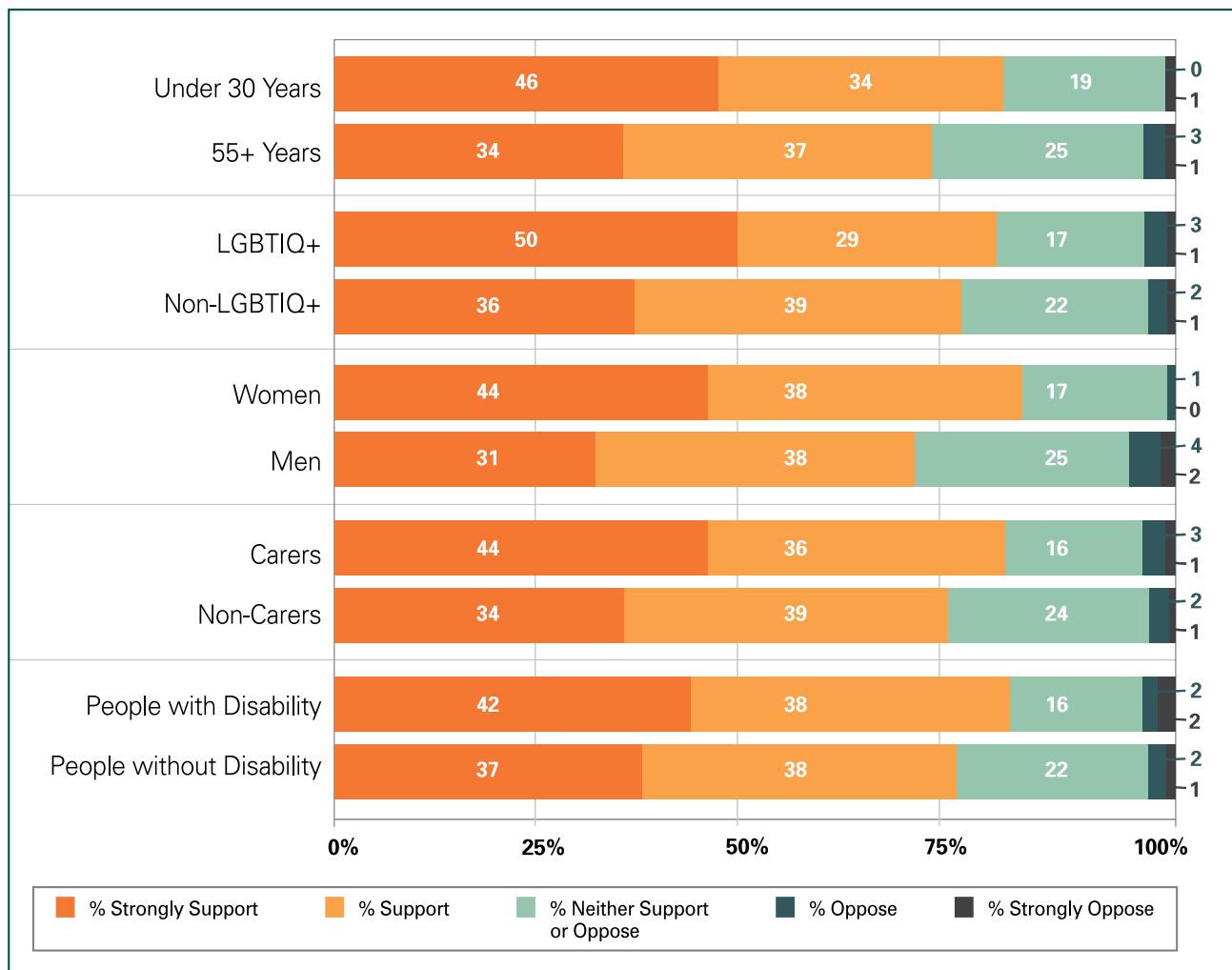- Information, Media and Telecommunications
- Manufacturing

WHO SUPPORTS INCLUSION@WORK?

Our findings show that Australian workers overwhelmingly support Inclusion@Work. Only three per cent of Australian workers were opposed to inclusion. But what we also saw, was that support differed among different groups, and was lower among men in particular. Given our findings that Inclusion@Work **benefits everyone**, more work must be done to engage men on diversity and inclusion.

In this survey we found that, while the majority of men surveyed (69%) supported diversity and inclusion, their level of support was lower than that of women's (82%) and other demographic groups, in particular younger Australians, carers, workers with disability (all at 80%), and LGBTIQ+ workers (79%).

This relatively lower level of support was more evident among men from Anglo-cultural backgrounds[5] (65%), men who were older (66%), and men who had no caring responsibilities (68%).

Given that inclusion initiatives have clear benefits for men and women, lower levels of support among men show that there is more work to be done to engage men in diversity and inclusion initiatives.

