



ANNUAL REPORT 2022



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Contents

4 About us

- 5 Our belief, vision and mission
- 5 Our work
- 6 Our 2022 performance
- 9 Our 2022 highlights
- 10 Chair's report
- 11 Chief Executive Officer's report

12 Building internal capabilities

- 13 Innovate Reconciliation Action Plan
- 15 Environment, social and governance

18 Delivering cutting edge research and high impact member tools

- 19 Six major research projects

21 Improving member value proposition

- 22 Inspiring events
- 23 Education, forums and innovations

24 Broadening the D&I conversation

- 25 Advocacy
- 25 Communications
- 27 Strategic alliances and partnerships

28 Our 2022 research areas

- 29 Inclusive AI at Work in Recruitment: Friend or foe to diversity and inclusion?
- 30 Racism at Work: How organisations can stand up to and end workplace racism
- 31 Inclusion@Work Index: Mapping the state of inclusion and mental health in the Australian workforce
- 32 She's Price(d)less: The economics of the gender pay gap
- 33 Inclusive Recruitment at Work: How to tap into Australia's overlooked and underleveraged talent
- 34 Inclusive AI at Work: From cautious to converted

35 Our 2022 member events and forums

- 36 Special events
- 36 Networks, forums and roundtables
- 39 Research events and updates

40 Our 2022 work to broaden the D&I conversation

- 41 Advocacy
- 43 External advisors
- 44 Our members, partners and sponsors

45 Our 2022 financial results

48 Our people

- 50 The DCA team
- 57 The DCA Board of Directors



About us

Diversity Council Australia (DCA) is the independent, not-for-profit peak body leading diversity and inclusion (D&I) in the workplace in Australia.

We provide DCA members with a unique knowledge bank of research, practice and expertise across all diversity dimensions, accrued over more than 30 years.

Our belief, vision and mission

- Our belief is that diversity and inclusion is good for people and business.
- Our vision is to create a more diverse and inclusive Australia.
- Our mission is to encourage and enable Australian organisations to create diverse and inclusive workplaces.

Our work

Our charitable purpose is to promote and advance inclusion and diversity through the creation of more diverse and inclusive workplaces for the benefit of individuals, organisations and the broader community, with a focus on individuals that have been historically disadvantaged or underrepresented in the labour market.

DCA is not government funded, though in 2022 we received a federal government grant for our landmark research on creating pathways to leadership for culturally and racially marginalised (CARM) women.

Almost all of our income is generated from membership fees, sponsorships and services to businesses and employers, and occasional donations.

In 2022, we reached 1,182 members, with membership growth of 18% from the previous year. Our member organisations employ around 2 million Australians, representing more than 20% of the national workforce.

We deliver the following benefits to our members:

- **Unique research** > Full access to our cutting-edge Australian research with practical tools to drive business improvement.
- **Inspiring and informative events** > Free or discounted events and roundtables exploring the latest insights and trends across all diversity dimensions, providing a community for industry practitioners and leading CEOs.
- **Curated resources** > Access to our members-only online library of D&I resources covering all diversity dimensions – Aboriginal and Torres Strait Islander peoples, age, caring responsibilities, culture and religion, disability and accessibility, family and domestic violence, flexibility, gender, LGBTIQ+ status, mental health, race, and social class. They also receive our regular eNews, Inclusion Matters, and access to tools to support planning for D&I.
- **Access to experts** > Access to our team of experts for valuable guidance across all diversity dimensions to help them get the most out of their D&I activities.
- **Learning options** > A range of instructor-led workshops or self-paced video eLearning series on a range of D&I topics to help them engage and educate their teams.
- **Opportunity to influence** > DCA advocates on D&I in the workplace with government, regulators and the wider community.
- **LinkedIn community** > Opportunity to connect with our members-only LinkedIn group, exclusively for DCA Key Contacts, to share and learn from leading practice with other DCA members across all industries.
- **Opportunity to showcase your commitment to D&I** > Demonstrate your commitment to D&I through your DCA membership, enhancing your brand as an employer of choice.

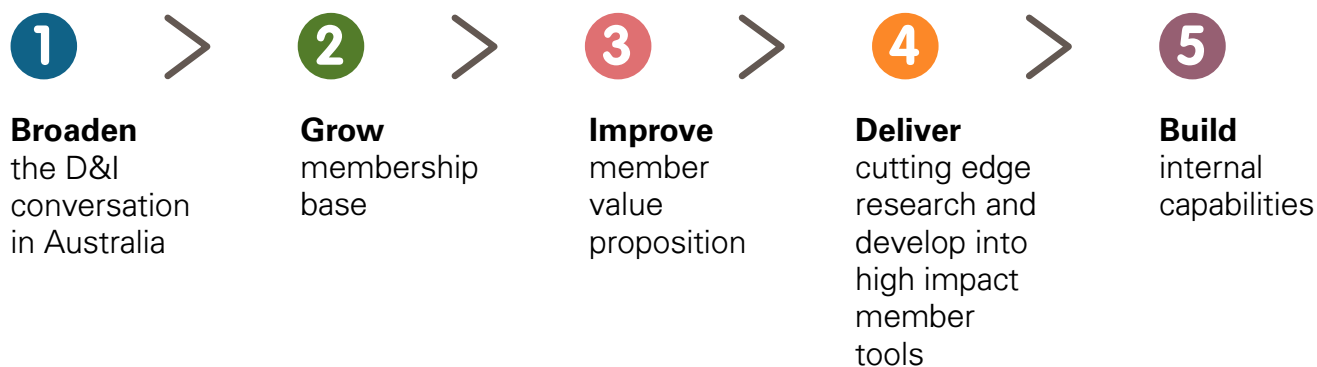
In 2022, DCA membership reached

1,182 > 18%



Our 2022 performance

In 2021, we launched our 2021–2023 Strategic Plan, focusing on 5 key strategic levers that build to achieve DCA's mission and vision.



DCA member organisations employ around

2,000,000 Australians

(> 20% of the workforce)

In the second year of this plan, we continued to make strong progress against each lever.

Lever	2022 performance
1 Build internal capabilities	<p>Bolstered IT capabilities through plans for significant investment in new digital platforms, and increased cyber security protections, including staff awareness and training.</p> <p>Established a centralised People and Culture function to enhance policies and processes and build management capability.</p> <p>Strengthened our Innovate Reconciliation Action Plan (RAP) commitments and agreed to continue at the Innovate level for a further 2 years.</p> <p>Began work on a framework for addressing environmental, social and governance (ESG) considerations.</p> <p>Continuous enhancement of controls on risk management, and finance and accounting policies and processes.</p> <p>Increased staff education on D&I.</p>
2 Deliver cutting edge research and develop into high impact member tools	<p>Released the following research projects:</p> <ul style="list-style-type: none"> • Inclusive Artificial Intelligence at Work in Recruitment: Friend or foe to diversity and inclusion? • Racism at Work: How organisations can stand up to and end workplace racism • Inclusion@Work Index: Mapping the state of inclusion and mental health in the Australian workforce • She's Price(d)less: The economics of the gender pay gap (with KPMG and the Workplace Gender Equality Agency (WGEA)) • Inclusive Recruitment at Work: How to tap into Australia's overlooked and underleveraged talent • Inclusive Artificial Intelligence at Work in Recruitment: From cautious to converted. <p>Developed an innovative anti-racism Knowledge Program for rollout in 2023.</p> <p>Began landmark research on culturally and racially marginalised (CARM) women, including a government-funded grant to address structural barriers to CARM women's leadership.</p>

DCA developed an innovative

anti-racism

Knowledge Program for rollout in 2023

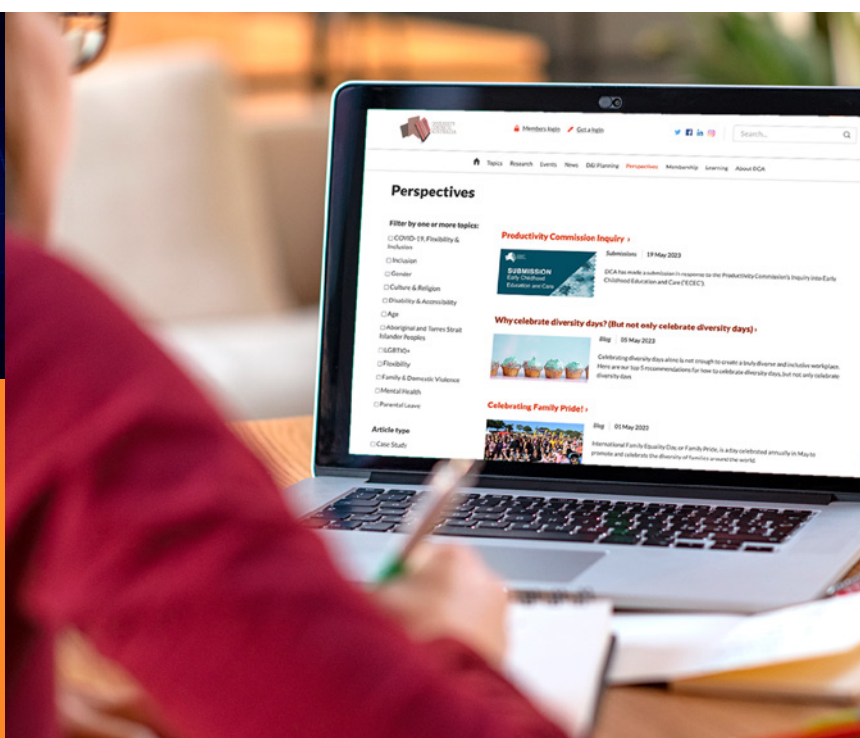


ANTI-RACISM OR NON-RACISM?

“In a racist society it is not enough to be non-racist, we must be anti-racist.”

ANGELA DAVIS – POLITICAL ACTIVIST, PHILOSOPHER, ACADEMIC, AND AUTHOR

Lever	2022 performance
3 Improve member value proposition	<p>Delivered ongoing contact, improved services and expanded D&I resources.</p> <p>This resulted in strong member retention and engagement, as shown by:</p> <ul style="list-style-type: none"> • a continued high volume of Ask DCA D&I queries • an 11% increase in event registrations • a 9% increase in member website users • a 54% increase in the number of Knowledge Program workshops we delivered. <p>Upgraded the Inclusive Employer Index to an annual resource (instead of bi-annual) with strong member uptake.</p> <p>Continued development work on our new website and customer relationship management system, for launch in 2023.</p>
4 Grow membership base	<p>Provided ongoing, quality services to retain existing members and attract new members. This resulted in 18% net growth in member numbers and 26% growth in member revenue.</p>
5 Broaden the D&I conversation in Australia	<p>Increased media coverage on DCA and its activities, especially around major research releases.</p> <p>Substantially grew website and social media audiences:</p> <ul style="list-style-type: none"> • Webpage views increased by more than 9,000. • LinkedIn followers increase by 63%. <p>Provided input to more government enquiries and were sought by government to participate in D&I-related roundtables.</p> <p>Published and presented our work in prestigious research publications and at conferences.</p>





312

'Ask DCA'
enquiries received



6

submissions
to policy and
legislative
reviews

About us



31

member
events

6



new research projects
focused on workplace
inclusion across a variety
of diversity dimensions



1,182

Australian organisations
are now DCA members

2022 HIGHLIGHTS



63%

increase in
LinkedIn
followers



23,000

registrations to our events

186

Knowledge
Programs
delivered



30

Inclusive Employers
recognised for
2022–2023

443



organisations
participated in our first
#InclusionAtWorkWeek

Chair's report

During 2022, DCA continued to be a preeminent voice for diversity and inclusion for workplaces in Australia. We remain resolute in serving you, and Australia's businesses more broadly, with our leading evidence-based solutions, thinking and perspectives.

Even as we help you face your challenges, we have made good progress on our strategic plan securing our financial resilience and have focused on building internal capabilities so that we can serve you better, more efficiently and effectively. Our investments into our digital infrastructure and enhanced cyber security measures, will enable us to scale our support into the future.

This is important as our membership numbers have grown beyond 1,200 members with a potential to influence more than 20% of the Australian workforce. This responsibility and opportunity is not lost on us.

As Chair, one of the aspects I find most rewarding is engaging with you, gaining insight into the challenges and opportunities you face.



Throughout 2022, we reconnected with members in-person through our flagship events, the Anna McPhee Memorial Oration and DCA Diversity Debate, and through CEO Roundtables, building important connections within our community and understanding how we can help you navigate the wicked problems you are facing.

This year, we also embarked on preparing our first-ever Environmental, Social, and Governance (ESG) statement. DCA's work aligns closely with the broader ESG movement, as our commitment to creating a more diverse and inclusive Australia is crucial to the social and governance pillars of ESG. Climate change will inevitably bring shifts in job sectors and workforce demographics, impacting different groups within our community unevenly.

As you focus increasingly on climate change mitigation, transition, and adaptation, DCA stands ready to support you in ensuring these shifts occur in a manner that considers the diverse experiences of your employees from the outset.

There has never been a greater need for Australia to harness the rich diversity reflected in our community, employees and leadership.

As we traverse these challenging times, we are reminded of our mission: to encourage and enable Australian organisations to create diverse and inclusive workplaces. Your membership in DCA enables us to deliver on this mission.

We are committed to serve you, your employees, and the community with agility, humility and courage. Together we can leave an enduring legacy for our country and for every individual we touch.

As you delve into this annual report, we invite you to explore the many accomplishments and advancements made by DCA over the past year. We extend our gratitude to our dedicated members, partners, and stakeholders who have contributed to success in our mission, and we look forward to continuing our journey together in pursuit of a diverse, inclusive, and sustainable future for Australia.

I would like to take this opportunity to thank you, our members, for your continued support in our mission, to thank Lisa Annese and DCA's employees for their continued commitment and service, and to thank the DCA's board for their investment of time and care into DCA's continued success.

Ming Long AM
Chair, Diversity Council Australia Board

Chief Executive Officer's report

2022 was an exciting year for Diversity Council Australia, and an exciting year for me to be at the helm of an organisation that is doing so much to create a more diverse and inclusive Australia.

DCA grew significantly last year, with membership increasing by 18% as well as increased profits (up by 31%). I believe that this success can be attributed to the work that DCA has done over many years, leading the conversation about D&I in Australia in a way that is evidence-led and easy to understand.

Organisations are increasingly realising that diversity and inclusion is no longer a compliance matter or something they feel they need to be seen to be doing, but a superpower that will make them more innovative, productive and successful. Diversity and inclusion is now a mainstream business conversation.

The research we produced and released in 2022 has been critical to our success. We launched six new research reports covering a range of diversity dimensions and topics including the seminal Racism at Work report, as well as the first 2 stages of our research into the impact of artificial intelligence on D&I.

Last year, DCA members told us that our research continues to be the service that they value most. Our cutting-edge research progresses the conversation around D&I in Australia by tackling complex issues. Issues like racism at work, an area that is so difficult

to address in Australia due to a collective lack of racial literacy marked by our continued focus on culture and language, rather than race. Because of our work, we are now seeing organisations introduce a race lens on their previous 'culture' work, engage with training to understand and eradicate racism and we are seeing a more nuanced and more mature national conversation.

With a change in national government, we have shifted the focus of our advocacy and elevated it. Reforms that DCA has been calling for some time – including the full implementation of the Respect@Work recommendations, improvements to parental leave, and measures to address the gender pay gap – are being addressed or have already been implemented.

DCA's role as the peak body for workplace D&I has been recognised by the government through my appointment to the Respect@Work Council and FWC working group, and the increasing requests for DCA to give evidence at government roundtables and inquiries.

In 2022, our advocacy also focused on preparing DCA members to better understand the Voice to Parliament for Aboriginal and Torres Strait Islander people ahead of the referendum that will be held this year. Led by our EAP, we connected with people in the Voice movement, and held events, CEO roundtables and provided information through our communication channels to help our members understand the Voice and why it matters for a more diverse and inclusive Australia.

