



YOUR PARTNER IN

DIVERSITY & INCLUSION

ANNUAL REPORT 2018



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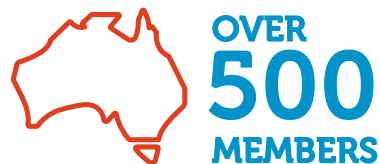
Contents

OVERVIEW	4
CHAIRPERSON'S REPORT	5
CHIEF EXECUTIVE OFFICER'S REPORT	6
FINANCIAL RESULTS	8
OUR BUSINESS IN 2018	10
Unique research	10
Access to experts	11
Curated resources	12
Advocacy	14
Inspiring events and forums	16
Thank you to our partners and members	21
KEY DIVERSITY AREAS IN 2018	22
Inclusion benefits for men and women	22
Myths on flexible working	24
Men and flexible working	25
LGBTIQ+ inclusion and being out at work	26
Constitutional recognition for Aboriginal and/or Torres Strait Islander peoples	28
Workplace sexual harassment	29
Disability discrimination	30
Benchmarking D&I practices in Australia	30
OUR PEOPLE	32
OUR BOARD OF DIRECTORS	40

Overview

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

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



**A UNIQUE & VITAL
KNOWLEDGE BANK
OF D&I RESEARCH**

We have over 500 members, many of whom are Australia's business diversity leaders and biggest employers. DCA is not government funded – our income is generated from membership fees, sponsorships and services to business/employers.

DCA membership offers:

- **Unique research >** Receive premium access to our cutting-edge Australian research with practical tools to drive business improvement.
- **Inspiring and informative events >** Attend free events exploring the latest insights and trends across all diversity dimensions and providing access to a community of industry practitioners.
- **Curated resources >** Take advantage of an extensive library of D&I resources collated in the members-only area of our website. This includes information on all diversity dimensions such as inclusion, gender, culture and religion, generational and mature age, Indigenous, LGBTIQ+, disability and accessibility, flexibility and work-life, domestic violence, and mental health.
- **Access to experts >** Access our team of experts for valuable guidance across all diversity dimensions to help you get the most out of your D&I activities.
- **Opportunity to influence >** Contribute to our advocacy on D&I in the workplace with government, regulators and the wider community.
- **Knowledge programs >** Educate and engage your team on current D&I topics via our in-house workshops that are grounded in evidence-based research.
- **Ability to show your commitment >** Join existing member organisations who have enhanced their brand as an employer of choice and demonstrate your commitment to D&I through DCA membership.

Chairperson's report

I feel very privileged to be a part of the Diversity Council Australia. I get to work with a wonderful Board and the exceptional staff of the organisation and to see, first hand, the contributions they make to building an enduring appreciation of diversity and inclusion in this great country. This has very much been the case in 2018.

There has been continued growth in membership of the DCA, and our financial position has strengthened further on the very good results of 2016 and 2017. These achievements are a testament to the hard work and dedication of the DCA team, led by our CEO Lisa Annese, who was named as one of the Australian Financial Review's 100 Women of Influence in 2018.

They are a direct consequence of the focus the DCA has on providing world class support to our members on how they can build diversity and inclusion in their workforces. That focus will continue in 2019 and our work will be continually reviewed to ensure that we meet your on-going needs. I thank all our members for their contributions in 2018.

I would also like to thank the current Board, as well as those Directors who have left the DCA during 2018, Sam Mostyn, our previous Deputy Chair, and Nick Fernando. I am deeply grateful to all of you for your support and your contributions.

I am very confident that 2019 will be a year of significant achievement for the DCA. We have updated our Constitution in 2018 to provide a better and more contemporary foundation for the Council.

Our public voice on diversity and inclusion is strong and growing in resonance. We will continue to develop groundbreaking analysis and training for our members.

Our sound financial position will allow us to explore options for the long term health of DCA.

I look forward to working with you to make Australia even more inclusive in 2019.



DAVID MORRISON AO
DCA Chair



Chief Executive Officer's report

I am pleased to report that DCA delivered another strong performance in 2018. Our unique research, events and expertise continue to be in demand from a growing membership base, up 16% on the previous year.

DCA continues to contribute to thought leadership in Australia through its evidence-based research and associated tools, events and programs.

Our major **research** projects for the year focused on LGBTIQ+ inclusion, and we delved further into the *Inclusion@Work Index* to gain new insights in the areas of gender, flexible working and disability. In addition, for the second time, we partnered with Sydney University Business School and AHRI to release benchmarks on D&I practices in Australia.

We consulted with our members on freedom of religion and workplace sexual harassment as well as on constitutional recognition.

On the latter, we established our first Aboriginal and/or Torres Strait Islander External Advisory Panel to provide us with guidance and advice on our constitutional recognition and reconciliation activities. The panel is comprised of respected Aboriginal and/or Torres Strait Islander community members across country, with representatives throughout Australian states and territories.

A comprehensive program of nearly **30 events** was delivered across Australia and in a variety of formats, generating more than 5,000 registrations. Our two flagship events – the DCA-NAB Annual Diversity Debate and the Anna McPhee Memorial Oration on D&I – generated capacity audiences. We were delighted that The Hon Julia Gillard AC, Chair of *beyondblue* and former Prime Minister, delivered the Oration on the topic of creating mentally healthy workplaces.

Requests for our **expertise** on D&I came in many forms. Our popular 'Ask DCA' portal for members responded to more than 300 requests and DCA staff were invited to speak at many business, government and community sector forums.

Our **knowledge programs** grounded in our research resonated with members – our existing and new programs received consistently good take-up and feedback.