Group	% Strongly Support	% Support	% Neither Support or Oppose	% Oppose	% Strongly Oppose
Under 30 Years	46	34	19	0	1
55+ Years	34	37	25	3	1
LGBTIQ+	50	29	17	3	1
Non-LGBTIQ+	36	39	22	2	1
Women	44	38	17	1	0
Men	31	38	25	4	2
Carers	44	36	16	3	1
Non-Carers	34	39	24	2	1
People with Disability	42	38	16	2	2
People without Disability	37	38	22	2	1

INCLUSION@WORK IN SUNCORP

At Suncorp, we believe diversity and inclusion work together. We focus on building an inclusive culture to support our diverse workforce and leverage the diversity of thought, backgrounds, and experiences that brings.

This creates greater innovation, a deeper understanding of our customers' needs and ultimately improved business performance. It also means employees can be themselves at work, and feel valued and respected for their perspectives and contribution. Here are some examples of what Suncorp has achieved by building supportive and inclusive practices. Fostering an inclusive culture will continue to be a focus at Suncorp.

Success through focused action

Suncorp's diversity and inclusion journey started with gender equality. We recognised we had a gap in our business with a gender imbalance in our leadership roles. Therefore, we initially focused on lifting the representation of women in senior leader roles and growing our pipeline of female talent.

Our approach to gender equality has enabled us to achieve gender balance in leadership roles (49.6% female leaders as at September 2017). We have also increased the proportion of females in senior leader roles from 31% in 2011 to 43% in 2017. This is an achievement of which we are particularly proud.

Today our goal is to embed gender equality for women and for men in every respect. This includes aiming for equality in representation at all levels in the organisation, pay, and equal access to promotion, development and career opportunities. And we continue to support a broad range of events including honouring International Men's Day and International Women's Day.

Along with an engaged business and committed leaders, our success is driven in part by our passionate Diversity Council, chaired by our CEO & Managing Director, and keen interest from the Suncorp Board. This ensures senior leader commitment and focused action to create a diverse workforce and inclusive culture.

Recognising flexibility as a key enabler

Flexibility – where and when we work, and the way we work – is a fundamental enabler of inclusion. As a key focus for us, we were very proud to win Best Workplace Flexibility Program at the 2015 Australian HR Awards.

Suncorp is committed to supporting workforce flexibility to meet the needs of our people, our customers and the business. We offer a broad range of flexible work practices, including several varieties of part time work options, job share, different start and finish times, and flexibility using long service and flexible leave. We also have an advanced 'Smart Environment' which enables our people to work at home and in remote or regional locations. **In a recent employee survey (November 2016), 82% of our employees answered favourably about working flexibly to suit their personal and business needs.**

In addition to our employees working from home on a regular basis, an example of flexibility in action at Suncorp is the 600 plus people who work from our dedicated Work@Home Hubs. These employees work flexible hours in their homes as part of a virtual team, coming together in the hub only for monthly team meetings and training. These hubs have enabled us to tap into a quality pool of part-time employees, who are seeking flexible work, improved work-life balance and great job satisfaction.

People really appreciate being part of a great team and achieving strong results, while also being able to focus on their life priorities, from health and wellbeing, carers responsibilities, and study, through to sport and running their own business.

Encouraging our people to connect and share

We encourage our people to bring fresh ideas and perspectives, be their best and bring their 'whole self' to work. Employee resource groups (ERGs) are grassroots initiatives created by our people to come together around a common purpose. Passionate Suncorp leaders sponsor these groups, helping to lift awareness and coach contributing members.

Our employees are the people that embody diversity and inclusion at Suncorp and ERGs can be as unique as the members who comprise them. Suncorp has two well established groups, and other budding groups around a range of topics. Suncorp's Lean in Circles, commenced with a clear purpose to bring women and men together to strive toward gender equality. This group is now actively influencing the broader agenda at Suncorp through their research and events, providing a tangible impact on the careers and lives of Lean In members. Amplify launched in March 2017 to support LGBTIQ+ inclusion. Following engagement with Pride in Diversity, they have a program which includes training and events across Suncorp.

This year, Suncorp supported the Taste of Harmony initiative around Harmony Day to celebrate the cultural diversity of our people and build respect and inclusion. We encouraged people to organise a lunch or morning tea and bring a plate of food that represented their cultural background to share with colleagues. Over 4,000 of our people participated in more than 150 Taste of Harmony events across Australia and New Zealand.

Inclusion for our customers and communities

Suncorp is one of 12 founding companies participating in the Financial Inclusion Action Plan (FIAP), which seeks to help Australians who are at risk of exclusion from access to financial services. Our FIAP seeks to improve customers' financial inclusion and financial wellbeing, specifically supporting people who are financially vulnerable and from culturally diverse backgrounds. Suncorp is also committed to increasing cultural and linguistic diversity to continue to reflect the communities in which we work and live, and the customers we serve. To support both perspectives, we have started to develop employment pathway opportunities for Aboriginal and/or Torres Strait Islander people, migrants and refugees.