Last year we were also successful in receiving a federal government grant for a landmark project on creating pathways to leadership for culturally and racially marginalised (CARM) women. This project which will be delivered over 4 years will be game-changing for women's leadership in Australia, which for too long has been designed only to fit a narrow definition of women.

As well as growth in members, we have also seen an increase in engagement from our members. We held 31 member events with 23,000 registrations, delivered 186 Knowledge Program, increased member engagement on the DCA website, held our first-ever #InclusionAtWorkWeek, grew our social media and traditional media presence, and recognised 30 Inclusive Employers for 2022-2023.

None of these achievements would have been possible without the extraordinary passion and talents that the team at DCA bring to the work that they do. As we grow as a business, our team has grown too. I would like to acknowledge and thank the DCA team and Board for their hard work in 2022, and for all they do to create a more diverse and inclusive Australia.



Lisa Annese

Chief Executive Officer, Diversity Council Australia





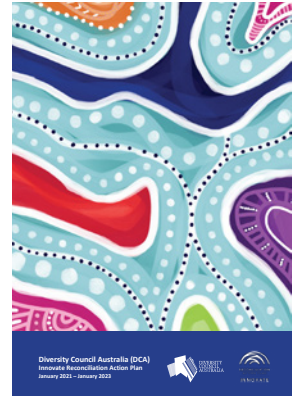
Building internal capabilities

DCA is building our internal capabilities through a number of specific internal people and culture activities alongside our strategic work through our RAP and ESG statement.

Innovate Reconciliation Action Plan

Launched in February 2021, our Innovate RAP builds on our work to promote reconciliation.

DCA is committed to creating an Australia where meaningful action on reconciliation is informed and led by Aboriginal and Torres Strait Islander peoples. Through our Innovate RAP, we've developed an aspirational and innovative approach to delivering on this commitment.



Our vision

Our vision is for an Australia where:

- Aboriginal and Torres Strait Islander voices are central in any discussions around recognition and reconciliation
- Aboriginal and Torres Strait Islander peoples feel valued and respected
- Aboriginal and/or Torres Strait Islander people have access to opportunities and resources
- Aboriginal and/or Torres Strait Islander people can contribute their perspectives and talents to workplaces across the country.

We can achieve this through supporting Australian organisations to develop their capacity to create inclusive workplaces that understand and respect the diversity of Aboriginal and Torres Strait Islander peoples, cultures and histories, and provide safe, welcoming and culturally competent environments for Aboriginal and/or Torres Strait Islander people to work.

Our activities

Our Innovate RAP is a framework for working together to develop leading-practice strategies that ensure the self-determination and inclusion of First Nations People in our workplaces. We review our work regularly – as individuals and as an organisation – to ensure we continue to improve.

The RAP has 4 key focus areas:

1. Relationships
2. Respect
3. Opportunities
4. Governance.

Relationships

DCA is an official supporter of the From the Heart and Yes23 campaign for constitutional recognition. In 2023, we're planning a range of activities in support of the Voice to Parliament and to show our members how they can get behind the Yes campaign in the referendum.

Every year, we promote all Aboriginal and Torres Strait Islander days and events of significance through our social media and newsletters. We work with Elders of the Community, Local Aboriginal Land Councils and Indigenous businesses to provide goods and services where practically possible.

In 2022, our Racism at Work research report looked at what is and is not racism and anti-racism, the case for organisations to address racism, first principles for any anti-racism organisational action and the 6 organisational keys that can help eradicate racism in Australian workplaces.

We held an event to launch Racism at Work in March 2022, along with 4 other events related to our RAP:

- ANZ's Indigenous Cultural Awareness Program – February 2022
- Indigenous Network: Belonging and Connection to the Workplace – March 2022
- Indigenous Network: Truth-telling in the Workplace – June 2022
- Engaging Community, Engaging your Business – September 2022

As best practice, we endeavour to include Aboriginal and Torres Strait Islander peoples as guest speakers at DCA events.

Respect

This focus area holds some of the most significant actions for DCA as an organisation. We're committed to making a significant difference by showing our support and increasing our knowledge of Aboriginal and Torres Strait Islander cultures. We're committed to a more diverse and inclusive workforce and establishing good working relationships with Aboriginal and Torres Strait Islander people and organisations.

Our 2022 actions in this focus area included:

- maintaining and communicating a cultural protocol document for internal staff, including protocols for Welcome to Country and Acknowledgement of Country
- inviting Local Traditional Owners or Custodians to provide a Welcome to Country at all DCA events
- including an Acknowledgement of Country before all our team meetings, events and presentations

- conducting our yearly internal review of cultural learning needs
- improving our cultural learning strategy for DCA staff and organising 2 cultural learning activities for the entire DCA team, presented by Dr Lynette Riley
- including policies and provisions in our staff HR handbook to remove barriers towards Aboriginal and/or Torres Strait Islander staff participating in NAIDOC Week or requiring cultural leave
- adding to our internal hub of resources focusing on reconciliation reading material, videos, movies and research for all DCA staff to access.

Unfortunately, the continuing impacts of COVID-19 and extreme weather conditions in some states prevented in-person attendance at external events. But we encouraged all staff to participate in online Reconciliation Week and NAIDOC Week events and to include, in their staff development, plans to participate in external Aboriginal and Torres Strait Islander days of significance.

Opportunities

We're reviewing our HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. We're also reviewing our recruitment and selection practices to ensure they are inclusive of, and align with best practice for the recruitment and selection of, Aboriginal and Torres Strait Islander people.

We continue to research current and future opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses, and we engage these businesses when possible.

Governance

We publicly report our RAP achievements, challenges and learnings each year in our Annual Report, and regularly present our progress to our staff and senior leaders.

Our RAP working group and RAP champions meet at least 4 times yearly to drive and monitor the RAP implementation. The RAP working group chair diligently submits the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

DCA also participated in the Workplace RAP Barometer in 2022.

Next steps

Despite some setbacks due to COVID-19 and extreme weather, we have now successfully completed most of our RAP commitments. These final 3 commitments are in progress:

1. Reviewing HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.

2. Reviewing DCA recruitment and selection practices to ensure that they are inclusive of, and align with, best practice for the recruitment and selection of Aboriginal and Torres Strait Islander people.
3. Reviewing and enhancing the anti-discrimination policy for our organisation.

To help us deliver on these remaining commitments, we established a centralised People & Culture function. Once complete, these policies and procedures will be presented to the DCA Aboriginal and/or Torres Strait Islander External Advisory Panel and the Board, then shared with the DCA team.

Challenges

While DCA as an organisation grew substantially in 2022, we struggled to increase the percentage of Aboriginal and Torres Strait Islander people in our workforce.

We're working to increase Aboriginal and Torres Strait Islander representation at DCA by:

- advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders
- ensuring all DCA recruitment processes encourage applications from Aboriginal and Torres Strait Islander people
- including a diversity statement in our job advertisements that invites Aboriginal and Torres Strait Islander people to apply.

We have been dedicated to strengthening our commitments throughout 2021 and 2022 and will continue this in 2023 and beyond.

Learnings

In August 2022, our RAP working group met with Reconciliation Australia and agreed to continue at the Innovate level for 2 more years, through to 2025.

This will allow us time to:

- create, implement and test our updated and new policies
- amplify the current deliverables, setting a firm foundation to create a Stretch RAP
- connect and solidify relationships with Community
- take on a stronger leadership role in this space.

We'll also strengthen our current position by creating more substantial and significant deliverables. The Stretch RAP includes very specific targets and measurements, so we want to ensure we're set up to achieve them.

We remain committed to delivering our actions by being an agile workplace that can pivot our approach to meet the ongoing changes in our environment. We will ensure Aboriginal and Torres Strait Islander voices continue to be included in discussions around recognition, reconciliation and truth-telling.

Environment, social and governance

As a trusted advisor to business, DCA can help Australian organisations to deliver inclusive and equitable approaches across environment, social and governance (ESG) areas.

There is a strong connection between our work and the broad ESG movement. Our aspiration to create a more diverse and inclusive Australia has an obvious synergy with the social and governance pillars of ESG. Through their DCA membership, Australian businesses can demonstrate their commitment to being socially responsible and taking governance seriously.

There is also an important nexus between diversity and inclusion and the environment. For example, climate change will cause shifts in job sectors and workforce demographics. These changes will not be felt equally across all groups in our community.

Businesses are increasingly considering the impact of climate change and planning for mitigation, transition and adaptation. DCA can help to support organisations to ensure that such shifts happen in a way that considers the different experiences of diverse groups and bring employees along as an important stakeholder in this transition right from the beginning.

As transition and mitigation efforts to address climate change alter the landscape of work, flexibility offers opportunities for employment not previously available to people in remote locations. DCA can continue to provide businesses with support fostering organisational culture in the digital world.

We support the UN SDGs and targets

The United Nations (UN) 2030 Agenda for Sustainable Development 'provides a shared blueprint for peace and prosperity for people and the planet, now and into the future'.¹

DCA is already taking action to support a number of the UN Sustainable Development Goals (SDGs) and has identified some areas where we have an opportunity to build our influence.

Our 2022 activities supported several targets that underpin the SDGs, as we describe overleaf.



1. United Nations (UN) Department of Economic and Social Affairs – Sustainable Development (n.d), [The 17 goals](#), UN, accessed 12 April 2023.

Sustainable Development Goal	Target	Our work
5 GENDER EQUALITY Achieve gender equality and empower all women and girls	5.1 End all forms of discrimination against all women and girls everywhere	Assisting Australian organisations to create more gender-equal workplaces remains a key priority in much of our work. Our work to address gender inequality takes an intersectional perspective so that we ensure all women and girls achieve this goal. Our 2022 research examined workplace racism and the impacts of gendered discrimination in the workforce.
	5.4 Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	In 2022, our research recognised how caring for family and workforce participation impact the gender pay gap. We educated our members on how to implement shared-care parental leave policies, and advocated for more gender-equal government parental leave.
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	We promote women's leadership through our research, advocacy and member education. In 2022, we received a grant for a major 4-year program that will address structural and organisational barriers to CARM women in leadership.
8 DECENT WORK AND ECONOMIC GROWTH Promote inclusive and sustainable economic growth, employment and decent work for all	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	In 2022, our research looked at: <ul style="list-style-type: none"> • barriers to recruitment for marginalised communities and how we can address these through inclusive recruitment • the factors underpinning the gender pay gap.
10 REDUCED INEQUALITIES Reduce inequality within and among countries	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	It is our mission to encourage and enable Australian organisations to create diverse and inclusive workplaces. We advocated for this in our submission to the Employment White Paper in 2022.
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Our vision is to create a more diverse and inclusive Australia. In 2022, we advocated for legislation, policies and action to address discrimination in workplaces and our community. We have done research to assist in reducing sex-based harassment and gendered violence. We also run events and training to support other Australian organisations in these areas.

We will lead by example

We work with evidence. Our position as a trusted advisor to business, and the connection between social and environment factors, gives us a unique opportunity to influence more Australian businesses to commit to and support ESG goals.

Many organisations have taken steps to address the environmental aspects of ESG. But what is often lacking in the Australian business landscape is the connection between the social and environmental pillars. This is an area where DCA can contribute our significant expertise – providing trusted advice and resources to help businesses make this connection and reach their SDG aspirations.

We can focus on leading by example through transparent communication about our own environmental impact and contributions to the SDGs.

We can also:

- advocate for consideration of climate risk impacts on diverse groups
- provide research and guidance on the social aspects of ESG and the links between overlapping issues through the SDGs.

Next steps

We've identified specific areas for future focus. Over the next year, we will work on the following:

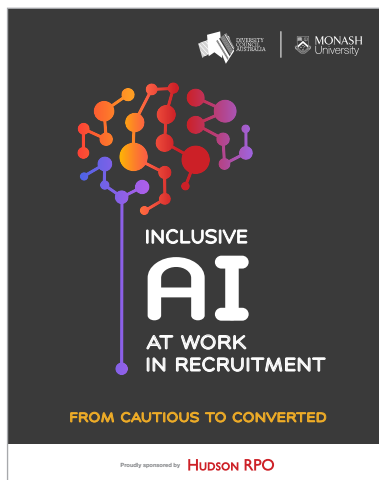
Sustainable Development Goal	Target	Our 2023 focus areas
12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	We will develop a policy for sustainable procurement.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	We will support a successful referendum campaign for an Aboriginal and Torres Strait Islander Voice to Parliament. We will include relevant SDGs in the case for action in DCA research releases. We will communicate to our members about how membership supports their ESG goals.



Delivering cutting edge research and high impact member tools

DCA partners with members and national experts to create market-leading Australian D&I research. Our members get exclusive access to these deep insights, and use them to make the business case for D&I and drive business improvement.

Six major research projects



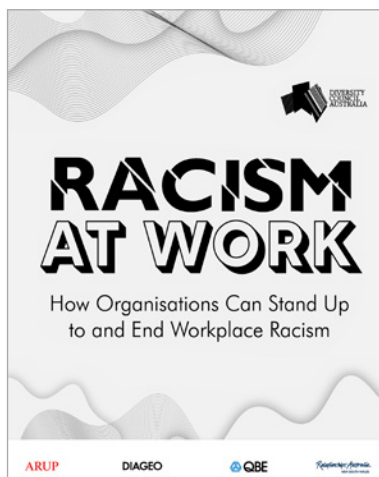
Inclusive AI at Work in Recruitment: Friend or foe to diversity and inclusion?

Stage 1 of this study explores how AI can be used to reduce unconscious bias in recruitment and selection decisions.

Using the insights of hiring professionals, AI developers, academics and industry experts, we developed an infographic that:

- defines AI in recruitment
- explores the ways in which it can be a friend or foe for D&I
- provides case studies and examples
- recommends actions for organisations, AI developers and government.

Access the full project [here](#).



Racism at Work: How organisations can stand up to and end workplace racism

This project responds to the heightened global conversation about race and racism that unfolded in 2020, and the resultant calls for organisations to do better when it comes to confronting and addressing racism.

Our Racism at Work report is an evidence-based organisational framework for anti-racism action to help Australian businesses effectively address racism. The report was informed by people who experience racism, guidance from an expert panel, and a survey of 1,547 Australian workers across various sectors.

Access the full project [here](#).



Inclusion@Work Index: Mapping the state of inclusion and mental health in the Australian workforce

This project draws on the findings of our Inclusion@Work Index 2021–2022 to explore the link between inclusion and mental health.

It provides employers and organisations with a 4-step blueprint to make workplaces:

- positively impact employee mental health
- a safe space for open and honest conversations
- an avenue to accessing support.

Access the full project [here](#).



She's Price(d)less: The economics of the gender pay gap

This project – a partnership with KPMG and WGEA – uses econometric modelling and data to unpack the factors that contribute to the gender pay gap.

The report's analysis shows that closing the primary drivers of the gender pay gap is equivalent to \$966 million per week, or almost \$51.8 billion per year.

This report calls for action by industry, the community, and governments to address these drivers – both as a collective obligation and as an investment in our future economic prosperity.

Access the full project [here](#).

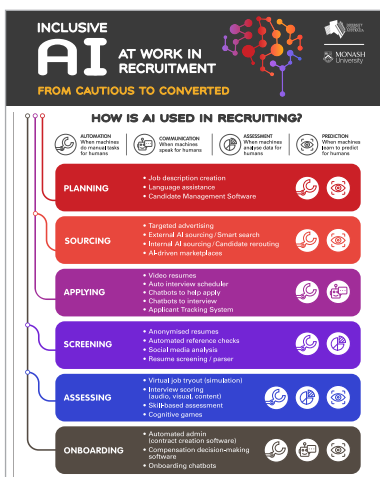


Inclusive Recruitment at Work: How to tap into Australia's overlooked and underleveraged talent

This project is a response to the uncommon times Australia finds itself in. The unemployment rate (3.5%) is the lowest it has been in almost 50 years, and a record-high proportion of the population is employed (64.4%). Yet 3 million Australians are looking for work or want more work.