MAJOR RESEARCH PROJECTS



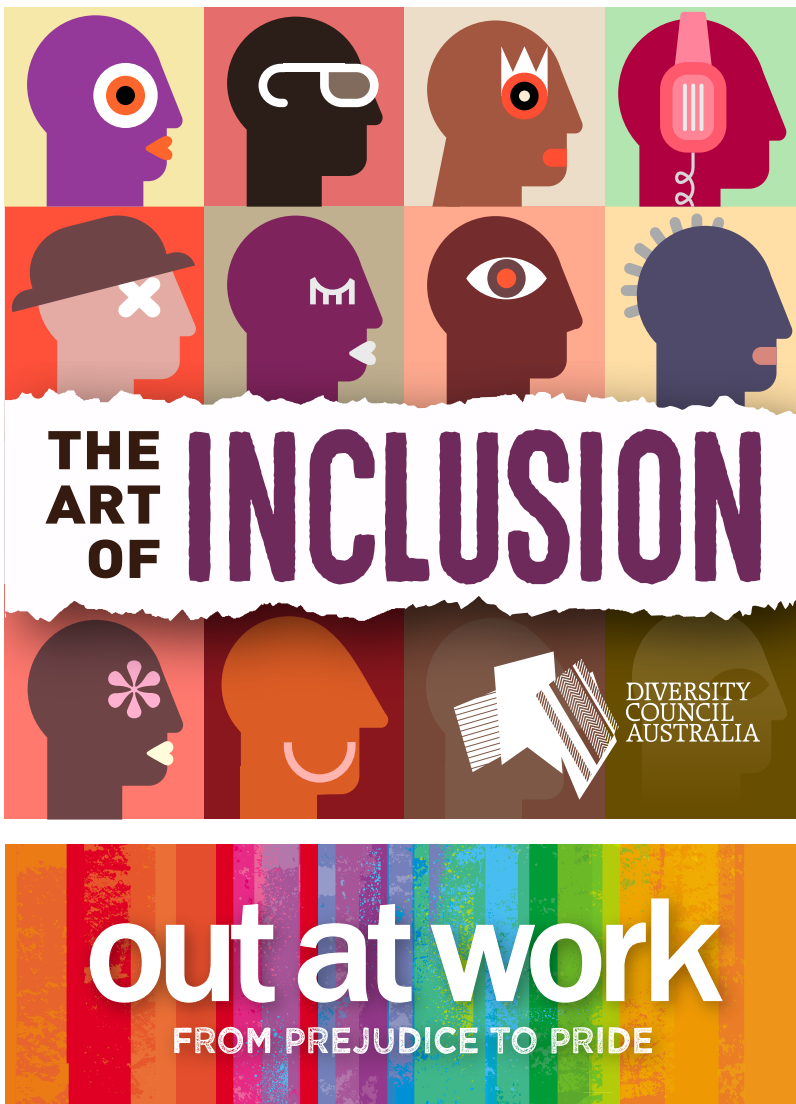
EVENTS ACROSS AUSTRALIA



PROVIDING OUR EXPERTISE



VARIED RANGE OF KNOWLEDGE PROGRAMS




MEMBERSHIP GUIDE

DCA member organisations have access to unique research, exciting events, comprehensive resources and unrivalled expertise across the diversity and inclusion (D&I) spectrum. This guide outlines key steps you need to take to access these benefits.

GET A MEMBER WEBSITE LOGIN:
 Access the wealth of research, curated resources and D&I practice tools in the members-only section at www.dca.org.au. To set up an account, simply visit www.dca.org.au/user/register and follow the prompts (please note, only work email addresses can be used). Encourage your fellow employees to set up their own logins by forwarding them the link and this guide.

RECEIVE MEMBER COMMUNICATIONS:
 Once you have set up your website login, you will automatically receive all our communications via email, including event invitations and our regular eNewsletter outlining the latest news and resources. You may need to add Melbourne@dca.org.au to your list of safe email senders to help ensure delivery.

DCA membership provides unrivalled access to research, expertise and resources across the diversity and inclusion spectrum.

- GENDER EQUALITY
- INDIGENOUS
- CULTURAL DIVERSITY
- ACCESSIBILITY & DISABILITY
- AGE DIVERSITY
- LGBTIQ+ INCLUSION
- FLEXIBLE WORKING
- BUILDING INCLUSION

We were very proud to release our first **podcast** series, *The Art of Inclusion*, which has since been nominated and is a finalist for the ACAST Award for D&I in Podcasting. Over six episodes, we heard stories on everything from gender, race, mental health and disability, through to LGBTIQ+ inclusion and Indigenous communities.

We enhanced our relatively new accessible and mobile-optimised **website**, with fresh insights and tools in a variety of formats. Users accessing the site increased by more than a third.

The audience for our regular **publications** also grew, keeping members informed on D&I news, resources, thought leadership and the latest trends.

Our research and major events, as well as opinion pieces, generated significant **media coverage**. I was delighted to become a regular on ABC TV's *The Drum* program as well as appearing on *Q&A Extra*.

In addition, DCA authored many opinion pieces with Australia's major news publications.

On behalf of DCA's Board of Directors and staff, I thank all members and sponsors for their valuable support of DCA.

DCA continues to be the leading peak body for diversity and inclusion expertise in Australia and we are honoured that it plays such a critical role in improving inclusion capability for Australian businesses.



LISA ANNESE
 Chief Executive Officer

Financial results

The following tables outline DCA's statement of comprehensive income and financial position for the 2018 financial year. These should be read in conjunction with the full Financial Statements for the year ended 31 December 2018, which are available on our website at www.dca.org.au.

DCA remains in a strong financial position, with substantial cash reserve from the surpluses generated over recent years. In the 2018 calendar year, staffing was increased at DCA in order to maximise the benefits of membership and our revenue opportunities. These costs were partially offset by increased membership, resulting in a healthy surplus, albeit one which is smaller than the prior year.

DCA again benefited from the generous support of Deloitte in the provision of office accommodation and communications on a pro bono basis – which clearly aids in reducing our expenditure and allows us to maximise our surpluses.

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER

	2018	2017
	\$	Restated
		\$
Membership, sponsorship and other income	2,588,422	2,456,661
Employee benefits expense	(1,526,533)	(1,279,826)
Depreciation expense	(340)	(545)
Other expenses	(842,567)	(824,569)
Profit/(loss) for the year	218,982	351,721
Other comprehensive income	–	–
Total comprehensive income/(loss) for the year	218,982	351,721

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER

	2018	2017
	\$	Restated \$
Current Assets		
Cash and cash equivalents	945,167	958,646
Trade and other receivables	257,192	202,911
Term deposits	825,814	561,136
TOTAL CURRENT ASSETS	2,028,173	1,722,693
Non-Current Assets		
Property, plant and equipment	1,264	907
TOTAL NON-CURRENT ASSETS	1,264	907
TOTAL ASSETS	2,029,437	1,723,600
Current Liabilities		
Trade and other payables	108,241	120,380
Provisions	195,396	134,793
Unearned income	1,207,387	1,156,777
TOTAL CURRENT LIABILITIES	1,511,024	1,411,950
Non-Current Liabilities		
Provisions	55,942	68,161
TOTAL NON-CURRENT LIABILITIES	55,942	68,161
TOTAL LIABILITIES	1,566,966	1,480,111
NET ASSETS	462,471	243,489
Equity		
Retained earnings	462,471	243,489
TOTAL EQUITY	462,471	243,489

* Please note that, as at 1 January 2018, DCA changed its accounting policy on memberships to early adopt the Accounting Standard AASB 15 – Revenue from contracts with customers and AASB 1058 – Income from Not For Profit Entities.