We recognise the increasing aged caring responsibilities of our people and our customers. Our over 50s insurance brand, APIA, has teamed up with Five.Good.Friends., an innovative in-home care provider. We see this as an inclusive and complementary service to improve our customers' and their families' overall wellbeing, by providing access to information and support to help enable people to stay longer in their own homes.

Overall, inclusion is an inward and outward looking concept for us. We believe building greater Inclusion@Work enhances our business, as well as our people, customers and communities.

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1 Most measures of national workplace inclusion consist of indirect statistical indicators such as the workforce representation and remuneration statistics from the Australian Bureau of Statistics and the Workplace Gender Equality Agency.

2 Workers in Inclusive Teams scored their team on average at least 4 or above out of 5 on survey questions asking how included they felt in their team (where 5 = very included, 3 = neither included or not included, and 1 = not included at all). Workers in Non-Inclusive Teams scored their team on average less than 3 out of 5.

3 Where we have indicated that inclusive teams/ leaders were "X times more likely" than non-inclusive teams/managers to be effective, innovative, work hard etc. for ease of reading we have rounded up or down the original number to be a whole number (e.g. 9.7 times has been rounded up to 10 times).

4 Culturally Diverse refers to respondents who identified only with a non-Main English Speaking Country cultural background, while non-Culturally Diverse refers to respondents who identified only with an Australian or a Main English Speaking Country cultural background. The Australian Bureau of Statistics (ABS) defines Main English Speaking Countries as United Kingdom (England, Scotland, Wales, Northern Ireland), Republic of Ireland, New Zealand, Canada, United States of America and South Africa.

5 Anglo-cultural background refers to respondents who identified only with Main English Speaking country cultural backgrounds (i.e. as defined by ABS, these being the UK, the USA, Canada, New Zealand, South Africa, and Ireland).

OUR THANKS

We thank and acknowledge the project's Expert Panel. The project has benefited immensely from Panellists generously sharing their expertise and insights.

Dr Hugh Bainbridge, School of Management, University of New South Wales

Amelia Britton, Norton Rose Fulbright, Diversity & Inclusion Manager

Cathy Brown, DCA Research & Policy Manager

Ed Cooley, Executive General Manager, People & Performance, People Experience, Suncorp

Dr Beni Halvorsen, School of Management, Royal Melbourne Institute of Technology

Tanya Johnson, Executive Manager Talent, People Experience, Suncorp

Andrew McMahon, Research and Analytics Executive Manager, Workplace Gender Equality Agency

Prof Keith McVilly, School of Social and Political Sciences, Melbourne University

Darryl Nelson, Polity Research Managing Director

Jennifer Pallath, (formerly) Diversity & Inclusion Manager, Stockland

Rose Remedios, DCA Research Office r

Dr Graeme Russell, Expert Consultant

Prof Phil Taylor, Australian Retirement Research Institute, Federation Business School, Federal University Australia-Monash University

Jo Tilly, Equity and Diversity Manager, University of Technology Sydney

Elissa Trafford, People Experience Manager, Diversity and Inclusion, People Experience, Suncorp

Dr Raymond Trau, School of Management, Royal Melbourne Institute of Technology

Lauren Uhlmann, People Experience Analyst, Talent, People Experience, Suncorp

Nareen Young, (formerly) Director, Price Waterhouse Coopers Indigenous Consulting

OUR METHODOLOGY

The methodology was developed and implemented on the basis of ongoing consultation with and feedback from the project's Expert Panel. It consisted of the following key steps:

- In-depth review of industry and academic research to investigate how to define and measure workplace inclusion.

- Development of a draft survey of 70 questions with questions focusing on measuring team inclusion, team and individual outcomes, and diversity-related demographics.

- Pilot of draft survey in a large organisation and subsequent statistical analysis of the pilot sample data set to select final 50 survey questions on the basis of their ability to generate findings that were academically rigorous, of practical use to industry/organisations, and covered key inclusion-related themes (i.e. Respected, Connected, Contributing, Progressing) and key demographics (i.e. socio-demographics, job and organisational demographics).

- Administration of survey by Polity Research to a nationally representative sample of 3000 Australian workers (through a research-only survey panel).

- Weighting of survey data to ensure the achieved respondent profile aligned with Australian Bureau of Statistics demographic indicators in terms of Aboriginality, age, cultural background, disability status, gender, degree qualification, sexual orientation and gender identity, and location (State and urban/regional splits).

- SPSS software was used to run a series of cross-tabs (contingency tables) to identify possible differences in responses. For each contingency table, a chi-squared statistic was calculated to determine whether there was an association between the two variables at the 95% confidence level. For contingency tables considered statistically significant, adjusted standardised residuals greater (in absolute size) than +/-1.96 were examined to determine what was driving the association.

For the full methodology please refer to the full version of this report available at www.dca.org.au

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 more detailed information on these and other findings, the research methodology, and all research references.