Our evidence-based Inclusive Recruitment Guidelines encourage organisations to diversify who and how they hire, and help organisations to effectively attract, recruit and select a diverse talent pool of workers – especially workers who are underemployed, unemployed, and/or discouraged job seekers.

Access the full project [here](#).



Inclusive AI at Work in Recruitment: From cautious to converted

Stage 2 of this study maps the state of play of AI-supported recruitment in Australia. We found that experiences with, and attitudes about, AI-supported recruitment fell very clearly into one of two camps: the converted or the cautious.

Our infographic outlines:

- how AI is used in recruiting
- the divide between the cautious and the converted
- what Australian organisations can do to get a positive D&I impact from AI.

Access the full project [here](#).

To learn more about these projects, see the [Our 2022 research areas](#) section of this report or visit our [website](#).



Improving member value proposition

In 2022, members accessed more services than ever before. We delivered 31 events across Australia and online. All up, we received nearly 23,000 registrations, 11% more than the previous year, signalling continued strong engagement with our members. Our education services, such as Ask DCA and our Knowledge Programs, were also in demand.

Inspiring events

We take an inclusive design approach to all our events and make them accessible by:

- ensuring all our events are at venues with wheelchair access
- providing live captioning
- offering Auslan interpreters when requested
- providing transcripts and video captioning after the event.

We were delighted to bring back our 2 flagship major in-person events – **The Anna McPhee Memorial Oration on Diversity & Inclusion** and the **Annual Diversity Debate** – as well as our standard events program (held mostly as Cisco Webex webinars) in 2022.

Alongside launches of new DCA research, we examined the full gamut of workplace D&I topics in our **Diversity Leadership Program series**, including:

- families and work
- embedding equitable flexibility
- inclusion for CARM people with disability
- how managers can support staff with mental ill health
- job design for greater inclusion.

Our Indigenous Network focused on:

- belonging and connection at work
- truth-telling in the workplace
- community engagement.

Our Gender Equality Network examined:

- respect at work/ending sexual harassment
- supporting people after pregnancy loss
- inclusion for people who are childless not by choice
- Family Friendly Workplace accreditation with Parents At Work.

Our Case Study Conversations covered:

- Indigenous cultural awareness
- tackling workplace sexism and sexual harassment through bystander action
- refugee inclusion.

Our CEO Roundtables in Sydney, Brisbane, Canberra, Perth and Melbourne continued to attract member CEOs to share their D&I priorities and build strong collaborative relationships.

We held many of our events online, with Cisco's generous support. Recordings, presentations and transcripts of past events are available to all members, and we encourage members to share these resources with colleagues. These are available in the Past events section of our [website](#).

2022 saw the return of our two flagship major in-person events:

1. The Anna McPhee Memorial Oration on Diversity & Inclusion
2. Annual Diversity Debate

DIVERSITY COUNCIL AUSTRALIA
ANNA MCPHEE MEMORIAL
ORATION
ON DIVERSITY & INCLUSION



To be delivered by JESS HILL,
award-winning investigative
journalist and author



Education, forums and innovations

Ask DCA service

Ask DCA is Australia's only D&I information service that enables practitioners and business managers to access over 30 years of experience, research and practice across a range of diversity areas. Members can email a short enquiry about any aspect of D&I practice and receive an emailed response from DCA at no cost.

In 2022, uptake of this service remained strong and we received 312 enquiries – around 6 a week.

	2022	2021	2020
Total enquiries	312	316	262
Enquiries per week (average)	6	6.1	5

To encourage self-service, we also added a list of popular topics to the [Ask DCA webpage](#).

Knowledge Programs

Demand for our popular Knowledge Programs continued to increase. We delivered 186 programs, up from 121 in 2021 – an increase of 54%. Most (88%) were delivered online, with 12% delivered face-to-face, by a panel of highly skilled facilitators with strong subject matter expertise and lived experiences of various diversity dimensions.

Inclusion 101 continued to be our most requested program. Numbers for all programs are shown below.

Knowledge Programs requested in 2022

D&I 101	13
Inclusive Leadership	17
#WordsAtWork	23
Unconscious Bias	51
Inclusion 101	72

Building on this success, we also developed a 3-module Racism at Work Knowledge Program. Module 1 introduces participants to the language of racism and how to have racial dialogues at work. Module 2 aims to build or advance participants' racial literacy by exploring the nuances of what race and racism are, some misconceptions around racism, and how racism can manifest in workplaces. Module 3 focuses on unpacking what anti-racism looks like in Australian organisations.

We piloted this program internally and externally in September and November 2022, and will make the program available to members in 2023. We also received a tender to deliver this program to a member between February and July 2023.

Speaker's Bureau

We were delighted to speak at events and conferences for 55 organisations.

To learn more about how we delivered value for our members, see the [Our 2022 member events and forums](#) section of this report or visit our [website](#).



We were delighted to speak at events and conferences for

55
organisations



Broadening the D&I conversation

In 2022, we put the spotlight on D&I issues through our advocacy, member communications and media appearances. Our research and activities appeared in over 700 news stories, we grew our social media reach and we built partnerships with organisations across the country and the globe.

Advocacy

We advocate with government and business leaders on behalf of our members. In 2022, we were proud to reaffirm our support to the UN Global Compact, and to engage with the major parties on D&I issues in the leadup to the Federal election.

We also made 6 submissions on enquiries and white papers:

- Response to the Employment White Paper
- Submission on the *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Bill 2022*
- Submission in response to the Senate Select Committee on the Work and Care Inquiry
- Submission in response to the review of the *Maternity Leave (Commonwealth Employees) Act 1973* (ML Act).

- Pre-Summit submission in response to the Jobs and Skills Summit.
- Submission to the Digital Technology Taskforce in response to the Positioning Australia as a Leader in Digital Economy Regulation (Automated Decision Making and AI Regulation): Issues Paper.

You can learn more about these submissions in the [Our 2022 work to broaden the D&I conversation](#) section of this report.

Communications

We are actively working to increase the accessibility and usability of our website, in line with the available standards and guidelines.



In 2017, our website was audited by the Centre for Inclusive Design and achieved Web Content Accessibility Guidelines (WCAG) 2.0 level AA conformance.

We are developing a new site that meets at least WCAG AA level under the 2.1 definition for launch in 2023.

We ensure our other communications channels and outputs are accessible by:

- providing alternative text for images
- thoroughly testing the colour contrast and graphical elements in all our research publications to ensure these are also in line with WCAG guidelines.

Website

In 2022, our website was again an important resource for members, with a 9% increase in logged-in users and a 3% increase in logged-in page views.

	2022	2021	%+
Member (logged in) users	17,732	6,276	9%
Page views (logged in)	313,322	304,201	3%

The most popular research pages were:

- Racism at Work
- the Inclusion@Work Index 2021–2022
- WordsAtWork
- Gari Yala
- D&I 101: Collecting diversity data.

Other popular web resources were the D&I days and dates (calendar), Coming Events, Why Join DCA? and the topic page for Inclusion.

Inclusion Matters

Our fortnightly eNews, **Inclusion Matters**, showcases our latest research and thought leadership and explores D&I news.

In the lead-up to the Federal election, we invited Dean Parkin, Director of the From the Heart campaign, to share his views on why – after 15 years of promises to Indigenous people for a referendum on constitutional recognition – it's time for those promises to be delivered.



Other 2022 edition highlights included:

- We launched our first ever **#InclusionAtWorkWeek** from 14 to 18 November, supporting organisations to celebrate their great inclusion work, talk about why D&I matters, and encourage others to take similar action! We were also delighted to announce that 30 organisations were recognised as Inclusive Employers for 2022–23 from a wide spectrum of industries.
- We looked at the meaning of Mother's Day from the perspective of different families – from rainbow families to bereaved families and childless families – and how we can all be inclusive at this time.
- To mark **International Day of Women and Girls in Science**, Anna-Maria Arabia, Chief Executive of the Australian Academy of Science, shared a special profile of 4 outstanding women in STEM.
- We invited readers to participate in 2 key DCA surveys on inclusion at work – the **Inclusive Recruitment Survey** and the **Inclusive AI at Work Survey**. Both employers and jobseekers generously shared feedback on their recruitment experiences to inform our research.
- For **World Refugee Day (20 June)** and Australia's **Refugee Week (19 to 25 June)**, we celebrated refugees and asylum seekers and examined the critical role that businesses, such as IKEA Australia, can play in creating inclusive work opportunities.

Media coverage

We continued to grow our profile and reputation, with our research and activities receiving **327% more media coverage than in 2021**.

	2022	2021
Number of articles about DCA activities	773	181
Advertising value equivalency (AVE)	\$28 million	\$4.01 million

Our research and team appeared in reports by ABC News, The Project, Channel 9 News, *The Australian*, *The Age*, *Women's Agenda*, *The Mandarin*, *The Guardian* and many more.

Some of the key stories in 2022 included:

- 'Artificial intelligence recruitment tools likely to amplify biases against candidates, research suggests', *The West Australian*, 2 March 2022
- "'You're seen as risky': Non-white workers held back by subtle racism", *Sydney Morning Herald*, *The Age*, *Brisbane Times*, 21 March 2022
- "'I exaggerated my Australian accent so people would accept what I say": Ming Long discusses racism and the need for diversity in Aussie workplaces', ABC Radio Perth, 22 March 2022
- 'Racism at Work: A call to anti-racist action for Australian organisations', *The Conversation*, 5 April 2022
- 'Walk the talk: The blueprint Australian business leaders need to tackle our mental health crisis', *SmartCompany*, 19 May 2022
- 'The new parliament must address paid parental leave', *The Age*, *Sydney Morning Herald*, *Brisbane Times*, 22 May 2022
- 'Interview with Jess Hill on her Diversity Council address about domestic abuse', SBS, 31 May 2022
- 'Australia's gender pay gap nears \$1b per week, with discrimination the main driver', *News.com.au*, *Herald Sun*, *Gold Coast Bulletin*, *Daily Telegraph*, *Cairns Post*, *Townsville Bulletin*, *NT News*, 13 July 2022
- 'Diversity Council of Australia urges overhaul of recruitment processes amid near-record low unemployment rate', *The West Australian*, 20 October 2022
- 'These are Australia's 30 most inclusive employers, according to DCA', *Women's Agenda*, 14 November 2022

Social media

Our social media audiences and engagement grew across all platforms. On LinkedIn, our key social media platform, **we increased our followers by 63%.**



Followers	2022	2021	%+
LinkedIn	34,550	21,229	63%
Twitter	8,798	8,569	3%
Facebook	4,542	3,500	30%
Instagram	2,134	1,696	26%

Strategic alliances and partnerships

We further grew our strategic alliances and partnerships on key D&I topics, extending our sphere of influence by partnering with other high quality, like-minded organisations in the field.

Our CEO, Lisa Annese, continued and consolidated her position as part of the Board of **Amnesty International Australia**. Lisa also continued her position on the **University of Sydney Business School**, Work and Organisational Studies Advisory Board.

DCA continues to have strong relationships with the **Workplace Gender Equality Agency (WGEA)** and the **Australian Human Rights Commission (AHRC)**. We regularly communicate research, insights and other relevant information from WGEA and AHRC to our audiences, including our members.

DCA continued to partner with **Jumbunna Institute for Indigenous Education and Research, University of Technology Sydney** on the gendered Gari Yala research. We also worked together to deliver research presentations throughout the year.

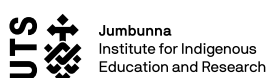
We strengthened our relationship with **Reconciliation Australia** by partnering with them on an event to present Reconciliation Australia's 2021 State of Reconciliation in Australia report.

We partnered with **Cultural Infusion** to offer members participating in our Inclusion@Work Index an interactive dashboard for their results. The partnership involves the technology of Cultural Infusion's Diversity Atlas platform with our Inclusion@Work Survey to provide members a deep dive into their data on workplace diversity and inclusion.

We are partnering with **Monash University** in a 3-year industry research project, sponsored by Hudson RPO, to explore the impact of unconscious bias on recruitment and selection decisions that use artificial intelligence. In 2022, this partnership saw us launch 2 research releases to market, with the third due in 2023.

Throughout 2022, we collaborated with the **Canadian Centre for Diversity and Inclusion, Community Business** and **Diversity Works New Zealand** to develop the **Global Inclusion & Diversity Alliance (GIDA)**, a community of practice for peak D&I organisations from around the world. GIDA was launched in February 2023.

To learn more about our advocacy, communications and partnerships, see the [Our 2022 work to broaden the D&I conversation](#) section of this report or visit our [website](#).





Our 2022 research areas

We partner with members to generate groundbreaking diversity research that enables Australian organisations to fully leverage the benefits of a diverse talent pool. In 2022, we shared invaluable infographics and summaries with a broad audience, while delivering value for our members with our detailed research reports and related events.

Inclusive AI at Work in Recruitment: Friend or foe to diversity and inclusion?

This series of groundbreaking studies explores the impact of unconscious bias on AI-based recruitment and selection decisions, with our partners Monash University.

In Stage 1 of this research, we spoke to 32 recruiters and HR professionals, developers of AI software, academic and industry experts and job seekers to gain their insights.

Our Inclusive AI at Work infographic shows how AI in recruitment may be a 'friend' or 'foe' for D&I, depending on how it is used.



FRIEND:



Efficient: AI can reduce workload for recruiters and HR professionals by automating communication with candidates.



Convenient: AI can save candidates time by using chatbots to answer queries and schedule interviews.



Supportive: AI is a useful ancillary 'device' or 'tool' to help complete work, rather than a fount of decision making.



Objective: AI assessments score candidates 'objectively' – perhaps more impartially than human assessors – which could improve matchmaking.



Bias analyser: AI can highlight biases across various stages of hiring processes, including analysing new hires or promotions to find any patterns.

FOE:



Needs D&I capability – for recruiters, HR professionals and AI developers: For AI to support inclusive recruitment, there needs to be deep understanding of bias and how it plays out in AI systems, as well as in organisational practices.



Developers need to apply a D&I lens to data inputs: AI developers mentioned the risk of biased feedback loops – biased data that is fed into the tools will yield biased results. Using 'historical data' to create algorithms and software means that the AI tools could bake in biases. For example, if an industry is traditionally male-dominated, its historical data will likely prefer males as 'ideal candidates'.



Recruiters and HR professionals need help deploying these tools to ensure good D&I outcomes: AI is embedded in the daily work of recruiters and HR professionals. But they spoke of a lack of transparency about what AI does and how it works. Though they wished for more customisation in the AI tools they use, they didn't know who to contact to achieve this. This left them unsure how these tools might impact D&I.

WE IDENTIFY 6 KEY WAYS THAT ORGANISATIONS CAN USE AI TO ELIMINATE, NOT AMPLIFY, BIAS:

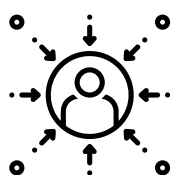
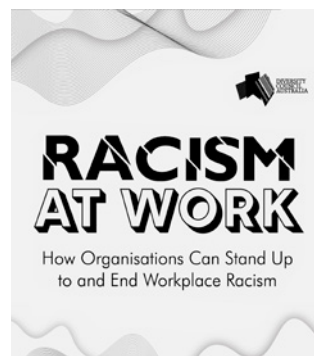
- 1 Ask for evidence that your AI tool is bias-free before deploying it.
- 2 Consider job design through a D&I lens before deploying AI.
- 3 Make sure you incorporate vendor advice about training recruiters and HR professionals in using AI tools.
- 4 Use AI to identify bias in new hire patterns.
- 5 Use AI recommendations as just one data point.
- 6 Ensure that staff using AI tools have adequate training.