Comparative information has been re-stated in order to reflect the requirements of these new standards.

The effect of initially applying these standards is mainly attributed to the later recognition of membership revenue which is now recognised over the period of membership compared with the previous accounting policy of membership being recognised as revenue when the membership fee became non-refundable. As memberships are paid in advance, there is a consequential increase in the liability for unearned membership fees.

Our business in 2018

UNIQUE RESEARCH

DCA works in partnership with members to generate cutting edge Australian D&I research. Our members receive premium access to this research with practical tools to drive business improvement.

Our research agenda in 2018 involved the release of reports and insights into eight key D&I areas:

- *Everyone's a winner: Gender inclusion not at the expense of men:* On International Women's Day, DCA called on all organisations to step up their inclusion programs by encouraging men to help make gender equality a reality.
- *Seven myths about flexible working and how to debunk them:* DCA identified seven commonly held myths about flexible work and presented facts to debunk them.
- *Out at Work: From Prejudice to Pride:* We examined why LGBTIQ+ individuals share or conceal their LGBTIQ+ identity or status at work and what Australian organisations can do to make their workplace safe and inclusive for LGBTIQ+ workers to be themselves.
- *Constitutional recognition for Aboriginal and/or Torres Strait Islander peoples:* DCA asked members their views for our submission to the interim report of the Joint Select Committee on Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples.
- *Workplace Sexual Harassment Inquiry:* DCA called on its members to contribute to our submission to the Australian Human Rights Commission's Workplace Sexual Harassment Inquiry.
- *Australians with disability among the most discriminated at work:* In the lead up to the International Day of People with Disability, we highlighted that people with disability are among the most discriminated in Australian workplaces, second only to First Nations Peoples.
- *Benchmarking D&I Practices in Australia:* We provided important information on what is working and what isn't and how D&I initiatives can be better tailored to ensure inclusion and equality in Australian workplaces.
- *Freedom of religion:* DCA consulted its members on the Australian Government's review into whether Australian law adequately protects the human right to freedom of religion.

For more information on the research, see 'Key Diversity Areas in 2018' (page 22).

ACCESS TO EXPERTS

Members have 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. Our Member Services team grew and our senior staff worked hard during 2018 to assist our members in a variety of capacities across all facets of D&I.

Ask DCA service

Ask DCA is Australia's only diversity information service that enables practitioners and business managers to access over 30 years of diversity experience, research and practice. This free member service assists with short enquiries about any aspect of D&I practice.

The team responded to around 300 queries on D&I topics and the main themes were:

- Developing a D&I survey to collect employee demographics
- Establishing employee networks and diversity councils

- Paid parental leave and improving parental leave policies
- Recruiting for D&I
- Unconscious bias
- D&I for LGBTIQ+ people
- Setting D&I targets, KPIs and benchmarking in the workplace
- Addressing backlash in the workplace.

Knowledge programs and other member presentations

It was another strong year for Knowledge Programs with superb feedback from members and other clients on the delivery and content of our workshops.

Members increasingly recognise the moral, social and economic value of D&I to their organisations and respond enthusiastically to DCA's inclusive workshop formats.

There have been multiple repeat bookings for workshops, the addition of a specialist facilitator in Melbourne and a growing demand for Knowledge Programs in regional centres in Queensland, the Northern Territory, South Australia and Victoria.

KNOWLEDGE PROGRAM HIGHLIGHTS

1 Repeat demand for Knowledge Programs across different sectors of the Australian workforce, including finance, technology, engineering, medical and media

2 An academically rigorous update of the **Unconscious Bias** program featuring research from Harvard University in the U.S.

3 An update of the ever popular **Words At Work** program

4 The introduction of two new programs: **Engaging Men** and **Cracking the Glass-Cultural Ceiling**

5 Requests from **non-DCA members to present at conferences**

6 Facilitation of bespoke programs in Malaysia

There is continued demand for existing programs from members and non-members, and DCA will deliver several open programs in Brisbane and Perth in 2019, as well as introducing a new Knowledge Program based on our *Out at Work* research.

CURATED RESOURCES

Website

Members can take advantage of an extensive library of resources collated in the members-only area of our website.

In mid-2017, DCA unveiled a new website at www.dca.org.au. The new site is mobile optimised and more accessible for people with a disability, and has features that make it much easier for members to navigate and find the information they need. In 2018, the site received 90,150 users (up 37%) with new users also up by 37% and sessions up by 32%. Enhancements to the site in 2018 included:

- Expansion of information on [leading practice case studies](#)
- A new [D&I playlist](#) on the website and on [YouTube](#) featuring various useful, interesting and entertaining videos on aspects of D&I
- Creation of a new [Podcast](#) page showcasing our new podcast, *The Art of Inclusion*
- New section with downloadable options to enable members to [showcase their DCA membership](#)
- Ongoing updates to content including a complete update of the [age diversity](#) and [LGBTIQ+](#) sections of the website.

Podcasts

Our first podcast series, *The Art of Inclusion*, was an exciting addition in 2018 to our suite of services. The series peered into the lives of fascinating people, whose stories shed light on the wider social issues facing Australia, and the world, and covered everything from gender, race, mental health and disability, through to the inclusion of LGBTIQ+ and Indigenous communities.

Over the following six episodes, we heard the stories of politicians, journalists, athletes and executives:

1. Fair Gone: flipping the script on African gangs, race and multiculturalism: Nyadol Nyuon, a South Sudanese-born lawyer and activist, is familiar with the media's 'African gangs' narrative. But her only brush with the law has been gaining a legal degree! In this episode, she shared her incredible story.