Racism at Work: How organisations can stand up to and end workplace racism

In a time of racial reckoning, Australian organisations have found themselves wanting and needing to address workplace racism. But many have struggled to do so due to a lack of guidance that speaks to an Australian context.

This project responds to this need, offering a framework for anti-racism action that is informed by the lived experiences of racially marginalised people. Our Racism at Work report supports organisations to develop a deeper understanding of racism, including its many elements and forms.

We surveyed **1,547 workers** from various sectors and organisations across Australia and found:



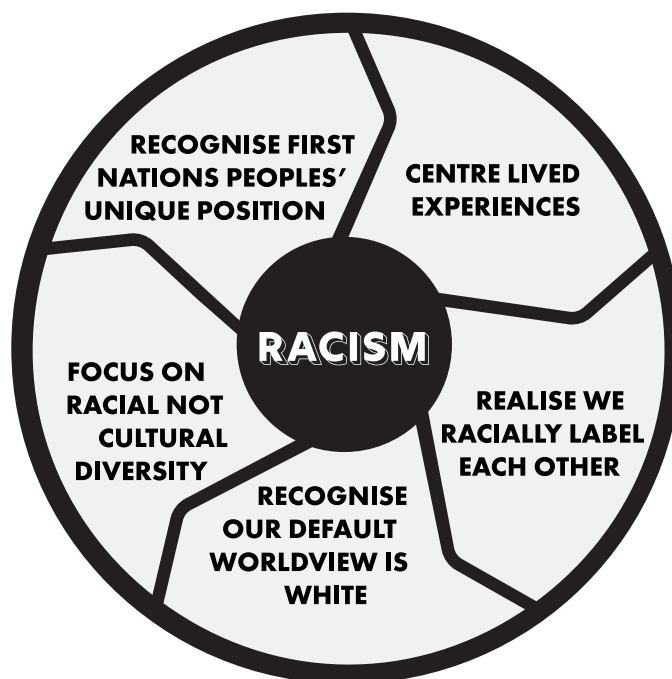
93%

believe that Australian organisations need to **take action to address racism**



only 27%

said that their organisations are **proactive in preventing workplace racism**



The report explores **6 organisational locks** that keep racism in place in Australian workplaces, then offers **6 organisational keys** to help eradicate it.

Inclusion@Work Index: Mapping the state of inclusion and mental health in the Australian workforce

This special edition report draws on the findings of our Inclusion@Work Index 2021–2022 to explore the link between inclusion and mental health.

It shows that mental health is a critical issue for Australian organisations, and offers a 4-step blueprint for employers and organisations to make sure their workplace is a force for good mental health.



4 Steps to make work a force for good mental health

Step 3: Improve Safety

Make it safe to talk about mental health at work

Step 4: Seniority Matters

Recognise seniority makes a difference in experiences of mental health at work



Step 1: Build Inclusion

In leaders, in organisational culture, and especially teams

Step 2: Address Exclusion

Discrimination, harassment, and everyday exclusion



Poor mental health is common

45% of Australians will experience a mental health condition in their lifetime, and 1 in 5 Australian workers are experiencing a mental illness at any one time.



Mental health at work is business-critical

Failing to provide a mentally healthy workplace increases workers' compensation, staff turnover and absenteeism, and penalties for work health and safety breaches.



Work can be a force for good or bad when it comes to our mental health

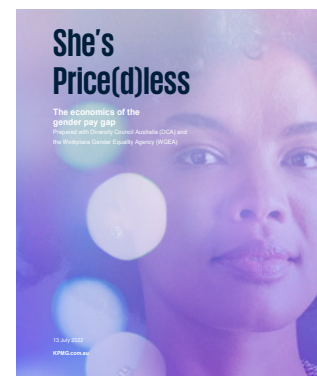
31% of Australian workers report their workplace has a very negative or negative impact on their mental health, while 32% report work has a very positive or positive impact.

She's Price(d)less: The economics of the gender pay gap

This is the fourth in a series of reports that uses econometric modelling applied to data from the Household, Income and Labour Dynamics in Australia (HILDA) Survey to unpack the factors that contribute to the gender pay gap.

For the first time, data from WGEA's workplace survey and the Australian Bureau of Statistics (ABS) was incorporated to explore how the gender pay gap impacts 5 different industries.

Our 2022 research found that, in real terms, the gender pay gap did not change between 2020 and 2017. Women at the start of their career experience a pay gap of 6% but, as they progress through their careers to top management levels, this gap increases to a high of 18%.



Australia's hourly gender pay gap

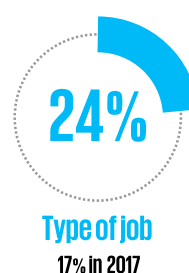
	Men	Women	Gap	
2020	\$39.44	\$36.89	\$2.56	(6.5%)
2017	\$35.29	\$32.74	\$2.56	(7.2%)

Greater action by industry, the community and governments to address the systemic drivers of the gender pay gap is both a collective obligation and an investment in our future economic prosperity.

The report's analysis shows that closing the primary drivers of the gender pay gap is equivalent to \$966 million per week, or almost \$51.8 billion per year.

Key drivers of the pay gap in 2020

Our analysis shows that systemic drivers of the pay gap remain the largest contributors to the pay gap in 2020.



Inclusive Recruitment at Work: How to tap into Australia's overlooked and underleveraged talent

This report examines why, with Australia's record-low unemployment rate, millions of Australians are still looking for work or want more work.

Who are the overlooked and underleveraged potential employees on the sidelines of Australia's labour market? What is preventing these people from being recruited? And, critically, what can be done to open up recruitment opportunities?

Using insights gained from our research, including hearing from more than 500 job seekers, we offer an organisational framework for action.



Say Hi to Inclusive Recruitment!

A great tool for employers, changing the way you do recruitment and making a positive difference to more workers and workplaces along the way. DCA defines inclusive recruitment as hiring practices that:



**value
diversity**



bias free



**enable a diversity of
talent to be sourced,
assessed, selected,
and appointed**



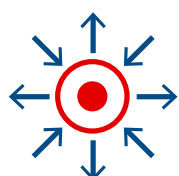
31%

of Australian organisations
say they **can't find
workers** to fill jobs.



3 million

Australians are **looking for
work** or want more work.



These people are capable, talented, and willing but overlooked by employers. They are **most likely to be from marginalised groups** including:

- Aboriginal and/or Torres Strait Islander people
- Culturally and/or racially marginalised people
- Carers (of young children and sole parents)
- People from lower social class
- People with disability
- Transgender people
- Older people (aged over 55)
- Younger people (aged under 25)



Australians who belong to **multiple marginalised diversity groups** are even more likely to be left off employers' radars, particularly:

- Young people with culturally or racially marginalised backgrounds, including Aboriginal and/or Torres Strait Islander youth
- Women with caring responsibilities who are younger (under 25)
- Men with disability who are older (over 55)

By providing employers with evidence, examples and practical strategies that can be used at various stages of the recruitment process, we hope to make a positive difference not only for organisations but in the lives of Australians seeking work.

Inclusive AI at Work: From cautious to converted

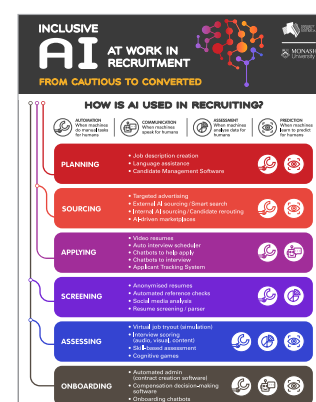
In Stage 2 of this research, we surveyed 458 Australian-based recruiters and job applicants to understand their experiences and attitudes towards AI in recruitment.

Our research found that:

- Employer implementation of AI is in the early stages – 1 in 3 Australian organisations reported that they used it recently.
- It is hard to gain a sense of how often applicants have experienced AI in recruitment, as applicants often don't know that AI is being used.
- Experiences and attitudes fell very clearly into one of two camps: the converted or the cautious.

The converted were positive about AI-supported recruitment's impact, while the cautious questioned its benefits and raised concerns about possible negative impacts on D&I.

Our findings suggest there may be a diversity divide when it comes to job applicants' experiences and attitudes about AI-supported recruitment.



- ✓ Asian and Black applicants were **more likely to be converted (48%)** than cautious (16%).
- 👍 55% of Asian and Black applicants were **positive** about AI in recruitment.
- 💡 38% of Asian and Black applicants said they had **great or good familiarity** with AI in recruitment.
- 🏠 Asian and Black applicants believed that AI use in recruitment **increased their chances** of progressing to the next recruitment stage and of being offered the role.
- ⚙️ AI tools were commonly described as:
 - **providing flexibility** and convenience for applicants,
 - enabling the sourcing net **to be cast wider**,
 - being more **objective, consistent** and **predictable** than people.



- ❗ Aboriginal and/or Torres Strait Islander applicants were **more likely to be cautious (35%)** than converted (22%) – as were white applicants (41% cautious, 20% converted).
- 👎 31% of Aboriginal and/or Torres Strait Islander and 33% of white applicants were **positive** about AI in recruitment.
- ❓ Only 14% of Aboriginal and/or Torres Strait Islander applicants and 16% of white applicants said they had **great or good familiarity** with AI in recruitment.
- ⬇️ Aboriginal and/or Torres Strait Islander applicants and white applicants believed that AI use in recruitment **decreased their chances** of progressing to the next recruitment stage and of being offered the role.
- ⚙️ AI tools were commonly described as:
 - reflecting and amplifying developer and organisational **biases**,
 - not being **culturally/racially responsive**,
 - enabling recruiters to **unlawfully discriminate** more easily, and
 - **being inaccessible** (not providing for reasonable adjustments and alternative ways of applying).

This report provides 10 recommendations for both the converted and the cautious so that organisations can ensure AI-supported recruitment has a positive impact on D&I.



Our 2022 member events and forums

Our 2022 events explored the latest trends across a range of diversity dimensions. Members enjoyed access to a community of industry practitioners and thought leaders, along with opportunities hear from people with a wide range of lived experiences to expand their D&I knowledge and capabilities.

Special events

In 2022, our 2 flagship in-person events returned after a hiatus due to COVID-19.

Anna McPhee Memorial Oration on Diversity & Inclusion

The fourth Anna McPhee Memorial Oration on Diversity & Inclusion was delivered in Melbourne in May. Jess Hill – Walkley-award-winning investigative journalist and author of a landmark text about Australia’s domestic and family violence and abuse epidemic – gave the keynote address to a full house of over 250 HR, D&I and business leaders.

Family and domestic abuse and violence is a national emergency: 1 in 4 Australian women has experienced abuse or violence from a man she was intimate with. Jess explored why domestic abuse persists, what can be done to prevent it and the role can workplaces play in addressing the problem.

This event was delivered in partnership with major sponsor Commonwealth Bank and in honour of the contribution of the late Anna McPhee – DCA’s former Chair and a passionate advocate for diversity and equal opportunity.

DCA Annual Diversity Debate – 10th anniversary

In November, over 400 people packed the Sydney Town Hall to watch 2 teams delve into the topic, ‘Is it time to move on from gender equality?’

Moderated masterfully across the evening by Tony Jones, the teams unpicked intersectionality and inclusion. Our speakers shared personal experiences and provided insightful examples about how far we have come on gender equality, where we need to go and who has been left out.

This was all made possible by our major sponsor MAX, supporting sponsors Deloitte and Ventia and associate sponsors City of Sydney, Hall & Wilcox and IPA.

Networks, forums and roundtables

Case Study Conversations

This new event series took a deep dive into 3 DCA members who are achieving leading practice in an area of D&I.

ANZ’s Indigenous Cultural Awareness examined how ANZ is building awareness, why the company went down this path, what was achieved and the lessons learnt along the way.

Aurecon: Tackling workplace sexism and sexual harassment through bystander action discussed Aurecon’s approach.

IKEA Australia and Refugee Inclusion looked at how IKEA Australia has implemented a Skills for Employment program for refugees and asylum seekers.

Diversity Leadership Program

We delivered 5 Diversity Leadership Program events investigating cutting-edge D&I topics across all diversity dimensions.

FAMILIES AND WORK with DCA Major Partner HSBC Australia

Families come in all shapes and sizes – couples with and without children, including same-sex couples, couples with dependents, single mothers or fathers with children, divorced or blended families, relatives who take on caring duties such as aunts, uncles, grandparents and siblings living together.

In April, in the lead-up to International Family Equality Day in May, we investigated how to make workplaces more inclusive of different types of families.

EMBEDDING EQUITABLE FLEXIBILITY with DCA Major Partner Gilbert + Tobin

The pandemic underlined the benefits of hybrid and remote work. But less is known about how reduced facetime and visibility impacts collaboration, inclusion and progression, and how this might disproportionately affect particular diversity groups.

This June event explored how organisations can create more equitable hybrid work models.

WORKPLACE INCLUSION FOR CARM PEOPLE WITH DISABILITY

with DCA Major Partner HSBC Australia

We know race and ethnicity intersect with disability to amplify people's lived experiences of discrimination and lower workplace participation and inclusion. But there is little research on workplace inclusion for CARM people with disability in Australia.

Our September event focused on their workplace experiences.

HOW MANAGERS CAN SUPPORT STAFF WITH MENTAL ILL HEALTH

Our Mapping the State of Inclusion and Mental Health report highlighted the need for a proactive organisational approach to help make work a force for good mental health.

At our October event, Black Dog Institute spoke about how workplaces can build their people capability to support staff experiencing mental ill health.

JOB DESIGN FOR GREATER INCLUSION

with DCA Major Partner Gilbert + Tobin

Following International Day of People with Disability in December, this final 2022 event considered the role that inclusive job design can play in creating accessible and inclusive workplaces for all, and particularly for people with disability.

Gender Equality Network

Since 2018, we have held our very popular Gender Equality Network events with sponsorship from KPMG. We held 4 network events in 2022.

RESPECT IS EVERYONE'S BUSINESS

In the lead-up to International Women's Day, our February event investigated Chief Executive Women's Respect is Everyone's Business toolkit, designed to help initiate critical conversations and take meaningful action to end sexual harassment and make workplaces safe for everyone.

WORKPLACE INCLUSION FOR PEOPLE WHO ARE CHILDLESS NOT BY CHOICE (CNBC)

Being unable to have children for whatever reason can lead to incredible pain and grief, as well as a sense of not fitting into a world where becoming a parent is expected. At our May event we discussed, possibly for the first time at an Australian workplace D&I forum, how organisations can acknowledge CNBC as a workplace inclusion issue.

SUPPORTING PEOPLE AT WORK AFTER PREGNANCY LOSS

It happens to 1 in 4 pregnancies and can have a big impact on people's lives, but miscarriage is rarely discussed openly. At our August event, we discussed how employers can best support people in the workplace who are experiencing pregnancy loss.

EMBEDDING A FAMILY FRIENDLY WORKPLACE CULTURE

For the final network event of the year in November, we invited Parents At Work to talk about its Family Friendly Workplace certification program for employers, and the best-practice guidelines that support employees to meet their work, family and wellbeing needs.

Indigenous Network

Our Indigenous Network is held 3 times a year and sponsored by BAE Systems Australia over a 12-month partnership period. The 3 network events in 2022 included:

BELONGING AND CONNECTION TO THE WORKPLACE

Organisations play an important role in supporting and creating cultural safety and belonging in the workplace for Aboriginal and Torres Strait Islander people.

At our first 2022 event, we were joined by Indigenous Employment Partners (IEP), an Aboriginal-operated social enterprise that provides culturally appropriate employment, recruitment and training services for Aboriginal and Torres Strait Islander people and the organisations that employ them. Wilson Security talked about working with IEP and the benefits of providing a culturally safe workplace for Aboriginal and Torres Strait Islander employees.

TRUTH-TELLING IN THE WORKPLACE

As the Uluru Statement from the Heart outlines, telling the truth about the historical experiences of Aboriginal and Torres Strait Islander peoples means acknowledging the wrongs of the past and understanding their ongoing impact – and this is essential for healing and true reconciliation.

At our June event, we examined what truth-telling in the workplace looks like.

ENGAGING COMMUNITY, ENGAGING YOUR BUSINESS

As Australia embarks on a process towards constitutional recognition of Aboriginal and Torres Strait Islander peoples, organisations can contribute to reconciliation and make positive connections with Indigenous Communities.

Our September event looked at how businesses can commit to a meaningful and respectful working engagement with Indigenous Communities while building respect for their heritage, cultures and knowledge.

CEO D&I roundtable events

Our highly successful roundtable discussions continued in 2022, with 5 events engaging with member CEOs from leading organisations around Australia. DCA's Chair and CEO enjoyed high-level D&I discussions with member CEOs, building strong and collaborative relationships.



SYDNEY EVENT – APRIL

in partnership with Bloomberg

Leaders from AMP Limited, Bupa, Autism Spectrum Australia (Aspect), EVT Limited, Department of Communities and Justice (NSW), IKEA Australia and New Zealand, Salesforce, Veolia Australia & NZ, Settlement Services International and Bloomberg discussed topics such as creating diverse and inclusive workplaces, culture, inclusive leadership and racism in the workplace.

BRISBANE EVENT – JULY

in partnership with Queensland Fire and Emergency Services

Leaders from Ashurst, Bravehearts, Department of Communities, Housing and Digital Economy (QLD), Department of Energy and Public Works (QLD) and Queensland Fire and Emergency Services attended and discussed First Nations truth-telling and reconciliation, respectful and inclusive workplaces, identity and culture and organisational change.

CANBERRA EVENT – AUGUST

in partnership with Australian Academy of Science

Leaders from the Department of Health and Aged Care, Australian Federal Police, National Indigenous Australians Agency, the Attorney-General's Department, IP Australia, Department of Foreign Affairs and Trade, Civil Aviation Safety Authority and Australian Academy of Science discussed issues such as social class, cultural diversity, First Nations inclusion, the Aboriginal and Torres Strait Islander Voice to Parliament and the referendum, and workplace inclusion.

PERTH EVENT – LATE SEPTEMBER

in partnership with Woodside Energy

Leaders from Synergy, Australian Taxation Office, Department of Training and Workforce Development (WA), Department of Mines, Industry Regulation and Safety (WA), Austal, Western Power and Woodside Energy attended and discussed issues such as First Nations reconciliation and supporting the Voice to Parliament, race and racism at work, social class, gender balance in male-dominant professions and STEM careers, and organisational change.

MELBOURNE EVENT – NOVEMBER

in partnership with Lander & Rogers

The final roundtable for 2022 included leaders from Melbourne Health, Deakin University, Engineers Australia, Victorian Equal Opportunity and Human Rights Commission and Lander & Rogers. Areas for discussion included creating safe and respectful workplaces, mainstreamed flexible work, creating gender equality, social class, workplace inclusion and First Nations reconciliation.

Research events and updates

Our 8 research events included revisiting past reports and releasing new research.

Inclusive AI at Work

We've joined forces with Monash University and Hudson RPO to explore how unconscious bias may impact recruitment and selection decisions that use AI.

In March, we shared our Stage 1 research findings – Inclusive AI at Work in Recruitment: Friend or foe to diversity and inclusion? We spoke about how AI tools are being used by recruiters, HR professionals, AI software developers, academic and industry experts and job seekers.

In October, we discussed Stage 2 – Inclusive AI at Work in Recruitment: From cautious to converted. This event reflected on the experiences of Australian organisations using various AI tools in recruitment and selection and included frank conversations about what role AI-supported recruitment plays in D&I.

Racism at Work

On the International Day for the Elimination of Racial Discrimination in March, we invited members to join us for a presentation on the findings of our Racism at Work research report.

This report – conducted in partnership with sponsors Arup, Diageo, IKEA Australia, QBE and Relationships Australia NSW – is a response to the heightened global conversation about race and racism and the resultant calls for Australian organisations to do better when it comes to confronting and addressing racism.

Inclusion@Work Index

As a part of our Inclusion@Work Index, we investigated the role of workplace inclusion in ensuring that work has a positive impact on workers' mental health and workplace mental health safety. Our aim was to understand Australian workers' experiences of mental health at work, why mental health is such a critical issue for organisations, and how workplace inclusion and exclusion can affect mental health.

At this event in May, we presented our findings on the state of inclusion and mental health in the workforce. We discussed how inclusion and exclusion can affect mental health and how organisations can implement evidence-based and effective mental health supports.

She's Price(d)less

In July, KPMG, WGEA and DCA invited members to the launch of the fourth in our important series of research reports on the gender pay gap. She's Price(d)less – the only analysis of its kind in Australia – investigates the drivers of the gender pay gap to explain why it exists and where it most needs to be addressed.

Inclusion and Mental Health in the Workforce – Brisbane and Perth research updates

DCA CEO Lisa Annese travelled to Brisbane in July and Perth in September to present our latest research on the state of inclusion and mental health in the workforce. In Brisbane, we partnered with Great Southern Bank to host this in-person event for our members; Western Power was our Perth partner.

Inclusive Employer Index Results

Our October webinar for members participating in our Inclusive Employer Index showed how to best use the dataset from the Index, interpret data tables and graphs and use these interpretations to inform D&I work. We also answered any questions about the Index.



Inclusive Recruitment at Work

We partnered with sponsor Jobbank to create evidence-based guidelines to help organisations to effectively attract, recruit and select a diverse talent pool of workers, including those workers who are typically left off their recruitment radars. Members were invited to hear about the guidelines at the launch in October.



Our 2022 work to broaden the D&I conversation

Our advocacy with government and business leaders continued in 2022, as did our commitment to sharing information about our activities in this regard with our members and others through our website, social media platforms and publications.

We were privileged to be able to call on the knowledge and experience of our external advisors, and grateful for the support of our members, partners and sponsors.

Advocacy

We were proud to reaffirm our support to the UN Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. As Australia's leading diversity advisor to business, we have a key role in engaging companies in Global Compact-related issues – particularly Principle 6: the elimination of discrimination in respect of employment and occupation.

In the lead-up to the Federal election, we asked the 2 major parties to respond to a series of questions based on our research, to find out where they stand on key issues of D&I affecting Australian workplaces.

We also made a submission to the Prime Minister and Treasurer before the Jobs and Skills Summit to share our research, offer evidence-based solutions to create inclusive workplaces, and show the significant benefits to productivity and innovation that D&I can bring.

We made submissions to 6 enquiries on behalf of our members, as detailed below.

Employment White Paper

After more than 2 years, Australia is learning to live with the impacts of a major global pandemic. These years have profoundly impacted the way we live and work, with huge disruptions to the labour market and a major shift towards flexible work and working from home. Australia also experienced its lowest unemployment rate in 50 years, while at the same time over 3 million Australians were looking for work or wanting more work.

Our response to the Employment White Paper drew on our research to respond to a number of specific terms of reference. We offered 15 recommendations that support work already underway and identify additional areas that we believe will help build a more productive workforce and create more opportunities for more Australians.

Our recommendations focused on:

- supporting digitalisation and emerging technologies (including AI)
- working towards pay equity
- creating equal opportunities for women
- improving data collection
- creating more inclusive workplaces
- improving labour market outcomes for Aboriginal and/or Torres Strait Islander peoples, people with disability, and CARM people.

Access the [full submission](#).

Respect at Work Bill 2022

We made a submission to the Senate Legal and Constitutional Affairs Legislation Committee in response to the Inquiry into the *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Bill 2022*.

We welcomed the proposed changes, commended the Government's efforts and supported the Bill.

In particular, we supported the following specific proposals – which will implement recommendations 16, 17, 18, 19, 23, 25 and 43 of the Respect@Work Report – under the Bill.

- The new provision in the Sex Discrimination Act 1984 (SD Act) to prohibit conduct that subjects another person to a workplace environment that is hostile on grounds of sex.
- The new provision in the SD Act to introduce a positive duty on all employers and persons conducting a business or undertaking to take 'reasonable and proportionate measures' to prevent unlawful sex discrimination, including sexual harassment.
- The introduction of provisions that enable the Australian Human Rights Commission to assess and monitor compliance with the positive duty. We believe that an appropriate enforcement mechanism is important to ensure that the introduction of the positive duty is effective in preventing unlawful sex discrimination and sexual harassment.
- The new provision in the *Australian Human Rights Commission Act 1986* (AHRC Act) to provide the AHRC with a broad inquiry function to inquire into systemic unlawful discrimination or suspected systemic unlawful discrimination. We believe these inquiry powers are important for addressing systemic unlawful discrimination without relying on individual complaints.
- The amendment to the AHRC Act to enable representative bodies to make representative applications on behalf of people who have experienced unlawful discrimination in the federal courts. We believe this is important given the significant financial and emotional costs for individuals pursuing legal action for discrimination.
- Amendments to the *Workplace Gender Equality Act 2012* (WGE Act) to bring the Commonwealth public sector into line with the private sector by requiring Commonwealth public sector reporting to WGEA.

- The clarification that victimising conduct can form the basis of a civil action for unlawful discrimination in addition to a criminal complaint under the *Age Discrimination Act 2004* (AD Act), *Disability Discrimination Act 1992* (DD Act) and *Racial Discrimination Act 1975* (RD Act). We support consistency across Commonwealth anti-discrimination Acts.
- The proposed changes to timeframes for making a complaint under the AD Act, DD Act and RD Act, in order to make these Acts consistent with the timeframes now specified in the SD Act, as recommend in the Respect@Work Report.

Access the [full submission](#).

Work and Care Inquiry

We made a submission in response to the Senate Select Committee on Work and Care inquiry into how combined work and care responsibilities impact the wellbeing of workers, carers and those they care for.

Our submission shared 4 pieces of DCA research relevant to the inquiry:

- Our Let's Share the Care at Home and Work report is a call to action to end the gender pay gap by enabling women and men in Australian families to 'share the care' more equitably. Women's disproportionate share of unpaid care and domestic work, lack of workplace flexibility and time out of the workforce are key contributors to the gender pay gap.
- In 2020, the Gari Yala project documented the workplace experiences and recommendations of over 1,000 Aboriginal and Torres Strait Islander workers. Our follow-up report, Gari Yala (Speak the Truth) Gendered Insights, analyses the original survey results by gender.
- Our special edition report, Inclusion@Work Index: Mapping the state of flex in the Australian workforce, highlights a positive link between flexible work and workplace inclusion and shows that the stigma around care, gender and flexible work continues. Concerningly, the report reveals a significant gender gap in the uptake of flexible working. The report also offers practical steps for addressing issues around flex and caring in the workplace.
- She's Price(d)less is the fourth in a series of reports that uses econometric modelling applied to data from the HILDA Survey to unpack the factors that contribute to the gender pay gap.

Access the [full submission](#).

Maternity Leave (Commonwealth Employees) Act 1973

We made a submission in response to the review of the *Maternity Leave (Commonwealth Employees) Act 1973* (ML Act). Our submission noted that this review was an important opportunity to ensure that Australian Public Service employees have access to leading practice parental leave, and that a leading practice scheme will help to maximise the benefits of parental leave for employees, families and for business.

Our submission and recommendations were based on 2 main leading practice principles:

1. Shared care (where employers provide the same parental leave provisions and access to paid parental leave to all new parents, irrespective of their gender identity and without reference to 'primary' or 'secondary' carer status).
2. Flexible parental leave policies that empower parents to take paid parental leave in a manner that best suits their circumstances.

Access the [full submission](#).

Jobs and Skills Summit

Before the Jobs and Skills Summit, we made a submission that:

- outlined what our research says about the experiences of Australian workers from a diversity of backgrounds
- offered evidence-based solutions to create inclusive workplaces
- demonstrated the significant productivity and innovation benefits to Australian organisations of becoming more diverse and inclusive.

We welcomed the Government's aspiration for the Summit. Our submission included key findings from our research on:

- inclusion for Aboriginal and/or Torres Strait Islander peoples at work
- addressing the gender pay gap
- workplace inclusion as a strategy to reduce discrimination and enhance opportunities for all Australians
- addressing racism at work
- inclusive recruitment.

Access the [full submission](#).

Positioning Australia as a Leader in Digital Economy Regulation (Automated Decision Making and AI Regulation): Issues Paper

We made a submission to the Digital Technology Taskforce in response to [Positioning Australia as a Leader in Digital Economy Regulation: Automated Decision Making and AI Regulation](#). Our research on the impact of unconscious bias on recruitment and selection decisions that use AI has a number of important implications for this review.

There is enormous potential for AI and ADM tools to improve the way that we live and work. But there is also the potential for negative or biased outcomes, unless we consider diversity and inclusion throughout the design, development and training of algorithms. In our submission, we offered 8 recommendations:

1. There is a need for guidance and education for people using AI tools, so they know what the tool does, how it works, and how it can be used in a way that eliminates bias.

2. Regulations should ensure that people are alerted when they are interacting with an AI, or when they are impacted by decisions made by AI or ADM.
3. There should be regulation on AI vendors that requires an adequate level of transparency and accountability.
4. AI and ADM vendors should be required to demonstrate how their products conform to AU ethics principles.
5. Regulation should consider measures to address impacts of AI and ADM on vulnerable groups.
6. Regulation should ensure that, where appropriate, there is an adequate level of human oversight of AI and ADM.
7. Education, skills and training programs or strategies that aim to improve AI skills should incorporate measures to include a diversity of people.
8. Australia's approach to AI regulation should ensure that a diversity of people work in AI development.

Access the [full submission](#).

External advisors

Aboriginal and/or Torres Strait Islander External Advisory Panel

We support the proper recognition of the unique status of Aboriginal and/or Torres Strait Islander peoples in this country's history and of ensuring Aboriginal and/or Torres Strait Islander voices are central in any discussions around recognition and reconciliation.

The Aboriginal and/or Torres Strait Islander External Advisory Panel (EAP) provides guidance and advice on DCA's Aboriginal and/or Torres Strait Islander Constitutional Recognition and Reconciliation activities. It is made up of respected Aboriginal and/or Torres Strait Islander community members across Country, with representatives throughout Australian states and territories.

The EAP meets regularly throughout the year to help us promote and facilitate – on our members' behalf – reconciliation between the wider Australian community and Aboriginal and/or Torres Strait Islander peoples. The primary focus of this work is better labour market engagement and recognition of the talents and untapped potential of Aboriginal and/or Torres Strait Islander peoples.

Panel members provide expertise, cultural knowledge and lived experience to DCA about our direction and activities regarding Aboriginal and/or Torres Strait Islander employment, community engagement and supplier diversity.

You can learn more about the Aboriginal and/or Torres Strait Islander External Advisory Panel on our [website](#).

Research Advisory Committee

DCA's Research Advisory Committee is an external group that oversees our research. Members include leading academics and researchers with a knowledge of D&I theory and practice.

The committee meets about 4 times a year to provide strategic direction to DCA's research function.

The committee helps us deliver on our research vision to work in partnership with members to generate groundbreaking diversity research that enables Australian organisations to fully leverage the benefits of diversity and inclusion. Committee members provide expert guidance about our direction and collaborations with industry.

More specifically, this involves:

- reviewing our research vision, research priorities and research projects
- identifying 'ahead of the curve' research topics and emerging issues for possible future research projects
- helping to identify appropriate research partnership and sponsorship opportunities.