2. Out in the open: a transgender executive on the business of transitioning: Aram Hosie has navigated life – and the workplace – as a man and a woman. He shared his unique perspective – and busts a few myths along the way.

3. Talking heads: two CEOs on leading and managing mental health: Two CEOs get real about being human and not just high performing machines.

4. #YouToo? Sexual harassment and gender inequality after #MeToo: Journalist Tracey Spicer and Sex Discrimination Commissioner Kate Jenkins discussed how we can finally end the scourge of sexual harassment – and rebuild the structures that have supported it.

5. Connecting country: busting myths about Indigenous Australians: Linda Burney – the first Aboriginal woman to serve in the House of Representatives, and the first Aboriginal person to serve in the NSW Parliament goes on the record.

6. Willing and able: a new narrative for disability: Annabelle Williams OAM, Legal Counsel of the Australian Olympic Committee, and herself a former Paralympic swimmer, showed us there can be a new narrative for disability.

The podcast was very well received garnering downloads/ listens of over 8,000 alongside substantial social media, website and other interest.

The series was nominated and is a finalist for the ACAST Award for Diversity & Inclusion in Podcasting at the 2019 Australian Podcast Awards.

We sincerely thank ANZ Bluenotes for co-publishing the podcast with us.

Publications

DCA continued to deliver its fortnightly eNews to members, showcasing our latest research as well as exploring the latest news on D&I. Topics that headlined these editions included:

- IWD: Gender inclusion is not at the expense of men
- Ask DCA: Recruiting for diversity and inclusion
- Common myths and inaccurate assumptions about workplace flexibility
- Sexual harassment and NOW Australia
- ANZAC day and employment opportunities for returned soldiers
- Inclusion nudges
- Flexible Working Day
- Refugees and work
- Indigenous leaders in boardrooms and C-suite
- Age is an asset
- International Youth Day
- LGBTIQ+ inclusion – one year on from marriage equality
- Australians with disability and discrimination at work.

Accessibility

DCA takes an inclusive design approach to all our events, website and other communications channels.

Our website at <https://www.dca.org.au/> was audited by the Centre for Inclusive Design and achieved WCAG 2.0 level 'AA' conformance dated 20 October 2017. We continue to actively work to increase the accessibility and usability of the site and in doing so adhere to many of the available standards and guidelines.

We endeavour to make our events as accessible as possible by:

- Ensuring all our events are at venues that are wheelchair accessible
- Providing live captioning
- Offering Auslan interpreters when requested
- Providing transcripts and video captioning after the event.

We also ensure our other communications channels and outputs are accessible by providing Alternative Text for images in our eNews and Twitter and Facebook posts. (This feature is not currently available in LinkedIn.)

The colour contrast and graphical elements in all our research publications are thoroughly tested and adjusted to ensure these are also in line with WCAG guidelines.

The release of WCAG 2.1, an update to international accessibility guidelines, in September 2018 has not impacted DCA's material to a large extent but we are working towards making adjustments where necessary to meet these modified standards.

DCA was also invited to participate in the Australian Human Rights Commission Round Table consultation on accessible technology for people with disability for the Commission's Human Rights and Technology Project.

ADVOCACY

Advocacy with government and regulators

During 2018, DCA made submissions on behalf of members to two government inquiries with impact on D&I in the workplace and commenced consultation for another (see our website for [more information on DCA's final submissions](#)):

Freedom of religion

DCA asked its members about how they manage issues where religion and other diversity dimensions collide, and what policies they have in place to allow employees to observe religious practice.

Constitutional recognition for Aboriginal and/or Torres Strait Islander peoples

On behalf of Australian business and DCA member organisations in particular, DCA made a submission to the Joint Select Committee on Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples advocating for recognition of our First Peoples.

Workplace sexual harassment

DCA's submission on behalf of members released in 2019 focused on what leading organisations are doing to prevent and respond to workplace sexual harassment and the resources need to make workplaces safer.

Advocacy in traditional media

In 2018, DCA was very active in media. Our total media reach (i.e. the size of the potential audience) was 270.8 million people. Our research and major events continued to generate the most media interest:

- The release of our major research project, *Out at Work: From Prejudice to Pride*
- Ongoing coverage of the *Inclusion@Work Index* released in 2017
- DCA's Oration delivered by The Hon Julia Gillard AC on mental health, and Annual Diversity Debate on bringing your whole self to work.

Other articles featuring DCA covered sexual harassment, pay equity, cultural diversity and religious diversity at work.

Our CEO Lisa Annese, appeared on ABC's *The Drum* three times to discuss the issues of the day, as well as appearing on *Q&A Extra*. Opinion pieces by Lisa were published in *The Sydney Morning Herald*, *WA Today*, *Brisbane Times*, *The Age*, *The Canberra Times*, *The Fifth Estate*, *Inside HR* and *The Guardian*.

Visit the DCA website for more information on [our news](#) and [coverage of DCA in 2018](#).

Advocacy on social media

DCA grew its presence on social media significantly. Twitter followers increased by 23%, and Tweets from DCA appeared on feeds 1.367 million times. LinkedIn followers increased by 57.5% and Facebook followers by 103%.

Engagement peaked for DCA campaigns around research, podcasts and during major DCA events i.e. the Debate and the Oration, as well as through editorial pieces by the CEO or when traditional media interest in DCA surged.

Advocacy with business

DCA's CEO and its senior staff were invited to participate in or speak on D&I at many events, conferences and projects around Australia. This year, there was increased demand for keynote presentations, facilitations, panel discussions, think tanks and strategic planning sessions.

Presentations were also made at many in-house member events including for International Women's Day. Moreover, we supported many external D&I events either through a formal partnership or by way of promotion.

We had partnerships with the following events:

- Government Workplace Diversity Summit in Canberra
- An evening with Hilary Rodham Clinton in Sydney, Melbourne, Adelaide
- Public Sector Network Women in Leadership Roadshow
- Diversity & Inclusion in Asia Network Conference in Hong Kong
- Workforce Inclusion & Diversity Conference in October, Melbourne
- Women in Leadership Summit series at various locations and times.