You can learn more about the Research Advisory Committee on our [website](#).

Our members, partners and sponsors

We sincerely thank all members, partners and sponsors for their valuable support of DCA. In particular, we acknowledge the following DCA members for their valuable support in 2022.

Major partners

Thanks to Cisco, Gilbert + Tobin, HSBC Australia and KPMG.



DCA event and other sponsors and supporters

Thanks to the following members for event sponsorship and support:

KPMG – sponsor of our Gender Equality Network series.

BAE Systems Australia – sponsor of the Indigenous Network.

Commonwealth Bank – major sponsor of the Anna McPhee Memorial Oration on Diversity & Inclusion.

MAX – major sponsor of the 10th Anniversary of the DCA Diversity Debate, along with supporting sponsors Deloitte and Ventia and associate sponsors City of Sydney, Hall & Wilcox and IPA.

Great Southern Bank, Western Power, Bloomberg, Queensland Fire and Emergency Services, Australian Academy of Science, Woodside Energy and Lander & Rogers – for hosting other events during the year.

Research sponsors and partners

INCLUSIVE AI AT WORK IN RECRUITMENT

Thanks to partner Monash University and sponsor Hudson RPO for collaborating to deliver a 3-stage industry research project which:

- raises awareness of the promises and pitfalls of AI-based recruitment and selection technologies for workplace D&I
- provides employers with practical recommendations on how to use AI inclusively when recruiting and selecting staff – that is, to minimise or remove the influence of bias while maximising the opportunity to recruit and select for diversity.

RACISM AT WORK: HOW ORGANISATIONS CAN STAND UP TO AND END WORKPLACE RACISM

Thanks to sponsors Arup, Diageo, IKEA Australia, QBE and Relationships Australia NSW for enabling us to create evidence-based guidelines for Australian organisations to effectively address racism at work and, in doing so, support racial diversity and inclusion in the workplace.

SHE'S PRICE(D)LESS: THE ECONOMICS OF THE GENDER PAY GAP

Thanks to the Workplace Gender Equality Agency (WGEA) and KPMG for partnering on this fourth in a series of reports unpacking the factors that contribute to the gender pay gap.

INCLUSIVE RECRUITMENT AT WORK: HOW TO TAP INTO AUSTRALIA'S OVERLOOKED AND UNDERLEVERAGED TALENT

Thanks to sponsor Jobscan for supporting this important project, enabling us to develop evidence-based guidelines to help Australian organisations attract, recruit and select a diversity of jobseekers.



Our 2022 financial results

The following tables outline DCA's statement of comprehensive income and financial position for the 2022 financial year. These should be read in conjunction with the full Financial Statements for the year ended 31 December 2022, which are available on our website at www.dca.org.au.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER

	2022 \$	2021 \$
Membership, sponsorship and other income	4,878,054	3,529,439
Employee benefits expense	(2,702,196)	(2,088,639)
Depreciation expense	(124,149)	(100,675)
Net finance income	17,630	4,241
Other expenses	(1,165,815)	(652,415)
Profit/(loss) for the year	903,524	691,951
Other comprehensive income	–	–
Total comprehensive income/(loss) for the year	903,524	691,951

STATEMENT OF FINANCIAL POSITION

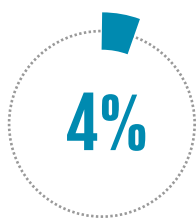
AS AT 31 DECEMBER

	2022 \$	2021 \$
Current Assets		
Cash and cash equivalents	3,297,895	2,474,844
Trade and other receivables	221,609	177,078
Prepayments	160,103	109,931
Term deposits	2,672,552	1,788,523
TOTAL CURRENT ASSETS	6,352,159	4,550,376
Non-Current Assets		
Other receivables	52,195	7,000
Property, plant and equipment	167,412	149,402
Intangibles	36,962	49,530
TOTAL NON-CURRENT ASSETS	256,569	205,932
TOTAL ASSETS	6,608,728	4,756,308
Current Liabilities		
Trade and other payables	215,270	169,726
Provisions	276,162	246,519
Unearned income	2,947,019	2,085,888
Lease liability	106,815	99,413
TOTAL CURRENT LIABILITIES	3,545,266	2,601,546
Non-Current Liabilities		
Provisions	34,521	30,696
Lease liability	18,408	17,057
TOTAL NON-CURRENT LIABILITIES	52,929	47,753
TOTAL LIABILITIES	3,598,195	2,649,299
NET ASSETS	3,010,533	2,107,009
Equity		
Retained earnings	3,010,533	2,107,009
TOTAL EQUITY	3,010,533	2,107,009

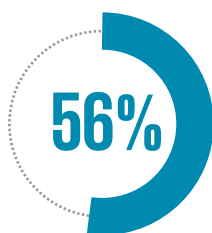


Our people

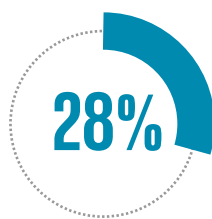
Our experienced and dedicated team is passionate about diversity and inclusion in Australia. DCA's outstanding team is representative of many diversity dimensions.



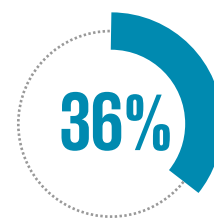
Aboriginal and/or Torres Strait Islander
4% of our team are Aboriginal and/or Torres Strait Islander



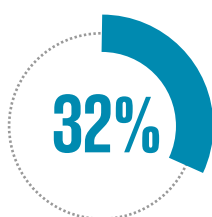
Non-Main English-Speaking Background
56% of our team identify with one or more non-main English speaking backgrounds



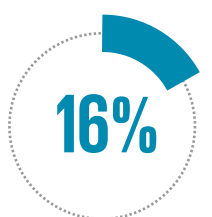
CARM
28% of our team belong to a culturally and racially marginalised group



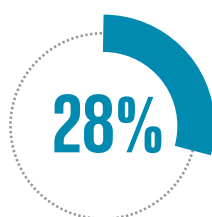
Cultural, racial and linguistic diversity
36% of our team identify with one or more cultural, racial or linguistically diverse attributes¹



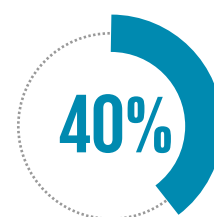
Born Overseas
32% of our team were born overseas



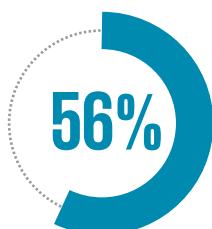
Non-Christian Religion
16% of our team have a non-Christian religious affiliation



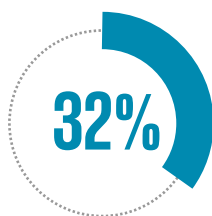
Christian Religion
28% of our team have a Christian religious affiliation



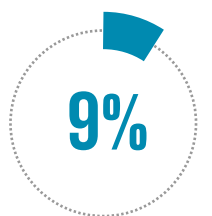
Multilingual
40% of our team speak a language(s) other than English



Caring Responsibilities
56% of your team have caring responsibilities



With Disability
32% of our team identify as a person with disability



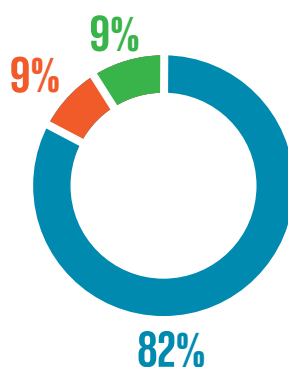
Younger Workers
9% of our team are under 30



Older Workers
9% of our team are over 55



LGBTIQ+
20% of our team identify as LGBTIQ+



Gender
 ■ Women (82%)
 ■ Men (9%)
 ■ Non-Binary (9%)

1. Attributes include self and/or family coming to Australia as refugees or in a humanitarian migration program; migrating to Australia with English not as first language; one or both parents migrating to Australia with English not as first language; and being from a non-Anglo group that does not currently experience racism.

The DCA team

LISA ANNESE

Chief Executive Officer

Lisa Annese has been the Chief Executive Officer of Diversity Council Australia since 2 June 2014. In this role, she leads debates on diversity and inclusion in the public arena.

Under her leadership, DCA delivers innovative diversity practice resources for Australian businesses and supports them in improving their inclusion capability.

She has led a broad array of groundbreaking, evidence-based research, including Australia's first national index on workplace diversity and inclusion, seminal research on the economics of the gender pay gap, and original work on Counting Culture and building Asian Leadership Capability, as well as research supporting individuals being 'Out at Work', mainstreaming flexible work and myth-busting workplace responses to sexual harassment and domestic and family violence.

In 2021, Lisa was appointed to the Respect at Work Council by the Attorney-General and is also on the Fair Work Commission's working group, implementing the legislative reforms from the Respect@Work Act.

In 2018, Lisa was named one of the AFR's 100 Women of Influence. In 2019 she was elected to the Board of Amnesty International Australia and, in 2021, to the Board of non-partisan organisation Women for Election. She is also a member of Chief Executive Women.

Lisa has had a long career in the diversity and inclusion space across the corporate, government and not-for-profit sectors.

She has advocated for policy action in areas including:

- making workplaces safer via changes to the *Sex Discrimination Act 1984* and *Fair Work Act 2009*
- government-funded paid parental leave
- accessible, affordable child-care
- closing the gender pay gap
- achieving Australian Marriage Equality
- maintaining protections in the *Race Discrimination Act 1995* (Cth)
- strengthening the *Workplace Gender Equality Act 2013*
- greater representation of women and girls in STEM careers
- reducing the incidence of sexual harassment and violence against women
- increasing multi-faith inclusion without regressive religious freedom laws.

Other career highlights include:

- Developing and launching the #IStandForRespect campaign where over 220 Australian CEOs signed up to take a stand against gendered harassment and violence.
- Presenting DCA research at international forums, including recently at the Commission for the Status of Women (virtually) in New York (US), a UNESCO Summit in Baku (Azerbaijan), at the University of Patras (Greece) and the University of Texas (US). She has also represented DCA at the United Nations Alliance of Civilisations in both Doha (Qatar) and Kerala (India).
- At the Workplace Gender Equality Agency (formerly the Equal Opportunity for Women in the Workplace Agency (EOWA)), developing the first-ever census of Australian Women in Leadership, the first-ever Business Achievement Awards, the creation of the Employer of Choice for Women citation and the development and implementation of the policy framework for the *EOWA Act 1999* with Australian businesses. For her contribution at EOWA, she was awarded a Medal for Significant Contribution to the Australian Public Service.
- Co-authoring Chief Executives Unplugged: CEOs get real about women in the workplace.

AMEENA BARHOUM**Research Assistant**

Ameena is completing her Law and Arts (International Relations/Politics) degree at the University of Sydney. She is a Research Assistant on the Realise. Inspire. Support. Energise. (RISE) project and also assists with other research projects and developing educational programs for workplaces. She also offers editorial support, having been on the editorial board of 2 publications during her university career, once as lead editor. She is particularly interested in writing, and publishing various pieces on the Australian Muslim diaspora, politics of activism, issues of legal representation for First Nations people and racial literacy in law school.

In her spare time, she is often found reading, writing fiction, or enjoying a scenic bushwalk, usually a combination of all 3.

FIONA AUSTIN-WEBER**Member Relations Director**

Fiona leads the Member Services Team, connecting member organisations with our vast offering of research and leading-practice expertise and assisting them in building their D&I capability. Fiona's role focuses on achieving deeper levels of engagement with DCA's 1200+ members, and continually improving the member value proposition. She enjoys building rewarding relationships with organisations from our member community.

Before joining DCA, Fiona worked in the public and private sectors across a broad range of areas including stakeholder engagement, consulting, client service, project management, communications, and product and learning design. Her particular area of interest is how organisations can best celebrate and utilise the strengths of neurodiverse employees at work. She also holds a Fine Art degree.

CATHY BROWN**Communications and Advocacy Director**

Cathy is DCA's Communications & Advocacy Director. Cathy and her team are responsible for planning and executing media and communications strategies, leading our public advocacy and policy work, and driving projects that enable us to fulfil our strategic vision – to increase our influence, broaden the D&I conversation and attract and retain members.

As part of her role, Cathy leads DCA's government relations function, consulting with our members, writing submissions, liaising with government stakeholders and providing strategic advice to the DCA Board. Cathy has given evidence to Parliamentary inquiries and worked with members of government at all levels.

Previously, Cathy was our Policy & Projects Director, working in the DCA Research Team. She headed the research project Out At Work, which explored the experiences of LGBTIQ+ Australians at work and provided a framework of action to create inclusive workplaces for LGBTIQ+ people.

Cathy has also worked as a political advisor, engaging and negotiating with diverse groups of stakeholders, writing speeches, and developing and implementing new policy initiatives and policy directives.

Cathy has an undergraduate degree in Communications and a Masters in Social Inquiry from the University of Technology, Sydney. Her thesis explored issues for gay and lesbian seniors as they aged.

Cathy has been involved in human rights activism for many years through a range of community groups. Her interests include advocacy for LGBTQ+ people, and gender equality through an intersectional lens.

DR ROSE D'ALMADA-REMEDIOS**Senior Research Manager**

Rose has been with DCA since 2017, working in the role of Research Manager. She works in the development, planning and writing of research projects, and engages in a number of key research activities.

Rose has a Bachelor of Business (Hons) in Management and Human Resources from the University of Newcastle. Her background is in academic research and teaching, and she has a PhD in religious diversity, inclusion and expression in the workplace. Rose has a keen interest in all things surveys and how organisations can explore their data to support diversity and inclusion in their workplaces.

SIMONE EMPACHER EARL**Aboriginal Liaison and Events Coordinator**

Simone joined DCA in 2013 as the Office Manager and Executive Assistant to the CEO, before moving over to work in the Events team. She has a pertinent understanding of event coordination, with over 15 years of experience and an Advanced Diploma in Business Marketing and Events.

As a proud Awabakal woman, she was appointed DCA's first Aboriginal Liaison in 2018 and provides guidance to the DCA team and our members on all Indigenous matters. In 2019, Simone led the DCA Reconciliation Action working group to successfully create and launch the first Reflect RAP for DCA. She continues in this role as the Chair of the working group.

Simone has completed a Diploma of Aboriginal Studies for Professional and Community Practice, Certificate in Aboriginal Culture and a Certificate in Aboriginal Knowledge for the Workplace.

Simone's career has spanned the entertainment, government, banking and finance, and fast-moving consumer goods (FMCG) industries. She has also worked in adult and juvenile restorative justice programs with the NSW Attorney-General and the Department of Justice.

In her spare time, she focuses on her Aboriginal culture and is learning about foraging bush tucker for eating and medicinal purposes. She also volunteers with various Sydney and regional community groups.

YVETTE EDWARDS**Membership Services Coordinator**

Yvette started with DCA in 2009 as Office Manager and Executive Assistant to then CEO Nareen Young. After leaving to pursue other opportunities, she returned to the DCA family in 2015 as Member Services Assistant.

In 2018 Yvette became our Events Coordinator, managing the CEO Roundtables hosted by our Chair David Morrison and CEO Lisa Annese. She assisted Events Manager Sue Flockart in delivering a full calendar of cutting-edge D&I events and was the contact for Sydney-based events.

Towards the end of 2019, Yvette returned to the Memberships team. There, she maintains the integrity of our membership database and works with colleagues to build and strengthen relationships with our members.

Yvette has a Bachelor of Arts majoring in philosophy and psychology from The University of Sydney. She shares her life with her husband, 2 teenage daughters and her eldest 'child', Otto the cat. She enjoys having to spend the majority of her non-work time at the netball courts.

VERONICA EULATE**Social Media Content Strategist**

As DCA's Social Media Content Strategist, Veronica creates and curates content across our social media platforms to ensure it is relevant, valuable and engaging for our members and audience.

Veronica has a background in health policy and planning, with a focus on HIV and other health issues facing lesbian, gay, bisexual, transgender and intersex (LGBTI) communities. Previously, she worked at ACON – Australia's leading health promotion organisation specialising in HIV prevention, HIV support and LGBTI health. There, she specialised in strategic planning and evaluation, programs and systems planning and reporting, research support and coordination, and held a policy portfolio focused on the inclusion of lesbian, bisexual and queer women in health policy frameworks.

Through professional and personal experience, Veronica is passionate about sexuality and gender diversity and utilising the power of digital technology, such as social media, to elevate the unheard stories of visibility and inclusion of minority voices.

Hailing from Washington DC with Bolivian roots, Veronica has an academic background in Communications and Social Policy.

SUE FLOCKART**Senior Events and Sponsorship Manager**

As DCA's Senior Events & Sponsorship Manager, Sue's key focus is liaising with academics, industry and our members to engage speakers and coordinate the timely delivery of our robust calendar of D&I events. These include face-to-face events, webinars, research launches, corporate networking and our Annual Diversity Debate and Annual D&I Oration. All our events are designed to give members access to cutting-edge diversity thinking, with a focus on commercial application for member businesses within the workplace to drive best practice.

Sue joined the DCA team in February 2012, after 16 years in the broader exhibition and events industry. Her breadth of experience includes major corporate events, sporting and tourism events and trade exhibitions. As senior events manager for privately-owned trade event company Groupe Grand Sud, Sue delivered 3 significant retail trade events over 5 years. Prior to that, she worked on events for global sports marketing company International Management Group (IMG) for 8 years.

Sue began her career as membership coordinator for the then peak tourism industry body Victorian Tourism Operators Association (VTOA), now Tourism Alliance Victoria, a non-profit association advocating for and supporting the development of a professional and sustainable tourism industry.

Sue holds a Bachelor of Arts from the Royal Melbourne Institute of Technology (RMIT). She lives in Melbourne, with her family.

DR ANNIKA KAABEL**Research Manager**

As a Research Manager, Annika supports DCA's Research team to develop and plan cutting-edge D&I research projects. Her expertise lies in cultural and linguistic diversity and, as an immigrant to Australia herself, she keeps a keen eye on migration and integration matters.

Annika comes to DCA from an academic background. Most recently, she was a researcher and lecturer at University of Sydney Business School, Macquarie University and Estonian Business School.

Annika holds a doctoral degree in Political Science from Kiel University (Germany), where she studied labour market integration of newly arrived refugees, and a master's degree from Uppsala University (Sweden), where her thesis dealt with the question of national identity.

STEFANIE KESSLER**Membership Director**

Stefanie has over 30 years' experience across a variety of cultures and environments within the not-for-profit sector. For the past 20 years, she has been a senior leader, and has worked across a range of charities, leading teams and developing strategies to deliver multimillion-dollar fundraising programs.

Stefanie was CEO of Variety Australia, where she coordinated 7 state boards to deliver one strategic national plan. Before that, as Variety's Head of Fundraising, she worked with charities to raise much-needed funds to support First Nations people, people with disabilities and environmental causes.

Stefanie started her career in Membership, working at the Insurance Council of Australia and the Chartered Institute of Personnel and Development in the UK. She is passionate about delivering high quality service to members.

Stefanie has 3 adult daughters and 4 grandchildren and lives in Sydney with her partner.

NICOLE LUXMOORE**Office Manager and Executive Assistant to the CEO**

Nicole joined DCA in September 2019 as the Office Manager and Executive Assistant to the CEO.

She has a diploma in Events Management and Marketing and Business Administration and her career has spanned numerous industries, including hospitality and the corporate sector.

Nicole has a great passion for animals and would love to adopt and rescue all those in need of a loving home. However, her household is already full with her husband, daughter and cat.

ANDREA MALTMAN RIVERA**Media and Communications Advisor,
Podcast Producer**

Andrea Maltman Rivera is a journalist, podcast producer, writer and communications specialist. As a passionate advocate for equality of opportunity, she joined DCA in November 2017 and brings a bang to our communications and publications, ensuring they engage and attract members to all areas of D&I.

As well as writing and editing DCA's editorial suite, she works with fellow team members to produce a podcast featuring high profile politicians, journalists, athletes and experts, whose stories reflect the wider social issues facing Australia today.

Andrea's freelance work features in The Guardian, The Spectator, BBC and New Scientist. She also blogs for the Huffington Post.

Currently, she lives in Melbourne with her husband and twins.

NYANTET MABUOR**Member Relations Advisor**

As a Member Relations Advisor, Nyantet's (she/her/hers) role is cultivating relationships and supporting DCA members.

Nyantet has a Bachelor's in Business Administration and Legal Studies/Paralegal and is studying for a Bachelor of Psychological Science and Criminology. Before joining DCA, she worked in customer service, law clerk administration and account management.

Nyantet is passionate about social justice, mental health, domestic violence, D&I and environmental causes, and is very involved in her community.

DR VIRGINIA MAPEDZAHAMA**Member Education Director**

Virginia Mapedzahama (PhD, Sociology) is a first-generation Black African migrant woman. She is a critical race Black feminist scholar in the broader field of sociology of difference. Her research interest is understanding the social construction of all categories of difference: meanings attached to this difference, how it is signified and lived, as well as its implications for those assigned difference. This interest is fuelled by her own experiences of racism, racialisation, racial discrimination and intersectional harms as a racially marginalised person living in Australia.

Virginia explores her research interest in the context of subjective experiences of race, racism and ethnicity, migration, diaspora, Blackness and Black subjectivities, sexuality, hybridity, intersectionality (intersectional harms) and gendered violence. She published over 200 refereed journal articles and book chapters, reports, refereed conference proceedings and presentations (including invited keynotes and lectures) in these areas as well as the broader fields of cross-cultural identities, African feminisms, post-colonial feminisms, new African diaspora in Australia and African women diaspora.

PURNIMA NANDY**Research Assistant**

Purnima (she/her) is a first-generation migrant Indian-Bengali woman from the land of Rabindranath Tagore. Her postgraduate degrees are in management and communication studies and she is currently pursuing her PhD in migrant women, career and identity in Australian workplaces. Her work and research is driven by her own lived experiences and her passion in this field.

Before joining DCA, Purnima worked as a learning and development professional specialising in behavioural and cultural development programs for diverse individuals. She is particularly interested in storytelling and narratives and believes in the power of voice and the difference it can make. She has also worked as a trainer and educator in the field of leadership and management.

Outside of work, Purnima's time belongs to her 3-year-old little girl. She also loves to carve time out for her other loves, which are books, music, writing, art and photographing doorways of old buildings.

SUDHA NARTHAKUMAR**Member Relations Advisor**

As the Member Relations Advisor based in Perth, Sudha's role is to cultivate and foster existing and new members on their D&I journey.

With a background in member engagement, acquisition and relations, diversity, business development, relationship management, training, and stakeholder engagement, Sudha has worked in property, finance and banking and, more recently, the governance space and marketing communications.

Sudha holds a Bachelor of Commerce in Marketing Management & Advertising and a Bachelor of Legal Studies in Criminology from Murdoch University.

While working at the Australian Institute of Company Directors, Sudha – in addition to her member relations role – project managed and led a diversity initiative exclusive to the AICD WA. This initiative focused on helping senior executive women with board aspirations to enhance and develop their skillsets, with the aim of achieving greater diversity on boards.

As the WA champion for all things diversity, she developed a real passion and keen interest in D&I issues that extend beyond gender, including cultural diversity, mental health, innovation, thought leadership, creativity, and a sense of community.

On the weekends, Sudha loves to relax and spend time with her partner and their daughter by taking their little one out on picnic outings and enjoying the sunshine by the river.

TODD O'BRIEN**Digital IT Product Manager**

Todd, our Digital IT Product Manager, manages our digital transformation, online assets and IT operations. He brings with him over 8 years' experience in the end-to-end management of web, software application and digital transformation projects.

He has been involved in projects from a range of NFP and government organisations, including the Centre of Perinatal Excellence (COPE), Victoria Police, Minerals Council of Australia and Murdoch University, managing websites, custom software and mental health mobile apps.

Todd holds a Bachelor of Media & Communication from QUT and is studying his Master of Business Administration through La Trobe University.

He lives in Melbourne with his wife and 2 rescue animals: Benny the cat and Rosie the dog.

DR JANE O'LEARY**Research Director**

Jane O'Leary provides a range of research, advisory and consulting services to assist Australian employers drive business improvement through successful diversity management.

In 2008, she took on the role of Research Director to oversee our mission to work in partnership with members to generate groundbreaking diversity research that enables Australian organisations to fully leverage the benefits of a diverse talent pool. Since then, Jane has established DCA's Research function and worked with Australia's leading diversity employers to design and deliver diversity research which is ahead of the curve, speaks to the Australian context, drives business improvement and, importantly, leads public debate.

Jane has a PhD, undertaken through the University of Queensland Business School. Her thesis investigated how Australian managers can most effectively manage workforce diversity. Jane also has a Master of Education degree, which focused on the area of women in leadership.

Before joining DCA, Jane worked in EOWA assisting employers on issues relating to D&I. She held the senior policy position in EOWA, with responsibility for developing the policy framework for interpreting and administering the amended *Affirmative Action (Equal Employment Opportunity for Women) Act 1986* and overseeing the development of accompanying educational guidelines for employers. For this work, she was awarded a Medal for Significant Contribution to the Australian Public Service in 2001.

CATHERINE PETTERSON

Operations Director

Catherine is Operations Director responsible for developing and implementing the systems and platforms to ensure we can deliver services effectively, build our capabilities and grow our membership base. She works to improve systems, policies, processes and governance – that includes responsibility for IT and HR functions, as well as overseeing our comprehensive event program. In particular, she will be working to enhance our digital platforms and capabilities so we can deliver on our future strategy.

Before taking this new role in July 2021, Catherine was our Communications Director, overseeing all DCA's communications to strengthen our brand and position us as the leader on D&I. She created and developed the Communications function and collaborated across all the other functions to inform and promote our work.

Catherine has a strong background in corporate communications and her expertise spans communicating to a broad range of audiences from business through to consumers, employees, investors, shareholders and the media. Before DCA, she worked at public relations firm Hinton & Associates, providing strategic financial and corporate communications advice to listed companies. She also had a long stint at ANZ Bank in a variety of senior communications roles including in corporate affairs, internal communications, investor relations and major project communications. During her time at ANZ, Catherine was awarded a Silver Serif Award from the Society of Business Communicators for publication of ANZ's internal magazine, Scope.

From 2018 to 2021, Catherine was a judge for the Gender-wise Philanthropy Award in the Australian Philanthropy Awards. She has a Bachelor of Commerce from the University of Melbourne and a Master of Arts in Communications from Monash University. She lives in Melbourne with her partner, 2 children and 2 furry friends.

KATH SCIACCA

Member Relations Advisor

Actively cultivating great relationships and providing valuable and timely support for our DCA members is Member Relations Advisor Kath (they/them).

Kath comes to us with vast experience in customer service, quality assurance, training/education and community engagement within various industries – including essential roles in the D&I space. They are passionate in embedding practices, strategies, policy improvement and celebration initiatives in the workplace and outside their dedicated D&I role. Their career has been about making an impact, building strong relationships, and advocating and driving awareness of D&I practices.

Proudly non-binary and queer, raising awareness for the LGBTQIA+ community is both a professional and personal passion of theirs. Before joining DCA, their advocacy efforts saw them featured as a panel speaker for events for Non-Binary People's Day, Wear It Purple Day and a Pride in Practice conference. They also had a blog entry featured on the Wear It Purple website during IDAHOBIT.

Fuelled by their belief in the power of allies, Kath has also championed and facilitated LGBTQIA+ ally training in a past workplace. Through telling their story, their goal has always been and continues to be connecting with individuals to open minds and to start conversations for education and growth. They acknowledge the privilege these opportunities have given them, and, on every occasion, they make sure to wear their rainbow heart on their sleeve to try and inspire hope and spark joy for other LGBTQIA+ people, especially the youth.

Kath's dedication and commitment to D&I see them going above and beyond every time. They will always strive for your experience to be exceptional and for the support you receive to be personalised and positive.

They live in Sydney with their wife and together they have a cat, Iris, who has in fact been named after fashion icon Iris Apfel.

TARA SOMERVILLE

Operations/Knowledge Program Coordinator

Tara (they/them) is a non-binary, queer, disabled and autistic person. They are passionate about intersectionality, social justice and advocacy.

Tara's first job was as an assistant dance teacher. They have years of experience working in hospitality, where they loved working with various vegan businesses, and training others. They completed a Business Admin traineeship with the fastest growing council in NSW, managed a high-volume fast-food restaurant, and often had to work multiple jobs to get by – all contributing to their range of experience.

After being involved in many workplaces that had issues with pay and toxic environments, and seeing that there were folks in need of safe service providers for marginalised folks, Tara started their own openly intersectional and inclusive business. Their business included cleaning, professional organising, hospitality, administration, entertainment work, and utilising their skills as a child passenger safety technician (they have installed over 700 baby seats!).

Tara has been Irish dancing since they were 7 years old and founded Intersectional Irish Dancers in 2020, creating space for discussion of intersectional issues within the Irish dance world and uplifting marginalised Irish dancers across the globe. They're a member of Trans Action Warrang; are part of ACON's newly formed National Community Advisory Group: Primary Prevention of Intimate Partner and Sexual Violence; and volunteer with harm reduction organisation DanceWize NSW.

Tara is studying Auslan, loves going to gigs and singing karaoke in their spare time, and lives in Sydney with their 2 cats.

PHILLIP TEALE

Research Officer

As Research Officer, Phillip coordinates and implements research projects, manages the administration for our Research team and contributes to research goals.

Phillip is finishing his public health graduate degree from the University of Sydney, and he holds honours in Asia-Pacific Studies. Phillip's background includes fundraising administration, research and the secondary education sector.

Phillip has a particular interest in disability support and policy, and he spends his time advocating for people with psychosocial disabilities. He is passionate about fighting stigma surrounding mental health and illness.

EMILY TYNAN

Policy and Project Coordinator

As Policy and Projects Coordinator, Emily coordinates our strategic projects, manages the administration of Ask DCA enquiries and contributes to our government relations activities.

Emily holds a Bachelor of Laws/Bachelor of Arts (Hons) from the University of Queensland and a Graduate Certificate in Workforce Diversity and Inclusion from the University of Southern Queensland. Emily has a background in human resources and in the higher education sector.

Emily has a particular interest in gender equality, and one of her favourite pastimes is dispelling myths and misconceptions about the gender pay gap at parties.

The DCA Board of Directors

DCA has a prestigious Board of Directors representing diversity leaders in Australian business and academia, and with extensive experience in the fields of business, HR, law, management, and accounting.



MING LONG AM
Chair, DCA Board

Ming is a well-known and respected leader with non-executive experience in a broad range of industries including financial services, funds management, real estate and infrastructure. Ming has held senior executive and leadership positions, including CEO and CFO roles, in listed and unlisted companies through organisational restructuring, mergers and acquisitions and was pivotal in leading Investa Property Group through the global financial crisis.

Ming is the first woman with an Asian heritage to lead an ASX-100 or 200 listed entity in Australia. She led the establishment of the Property Male Champions of Change in 2015, was named as one of the AFR's 100 Women of Influence, was a finalist in the Telstra Business Women's Awards and, in 2020, was named a Member of the Order of Australia for significant contribution to the financial and real estate sectors and to diversity and inclusion. She is a Fellow of Chartered Accountants Australia & New Zealand, a graduate of the Australian Institute of Company Directors and a member of Chief Executive Women. She is currently a non-executive director of Telstra, IFM Investors, QBE Insurance (Auspac) and CEDA. She was previously Chair of AMP Capital Funds Management Limited, and a non-executive director of Chartered Accountants Australia & New Zealand.