We promoted the following campaigns/events:

- NOW Australia Campaign with Tracey Spicer
- Empower Hour, Dress for Success – IWD
- Bloomberg Diverse Voices in Sydney
- Behavioural Exchange in Sydney
- JobAccess Driving Disability Employment Seminars in Brisbane and Melbourne
- Women & Leadership Australia Courses

- Flexible Working Day (DCA's CEO Lisa Annese was an ambassador for this day)
- Centre for Inclusive Design Webinar
- 'Why quotas are good for men' Breakfast in Brisbane
- SSI Mosaic Gala supporting refugees in Sydney
- STREAMS Connect Summit at the National Centre of Indigenous Excellence in Sydney
- International Metropolis Conference 2018 in Sydney.

Judging of D&I awards

DCA's CEO, Lisa Annese, was on the judging panel for the following awards:

- Women in Finance Awards
- Australian Public Service Commission Diversity & Gender Equality Awards
- Community Organisation Award category of the 2018 Australian Human Rights Awards.

DCA's Operations & Communications Director, Catherine Petterson, was a judge for the Gender-wise Philanthropy Award in the 2018 Australian Philanthropy Awards.

Strategic alliances and partnerships

DCA continued to grow strategic alliances and partnerships on key D&I topics where we were able to extend our sphere of influence by partnering with other high quality, suitable organisations in the field.

The University of Sydney Business School, Work and Organisational Studies Advisory Board

DCA's CEO, Lisa Annese, joined the University of Sydney Business School, Work and Organisational Studies [Advisory Board](#).

Workplace Gender Equality Agency (WGEA)

We continued to have strong relationships with WGEA through the Gender Equality Network, as we liaised closely on all aspects of gender reporting, alongside our members.

INSPIRING EVENTS AND FORUMS

Nearly **30 events** were delivered to a community of members across Australia. We examined topics like sexual harassment, age diversity, RAPs, Male Champions of Change, Indigenous leadership in the C-Suite, accessible and inclusive workplaces, refugee and asylum seeker talent, the impact on D&I of robotics and AI, inclusion 'nudges', the Uluru statement, local and global perspectives on gender equality, alongside launches of new DCA research.

Our flagship major events were again a great success, generating capacity crowds.

The events are held via teleconference, face-to-face, live streamed or via WebEx webinar. Live captioning is available as are Auslan interpreters (when requested), and recordings and transcripts are accessible to members after the event if they could not attend in person.

Our CEO, Lisa Annese regularly emcees most events and/or moderates the panel discussions, in addition to Andrew Maxwell, our Knowledge & Development Manager.

All up, we received more than 5,000 registrations to attend DCA events during the year.

Visit the [DCA website](#) for more information about [events](#).

DIVERSITY COUNCIL AUSTRALIA

ANNA MCPHEE MEMORIAL ORATION ON DIVERSITY & INCLUSION

THE HON JULIA GILLARD AC

DATE: Thursday 26 July 2018 | **VENUE:** Zinc at Federation Square, Swanston and Flinders Streets Melbourne VIC

TIME: 11.45am for 12pm start 2.30pm finish (AEST) | **FORMAT:** 2 course lunch and speaker oration

Former PM and Chair of *beyondblue*, the Hon Julia Gillard AC will share her vision for MENTAL HEALTH to inspire Australians to foster more inclusive workplaces and communities.

MAJOR FLAGSHIP EVENTS

The Anna McPhee Memorial Oration on Diversity & Inclusion

The Hon Julia Gillard AC, Chair of *beyondblue* and former Prime Minister delivered DCA's Anna McPhee Memorial Oration on Diversity & Inclusion in Melbourne in July, sponsored by Lendlease. Ms Gillard shared her vision for mental health to inspire Australians to foster more inclusive workplaces and communities.

A panel discussion was held after Ms Gillard's Oration that included:

- Professor Ian Hickie AM, Co-Director, Health and Policy, Brain and Mind Centre, The University of Sydney

- Georgie Harman, CEO, *beyondblue*
- Chris Lamb, Group Head of Talent & Organisational Development, Lendlease
- Sonia Gangi, Registered Nurse working for the Victorian public health sector.

Renamed in memory of the late Anna McPhee, DCA's former Chair and lifetime advocate for diversity and equal opportunity, our second Oration was a great success attended by a record crowd of more than 300 that included CEOs, managing directors, senior business leaders, human resource directors, human resource managers, diversity managers, and media.

Annual Diversity Debate

The DCA and National Australia Bank Annual Diversity Debate held in Sydney in November found it is not really a good idea to bring your whole self to work, with the audience voting in favour of the Negative team by 57% to 43%.

The Debate was an entertaining and closely-fought contest, with the Negative team wrestling the lead from the Affirmative team who had started out ahead in early audience polling.

Speakers for the Affirmative team argued that it IS a good idea to bring your whole self to work:

- Lorraine Murphy, Chief People Officer, National Australia Bank.
- Lawrence Leung, comedian, screenwriter and speaker.
- Karen Mundine, Chief Executive Officer, Reconciliation Australia.

Speakers for the Negative team argued that it is NOT a good idea to bring your whole self to work:

- Effie Stephanides, cultural icon (AKA Mary Coustas).
- Alan Kirkland, CEO, CHOICE.
- Jack Heath, Chief Executive Officer, SANE Australia.

A record crowd of 460 people attended.

Thanks go to Major Sponsor NAB as well as Supporting Sponsors Optus and Accenture, and Associate Sponsors Bloomberg and Hall & Wilcox, for making the Debate such a successful event.

DIVERSITY LEADERSHIP PROGRAM

DCA's *Diversity Leadership Program* investigates cutting edge D&I topics across the full range of diversity dimensions. These events are live-streamed around Australia with live captioning available.

Mainstreaming Flex: myth vs reality

At our first Diversity Leadership Program event for the year in April, hosted by Major Partner HSBC Australia, we drew on research to debunk some of the more common myths and inaccurate assumptions about workplace flexibility and discuss what can be done to dismantle them.

Moderated by Chris Lamb, DCA Board Member and Group Head of Talent & Organisational Development at Lendlease our panel of speakers included Professor Rae Cooper from the University of Sydney Business School; Jackie Woods from Workplace Gender Equality Agency; Jessica May from Enabled Employment; Farrah Behan from HSBC Australia as well as Dr Jane O'Leary, DCA's Research Director.

Future of work: automation, robotics and what it all means for D&I

At our second event in May, hosted by Bloomberg L.P. in Sydney, we explored the future of work. We asked how business can ensure that D&I is taken into account in the design and implementation of new technologies, and what it all means for HR professionals planning their D&I strategies into the future to capitalise on opportunities. Our expert panel included Rhonda Brighton-Hall, Chair AHRI I&D

Reference Panel and CEO of mwah; Kylie Owen from Cisco; and William Judge from Commonwealth Bank. The event featured Sanbot, an advanced multi-application service robot with capabilities including human & object detection, speech & facial recognition, social interaction and access to business data among them.

Creating accessible and inclusive workplaces

At an event in Sydney in June, sponsored and hosted by Major Partner Gilbert + Tobin, we investigated how accessible and inclusive our workplaces are for people with disabilities.

Disability Discrimination Commissioner Alastair McEwin described how Australian workplaces fair when it comes to meeting the inherent requirements to ensure inclusion for people with disabilities at work. Along with our emcee Darren Fittler from Gilbert + Tobin, insights were then shared by our panel including Alastair McEwin, Disability Discrimination Commissioner; Chris Edwards from Vision Australia; Rebecca Wong, law graduate and job seeker; and Annabelle Williams OAM from the Australian Olympic Committee and Paralympic Gold Medalist.

A fresh perspective on ageing and work

Our August event hosted by Cisco in Melbourne examined the latest thinking and research about ageing and work that suggested new approaches are needed for today's multigenerational workforces. Professor Philip Taylor from Federation University Business School gave the keynote address. Catriona Byrne from RiseSmart

spoke about how to manage the challenges of age-diverse teams and getting the best out of multigenerational workforces. Samantha Davies from Cisco spoke about her experience as a young graduate and how Cisco engages and supports younger workers. Kristy Macfarlane from NAB talked about how her organisation engages, retains and supports their employees through graduate, mid and late career stages.

RESEARCH EVENTS

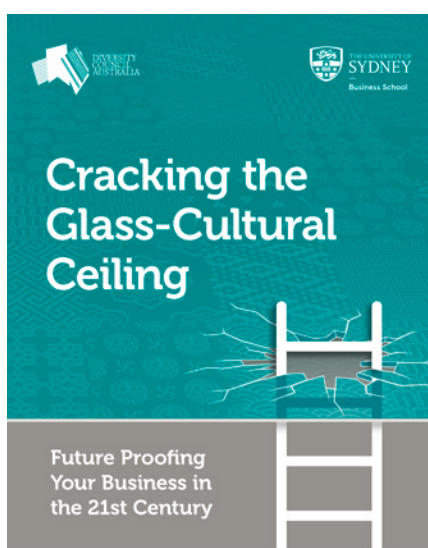
DCA's initial research launches are video live-streamed around Australia with live captioning available. Follow up launches and research updates are held in major capital cities across Australia.

Cracking the Glass-Cultural Ceiling – Melbourne launch

DCA held a Melbourne event in March hosted by Commonwealth Bank to further explore findings from our *Cracking the Glass-Cultural Ceiling* research developed in partnership with the University of Sydney, Google, Aurecon, Commonwealth Bank of Australia and Deloitte.

Dr Jane O'Leary overviewed the key research findings. Prominent company director and DCA Board member, Ming Long, then shared her career experience of being a culturally diverse woman in leadership, and led a guest panel to discuss the implications of our research for workplaces. Speakers were Ryan Burke from Commonwealth Bank; Mayuri Nathoo from Aurecon; Christy Karamzalis from Google and Gina De George from Deloitte.

Following the event DCA ran a workshop at Aurecon aimed to assist practitioners to identify what actions their organisation could take to better develop and promote culturally diverse women into leadership roles by discussing six talent keys. The facilitators of the workshop gave practitioners recommendations to better leverage/unlock the leadership talents and contributions of culturally diverse women in their organisations.



Research update in Perth

In an event in April hosted by Chevron in Perth, DCA's CEO, Lisa Annese, presented insights from two of DCA's ground breaking-research projects. Her presentation covered *Cracking the Glass-Cultural Ceiling: Future Proofing Your Business in the 21st Century* and the *DCA-Suncorp Inclusion@Work Index*.

Out at Work: From Prejudice to Pride

The findings of our study, *Out at Work: From Prejudice to Pride*, were released at an event in Sydney in August, hosted by Deloitte.

DCA's Research Director, Dr Jane O'Leary presented the research evidence and four guest speakers participated in a panel discussion exploring the findings and what practical actions organisations can take to create inclusive cultures that enable real choices about being out at work.

Speakers were Robbie Robertson from Deloitte Digital; Sharon Dickson from QBE; Dr Raymond Trau, Lead Research Investigator from RMIT and co-author of the project; and Kimberly Olsen from Trans Employment Program Australia and Uniting.

Research update in Canberra

In an event in August hosted by the University of Canberra, DCA's CEO, Lisa Annese and DCA's Chair, David Morrison AO presented insights from our latest research projects.

Presentations covered *Cracking the Glass-Cultural Ceiling: Future Proofing Your Business in the 21st Century* and the *DCA-Suncorp Inclusion@Work Index*.

Out at Work: From Prejudice to Pride – Perth launch

At an event hosted by INPEX in Perth in October, DCA members heard from Dr Raymond Trau, Lead Research Investigator at RMIT who presented the *Out At Work* findings to DCA members.

A panel then discussed what practical actions organisations can take to create inclusive cultures that enable real choices about being out at work. Speakers included Dr Trau; Toni Strutt from QBE and Mark Hodgson from Alcoa of Australia's Pinjarra Alumina Refinery.

Research update in Brisbane

In an event in Brisbane in October, hosted by Anglo American Metallurgical Coal, DCA's CEO Lisa Annese and DCA's Chair, David Morrison AO presented insights from *Cracking the Glass-Cultural Ceiling: Future Proofing Your Business in the 21st Century* and the DCA-Suncorp *Inclusion@Work Index*.

NETWORKS

Gender Equality Network

DCA's *Gender Equality Network*, proudly sponsored by KPMG and offered exclusively to DCA members, is designed to assist them in their preparations to meet reporting requirements on gender and to explore leading practice on gender equality programs. It is DCA's most popular network.

Events are live-streamed around Australia or they are delivered via WebEx provided by DCA Major Partner Cisco.