Ming is on the Finance, Audit and Risk Committee of the DCA Board.



CHRIS LAMB
Deputy Chair, DCA Board

Chris is Deputy Commissioner at the NSW Public Service Commission. His role includes leadership of Diversity, Inclusion & Belonging for the Commission, which oversees the largest workforce in Australia.

Before this, Chris spent 12 years at Lendlease and served at different times as the HR Director – Australia, Global Head of Organisational Development and Chief Diversity & Inclusion Officer. During his career, Chris has held HR Executive roles across Asia-Pacific, the UK and Europe and driven inclusion programs across the globe.

Chris previously served on DCA's Board from 2010 to 2019 and has been a member of the Pride in Diversity (PiD) Advisory Board since its foundation in 2010. In 2015 Chris received AHRI's Diversity Champion Award and in 2018 he completed further postgraduate education in Aboriginal Studies. Chris is also a non-executive director of Netball NSW and recently completed a Master of Counselling and Psychotherapy.

Chris lives in Sydney with his wife of more than 25 years, and they have 2 adult children.

Chris is Chair of the HR & Nominations Committee of the DCA Board.



STEPHEN BARROW-YU

Stephen was Assistant Secretary, People, Performance and Culture, at the Department of Foreign Affairs and Trade (DFAT). He resigned from DFAT in November 2022. Before this, Stephen was Executive Director (Partner) of People and Change at KPMG.

Stephen's long-term career has been within Financial Services. He was at NAB for many years, where he held a number of senior People, Change and Communications roles. His final role was Executive General Manager, People, Culture and Capability across the NAB Group.

Stephen relocated to Australia in 2007. Originally from the UK, he has also lived in Hong Kong and Dubai. Stephen worked for the Hong Kong and Shanghai Bank (HSBC), based first in Hong Kong, where he led the regional performance management, talent and organisational development agendas across Asia. He returned to London with HSBC in 2001, taking on a number of group-wide roles, most notably as Global Head of People Strategy, Talent and Resourcing. During this time Stephen had a truly global role, working extensively in the US, Canada, South America and in Europe.

Stephen was an inaugural Director on the Board of the Victorian Pride Centre (VPC), a Victorian Government initiative to build and run Australia's first LGBTI Pride Centre. He also serves on the Advisory Board of the University of Sydney Business School, Work and Organisational Studies.

He holds a Bachelor of Science (Hons) in Management Science, and a Masters in Organisational Psychology. Stephen is married to Lawrence and has two young daughters, Charlotte and Elizabeth.

Having served 3 terms, Stephen will retire from the DCA Board at the AGM in 2023.

Stephen is chair of the Finance, Audit and Risk Committee and is on the HR & Nominations Committee of the DCA Board.



JULIE CANEPA

Chief Information Officer, Cisco Asia Pacific, Japan and Greater China

Julie Canepa is responsible for driving strategy to enable business & IT alignment as the CIO for Cisco APJC. She achieves this by focusing on growth, productivity and user experience across Cisco's IT service portfolio and by enabling digitisation through IT initiatives in APJC. Julie is proud to be named as one of CIO Magazine's top 50 CIOs in Australia for 5 years running.

Julie has been in the IT industry over 25 years, leading IT initiatives in a wide variety of global and regional roles. She has held several leadership positions at Cisco, specialising in IT service delivery in sales, commerce, supply chain systems and operations. Her strong commitment to operations excellence and aptitude for partnering cross-functionally has resulted in great synergies between business and IT.

Julie shares her passion for technology through her active engagement in the IT industry. She is regularly involved in speaking events, customer engagements and acting as an IT Advisor for several large Australian entities.

Julie is an active member of her community with a special interest in promoting STEM education and championing women in technology. She is executive sponsor for Cisco's 'Women of Cisco' program in Australia and New Zealand, and supports the culture of Cisco as an active member of Cisco's global Inclusion & Diversity in IT team.

Julie is a member of the Industry Advisory Board at the University of Sydney's School of Computer Science. She lives in Sydney, with her husband and 3 children.

Julie is Chair of the IT Committee of the DCA Board.



PETER CHUN

Chief Executive Officer, UniSuper

Peter joined UniSuper as CEO in September 2021, bringing almost 30 years' experience in financial services across the retail and industry fund sectors. UniSuper is one of Australia's largest super funds with more than 600,000 members and over \$115 billion in funds under management (at 31 December 2022).

As CEO, Peter is responsible for developing, leading and implementing corporate strategy and culture, and is accountable for the overall services and operational management of UniSuper nationally.

As a child migrating from Hong Kong to Australia in 1978, and not speaking English, the requirement to assimilate and learn to be part of the 'Australian' culture was deeply ingrained in Peter as to how to adjust in this new country. Experiencing life in Australia, Peter is deeply passionate about diversity and inclusion and actively engages in opportunities to address equity and belonging, including his membership on the Champions of Change Coalition.

At UniSuper, he's driving a culture of equity by remunerating equally, striving to employ a balance of genders across all levels of the fund and promoting women in executive leadership. He is personally committed to fostering a diverse and inclusive workplace and delivering on a diversity, equity and inclusion strategy for UniSuper employees and members, and asks that those he leads make the same commitments to diversity and inclusion.

Before joining UniSuper, Peter held senior executive roles at Aware Super, Colonial First State and Credit Suisse.

Peter is a qualified Actuary and holds a Bachelor of Economics from Macquarie University. He also holds Graduate Diplomas in Applied Finance and Investments and Financial Planning from the Securities Institute of Australia and has completed the Advanced Management Program at Harvard Business School (Boston, USA). Peter is a Member of the Investment Magazine Advisory Board, the ASFA Fund Advisory Panel, Champions of Change Coalition, and the Finance, Audit & Risk Committee of the Australian Chamber Orchestra.

Peter is on the Finance, Audit & Risk Committee of the DCA Board.



ELIZABETH HRISTOFORIDIS

Director, Ashurst Risk Consulting

Liz is a director in Ashurst's Risk Advisory practice and has extensive experience in risk management, culture, strategy, conduct, compliance, regulation and supervision. Committed to improving organisational and sectoral capability in a way that is aligned with good practice and stakeholder expectations, Liz delivers transformation programs that effect change sustainably, leveraging diversity of thought to inform decision-making.

Across banking, superannuation and wealth management sectors, Liz has shaped major law reform and guidance, and assessed operational readiness and implementation, through a range of previous roles with the Australian Securities and Investments Commission (ASIC), including on secondment with the Macquarie Group.

Most recently, she played a pivotal role as a Lead Supervisor in establishing ASIC's enhanced supervisory approach, Close and Continuous Monitoring (now Institutional Supervision), where she had responsibility for driving uplift in breach reporting in the context of incident management, internal dispute resolution and internal audit within 2 of Australia's Big Four banks and another major institution.

Liz was also an Associate to the Honourable Justice Neville Owen at the HIH Royal Commission. She has more than 10 years of applied governance practice, and is currently a Director of KU Children's Services and Chair of the KU Marcia Burgess Foundation Committee. She is a former Board Chair of Shopfront Arts Coop and Ensemble Offspring. She holds a Master of Laws and Management, Bachelor of Laws and Bachelor of Commerce (Marketing) and is a graduate of the Australian Institute of Company Directors.

Liz is on the Finance, Audit and Risk Committee of the DCA Board.



AMANDA REVIS

Managing Director, Insight Consulting

Amanda Revis is a global executive with more than 38 years of commercial experience across financial services, consulting, television and manufacturing.

Amanda is currently Managing Director of Insight Consulting, a consulting business focused on advising organisations on the people and cultural aspects of organisation change, mergers and acquisitions and start-ups. She is also a coach of individuals and teams.

Previously, Amanda was Group Executive with the Suncorp Group for over 10 years, reporting to the Group CEO and a key member of the Executive Leadership Team. As Chief People Experience Officer, Amanda had accountability for Group-wide HR, real estate, automation and strategic partnering and led an operating model transformation, delivering new ways of working, including organisation design and capability development to support Suncorp's digital and customer strategy.

Amanda is an advocate for diversity and inclusion. She led Suncorp's D&I strategy to create a culture and environment where people feel valued, involved and respected for their perspectives and contribution. Amanda was a founding member of Suncorp's Diversity Council and a strong advocate for the development of a work culture that supports flexible working, fairness and equity. Suncorp is recognised as a leading ASX company in achieving gender balance in Australia.

Before joining Suncorp, Amanda worked with Lloyds Banking Group leading the people aspects of the sale of BankWest to the Commonwealth Bank of Australia and the integration of the retained businesses into the Lloyds Banking Group. Before this, she was the Chief Executive of Human Resources and Corporate Affairs for HBOS Australia.

Amanda was General Manager People and Performance in Westpac Retail, Business and Institutional Banking, led the people aspects of the start-up and early growth of FOXTEL, and for 11 years worked in HR and Finance roles with the Mars Group in the UK, Middle East and Asia.

Amanda is a graduate of the Australian Institute of Company Directors and a member of Chief Executive Women.

Amanda is on the IT Committee and the HR & Nominations Committee of the DCA Board.



HARRY ROLF

Centre Manager, ANU Tech Policy Design Centre

Harry Rolf (PhD) brings a breadth of experience to the DCA Board in policy, communications and research through his role as Centre Manager at the ANU Tech Policy Design Centre, and prior roles held at the Australian Academy of Technology and Engineering and at the Council of Australian University Librarians. He has also worked for over a decade as an independent web and information designer.

Harry has a PhD in information science from the University of Tasmania. His research investigated the everyday challenges faced by international students and how they used digital technology to access information and support while living in Australia. The research has been used to help improve institutional and state support for international students staying in Australia.

Following his PhD, Harry continues to pursue his research at the ANU Australian Studies Institute where he is a Research Associate. His research interest is in how digital technology is reshaping society, particularly on issues of gender, sexuality and culture. He also pursues his interest in diversity and inclusion through his work, study and involvement in community and not-for-profit organisations. As a member of the LGBTIQ+ community, these issues are important to both his personal and professional life.

He also brings significant past experience volunteering as a director on the boards of not-for-profit and higher education organisations and has played an active role as a student leader at a state and national level.

Harry is on the IT Committee of the DCA Board.



KATE RUSSELL

**Director Office of the Group Deputy Secretary – Place, Design and Public Spaces,
Department of Planning, Industry and Environment**

As a proud Aboriginal woman, Kate is committed to empowering her community. She draws on her extensive background in working across all tiers of government and community sectors to promote opportunities for Aboriginal peoples.

Kate promotes an intersectional perspective in all programs, policies and initiatives. She is passionate about engaging Aboriginal people and communities to co-design programs and services by using international best practices to effect change in policy.

In her current role, Kate works across multiple projects and policy areas to support the delivery of outcomes and community benefits. Before this, she was the Director Diversity and Culture at the Department of Planning, Industry and Environment, where she oversaw the design and delivery of inclusion programs across a portfolio of agencies and over 15,000 staff. Her broad expertise and experience in diversity and inclusion, organisational culture, leadership, human resources and knowledge and project management helps to develop programs that recognise the intersectionality of experience.

Kate began her career at the Department of Foreign Affairs and Trade in Sydney and Canberra. From 2008 to 2012 she worked in Spain for the Catalan Department of Education which greatly enhanced her insight and knowledge of minority nationalism at an international level. This experience provided her with a global outlook which has remained throughout her career. Returning to Australia in 2008, she worked in the community sector, focusing on Aboriginal employment and leadership development before joining the NSW State Government in 2016.

Kate is a Board Director at NSW Aboriginal Land Council Employment and Training and Interrelate. She is a graduate of Bachelor of International Studies (Distinction), completed an MBA in 2013 and graduated with an Executive Masters of Public Administration in 2020. She has served on the Glebe Youth Services and Rabbitoh's Souths Cares boards.

Kate is the Chair of DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel and is on the HR & Nominations Committee of the Board.



SHAWN WILKEY

Senior Manager, Consulting, Ernst & Young

Shawn has over 15 years' experience leading organisational transformations, policy design and implementation, and strategic communications across a diverse range of organisations and industries. He is passionate about bringing business, government and the community together to create shared value and collective impact.

Shawn is a Senior Manager with Ernst & Young in their consulting team supporting a range of clients to solve some of their most complex organisational problems. Before this, Shawn was a Director in the Department of the Prime Minister and Cabinet focused on ensuring social and economic policies met the needs of Australian women and the community more broadly. Prior to this, Shawn was the Director of Diversity and Inclusion at the Department of Defence, responsible for enterprise-wide strategies, policies and programs to build and sustain Defence capability through inclusion. Previously, he served in executive roles at the Department of Premier and Cabinet in Victoria, as the Director of Service Systems Reform and Director of Strategy and Development. His main responsibilities included supporting delivery of the Victorian Government's treaty and self-determination agendas, and advising on opportunities to enhance the social service system for individuals with complex needs. Shawn held additional responsibilities including strategic communications, cultural reform and corporate affairs.

Before working in government, Shawn held a range of roles across the AFL industry – most recently, an executive position with the Carlton Football Club as Head of Diversity, Community and Strategic Projects. In this role, Shawn worked to drive gender equality across the organisation, advance reconciliation with Australia's First Peoples, and foster social inclusion and cohesion across the broader community.

Shawn has sat on the committees of local AFL clubs, where he has worked to develop welcoming and inclusive local environments to ensure clubs are places of belonging where people can connect, feel valued and enhance their wellbeing.

Shawn holds a Masters in Public Administration and Business Administration.

Shawn is on the Finance, Audit and Risk Committee of the DCA Board.



ABBIE WRIGHT

Associate – Equity Diversity and Inclusion, Arup

Abbie Wright is a well-known and respected leader of social inclusion, workplace diversity and intersectionality who joined Arup in November 2018 to continue the evolution of Arup's inclusive culture.

Abbie has received accolades for her work, including the Australian Human Resources Institute (AHRI) Diversity Champion, and South Australia National Association for Women in Construction (NAWIC) Crystal Vision Award in recognition of the work she champions towards gender equality.

Abbie brings a deep understanding of the positive outcomes from creating a work environment where everyone feels valued and respected. She is a member of Arup's Global Equality, Diversity and Inclusion (EDI) working group and works closely with global leaders and teams on strategies to pursue belonging, justice and dignity. Accredited in the Inclusive Leadership Compass, Abbie coaches leaders to develop the skills needed to create deeply inclusive working environments.

Abbie proactively raises the profile of EDI within the engineering consultancy industry. She is an Implementation Leader for the Consult Australia Champions of Change Coalition (CCC) and in 2023 was shortlisted for a Consult Australia award for the work she has led to adopt a prevention-focused, trauma-informed and person-centered approach to respectful workplace behaviour. In 2016, Abbie led Aurecon's inclusive workplace effort, resulting in an AHRI Most Inclusive Workplace award and industry recognition through the Aurecon #Unconventional campaign. Abbie was previously a member of the South Australian Property Council Diversity Committee.

Abbie is on the DCA Research Advisory Committee. She has proactively contributed to and supported the Words@Work, Cracking the Cultural Glass Ceiling and Racism at Work research programs.



KARLA DUNBAR
Company Secretary

Karla Dunbar is a lawyer in Gilbert + Tobin's Charities + Social Sector team, providing legal advice and assistance to charities, not-for-profits and social impact organisations.

Prior to joining Gilbert + Tobin, Karla worked in the charities and social sector, in various research, policy and governance roles, assisting with the development of research publications, government submissions and policies in the diversity and inclusion space.

Karla has been the Company Secretary of Diversity Council Australia since 2017 and is a former director of One Eighty Inc, a registered Australian youth suicide prevention charity.



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