- At our first meeting in February at KPMG in Sydney, we heard from two speakers providing insights on gender equality from an Australian and global perspective. They included Sex Discrimination Commissioner Kate Jenkins from the Australian Human Rights Commission, and Professor Emerita Linda Haas from the Indiana University in the United States, an expert on gender, family policy, families and work in post-industrialised societies.
- The second meeting held at KPMG in Melbourne in June looked 'inclusion nudges'. DCA Research Director

Dr Jane O'Leary provided an evidence-based overview of what they are, why they're important, and some leading practice examples. A panel featuring representatives from the Department of Prime Minister and Cabinet, the Australian Bureau of Statistics, GHD and KPMG discussed inclusion nudges in implemented in their workplaces.

- Our third meeting held at KPMG in August in Sydney heard from the Male Champions of Change (MCC), a group working with influential leaders to redefine men's role in taking action on gender inequality. Guest speakers included Troy Roderick from MCC; Ming Long, Convenor 2017 National Group MCC and DCA Deputy Chair; and Tim Reed from MYOB and member of the MCC STEM group.
- Our last meeting for the year in December, held via WebEx, reviewed the reality of sexual harassment in Australian workplaces. Sex Discrimination Commissioner, Kate Jenkins updated the audience on the AHRC Inquiry into workplace sexual harassment and the prevalence, nature and reporting of sexual harassment in Australian workplaces. Following that, DCA's Research & Policy Manager, Cathy Brown outlined the findings so far from our consultations with DCA members for the Inquiry.

Building Cultural Capability Network

DCA's *Building Cultural Capability Network*, sponsored by Major Partner Deloitte, is a unique opportunity for members to share insights, challenges and experiences on building cultural capability within their organisations.

In an event held at Deloitte in Melbourne in June, we profiled two proactive programs providing employment pathways for asylum seekers and refugees.

Speakers were Jo Tabit, Senior Manager, Given the Chance for Asylum Seekers Program, Brotherhood of St Laurence; Michael Combs, CEO and Founder, CareerSeekers; and Hooman Mihanzadeh, Project Engineer at Lendlease.

Building Workplace Capability for Indigenous Australia

DCA's *Building Workplace Capability for Indigenous Australia* network, sponsored by Lendlease is run exclusively for DCA members.

It is designed to profile leading practice in attraction, retention and promotion of Aboriginal and/or Torres Strait Islander talent; improve understanding of Indigenous cultures and issues; build organisational capability in this area; and involve both Indigenous and non-Indigenous people to share information and build relationships.

Events are live-streamed around Australia with live captioning available or are delivered via WebEx provided by DCA Major Partner Cisco.



- Our first event in February at Lendlease in Sydney explored the Uluru Statement from the Heart and constitutional recognition. Speakers were Thomas Mayor, former chair and advocate for the Uluru Statement from the Heart; Tanya Hosch from the AFL and member of The Referendum Council, and Professor Mick Dodson from the Australian National University.
- Our second event in June, hosted by PwC Indigenous Consulting in Melbourne, investigated how Indigenous voices can be elevated to senior levels of decision-making in this country, including the C-suite and boardroom. Speakers were Jodie Sizer from PwC Indigenous Consulting; Professor Mark Rose from the Emerging Indigenous Executive Leaders Program; Michael Lacy from Richmond Football Club and Jimmy Sebire from Rio Tinto Australia.
- Our third event in September, hosted by Lendlease in Sydney, featured guest speaker Andrea Kelly, Deputy Chief Executive Officer of Reconciliation Australia discussing the process of developing and progressing a RAP, followed by presentations by DCA members sharing their RAP experience. Speakers included Robyn Freer from 3M Australia discussing their Reflect RAP; Tom Moloney from Hesta talking about their Innovate RAP; Lesley Power, from SBS presenting their Stretch RAP; and Brooke Massender, Herbert Smith Freehills outlining their Elevate RAP.
- The second event in December looked at cultural diversity and the legal profession. Speakers included Richard Gough from Baker McKenzie; Tuanh Nguyen from PwC Australia, and Immediate Past President of the Asian Australian Lawyers Association; Andrew Pike from Herbert Smith Freehills; and Mariam Veiszadeh, Lawyer and Diversity & Inclusion Consultant and soon to be DCA Members and Advisory Director.

Webinar on DCA's new constitution

Key contacts for all DCA member organisations were invited to join a special WebEx webinar in May, hosted by Cisco, about a new DCA constitution.

While the constitution has served DCA well, a review by the DCA Board identified a number of areas for improvement.

Attendees heard more about the proposed new constitution and had the chance to have their say about the changes. Speakers included DCA's Chair, David Morrison AO who overviewed the need for change; Darren Fittler, Partner Gilbert + Tobin, former DCA director and author of the new constitution who explained the key changes being recommended; Lisa Annese, DCA's CEO and Karla Dunbar, DCA's Company Secretary who facilitated member questions.

Diversity in the Legal Profession Network

Primarily for members in the legal profession, this network targets law firms and individuals working within DCA member organisations who hold a legal role such as in-house lawyers or corporate counsel. Hosted by Gilbert + Tobin in their Sydney, Melbourne and Perth offices it is extended to online participants via video conference and teleconference.

- The first event in April investigated if legal firms are doing enough to progress women to partnership level. Speakers included Dr Trish Mundy and Professor Nan Seuffert from University of Wollongong; Holly Lam from Women Lawyers Association of NSW, Susan Price from University of Sydney's Women, Work and Leadership research group, Genevieve Collins from Lander & Rogers Lawyers and Hiroshi Narushima from Gilbert + Tobin.

Inclusion@YourWork Index Results Workshop

In May, Dr Jane O'Leary and Darryl Nelson, Research Managing Director at Polity ran a WebEx workshop session for DCA members to assist them to review their *Inclusion@YourWork Index* findings. The session focused on topline benchmarks, demographic benchmarks, how to present and review the data and how to craft a business case.

CEO D&I Roundtables

DCA continued its series of roundtables with CEOs from member organisations who are some of Australia's biggest employers. At the roundtables, CEOs met with David Morrison AO, DCA Chair and 2016

Australian of the Year and DCA's CEO, Lisa Annese, to discuss opportunities and challenges for D&I in the workplace.

- The first event was hosted by Hall & Wilcox in Melbourne in July and leaders from Hall & Wilcox; Benetas; Computershare; MLC Insurance; and Toyota Australia attended.
- The second event was hosted by EY in Canberra in August and was attended by leaders from EY; Airservices Australia; Comcare; Department of Infrastructure, Regional Development and Cities; Department of Jobs and Small Business; Institute for Governance and Policy Analysis;

National Accreditation Authority for Translators and Interpreter; Office of National Assessments; Science & Technology Australia; Department of Prime Minister and Cabinet; and Transdev.

- The third event was hosted by Aurecon in Brisbane in October and was attended by leaders from Aurecon; Anglo American Metallurgical Coal; Brisbane City Council; Inspector-General Emergency Management; Queensland Fire & Emergency Services; Queensland Police Service; University of Southern Queensland as well as Dr Jane O'Leary, DCA's Director Research.

THANK YOU TO OUR PARTNERS AND MEMBERS

DCA sincerely thanks all members and sponsors for their valuable support of DCA, and in particular acknowledges the support of the following members:

Major partners (including event sponsorship, hosting and other support):

- Deloitte for providing us with office accommodation and IT support, Cisco, Gilbert + Tobin, HSBC Australia and KPMG.

DCA research sponsors:

- RMIT University, the Star Observer, Deloitte and QBE for *Out at Work: From Prejudice to Pride*
- Suncorp for the *Inclusion@Work Index*
- The University of Sydney Business School and the Australian HR Institute (AHRI) for *Benchmarking D&I Practices in Australia*

- The University of Sydney, Google, Aurecon, Commonwealth Bank of Australia and Deloitte for *Cracking the Glass-Cultural Ceiling*.

DCA event and other sponsors and supporters:

- Major Sponsor NAB, Supporting Sponsors Optus and Accenture, and Associate Sponsors Bloomberg and Hall & Wilcox for the *Annual Diversity Debate*
- Lendlease for the *Anna McPhee Memorial Oration on Diversity and Inclusion*

- Clayton Utz for the *Gender Equality Network*, and Lendlease for the *Building Workplace Capability for Indigenous Australia Network*
- Other event hosts included Anglo American Metallurgical Coal, Aurecon, Bloomberg L.P., Chevron, EY, Hall & Wilcox, INPEX and the University of Canberra
- Twitter and AHRI for co-operative marketing and events
- ANZ Bluenotes for co-publishing our Podcast, *The Art of Inclusion*.

Key diversity areas in 2018

DCA's major research projects in 2018 focused on LGBTIQ+ inclusion and being out at work, as well as drilling down further into findings of the *Inclusion@Work Index* in the areas of gender, flexible working and disability. We partnered with the University of Sydney Business School and the Australian HR Institute (AHRI) to benchmark D&I practices in Australia.

We also actively engaged with government, business and the wider community on constitutional recognition for Aboriginal and/or Torres Strait Islander peoples, freedom of religion and workplace sexual harassment.

INCLUSION BENEFITS FOR MEN & WOMEN

On International Women's Day in March 2018, DCA called on all organisations to step up their inclusion programs by encouraging men to help make gender equality a reality.

DCA's CEO Lisa Annese said research shows that inclusion benefits men and women alike.

"It's time we dispensed with the idea that gender inclusion initiatives only exist to benefit women at the expense of men.

"Our Inclusion@Work Index clearly found that everyone benefits from inclusion. This means men have nothing to lose and everything to gain from creating workplaces that are more inclusive and equitable for women," Ms Annese said.

"Our research revealed that Australian men are less supportive of their organisation taking action



to create a more diverse and inclusive workplace, yet they benefitted just as much as women from their organisation doing so.

"We found that inclusion initiatives actually boost male employees' job satisfaction, success and security as much as, and sometimes even more than, female employees!

"Clearly, more needs to be done to engage Australian men in the diversity and inclusion change process.

"While it might be a somewhat controversial view, if we want to see a gender equal world we need to recognise that we can't just keep focusing on women alone –



we also need to engage men and enable them to see that gender equality is not a zero-sum game.

“As designers of the workplace system, men are part of the problem of gender inequity, and so it follows that they are also a crucial part of the solution,” Ms Annese added.

Suncorp’s Chief People Experience Officer Amanda Revis said it was important to have initiatives focused on building an inclusive culture to support everyone, both women and men alike.

“We focus on building an inclusive environment to support our diverse workforce and leverage the diversity of thought, backgrounds, and experiences that brings. This creates innovation, a deeper understanding of our customers’ needs and improved business performance,” Ms Revis said.

“The Inclusion@Work Index findings support what we have known for some time – that gender equality benefits men and women.

“We’ve introduced gender-inclusive policies and procedures to ensure all genders are included (e.g. flexible work, parental/ carer leave, pay, promotion and development).”

DCA urges organisations to use the DCA-Suncorp *Inclusion@Work Index* findings to encourage men to support gender equality initiatives.

Key Inclusion@Work Index research findings:

Men are less supportive of inclusion than women

Men, especially Anglo, older and without caring responsibilities, show less support for inclusion. While the majority of surveyed men (69%) supported diversity and inclusion, their level of support was lower than that of women’s (82%) and other demographic groups.

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

But inclusion is actually good for men and women

Greater inclusion for men and women. In organisations which were trying to create a diverse and inclusive workplace, a similar percentage of men and women strongly agreed that they felt respected at work (32% of men, 29% of women), accepted by their

co-workers (40% of men, 34% of women), able to contribute to discussions (28% of men, 25% of women), and recognised for their contribution (24% of men, 21% of women)

Greater wellbeing for men and women. In organisations taking D&I actions, similar proportions of men and women were very satisfied with their jobs (45% men, 43% women) – and significantly more so than men and women in organisations where no action was being taken (12% men, 18% women).

Our Engaging Men report also found men benefit from gender equality

Men gain when the women and girls around them have lives which are safe and fair; their wellbeing improves when the constraints of narrow notions of masculinity are relaxed.

Men benefit from active involvement as fathers in their children’s lives.

With progress towards gender equality in workplaces, men will enjoy workplaces with greater productivity, creativity, and diversity because of the wider pools of talent and fairer processes on which they are based.

Members can access the synopsis report, infographic and full report of the [Inclusion@Work Index](#) from our website.

MYTHS ON FLEXIBLE WORKING

A major stumbling block to enabling more people to access flexible work and careers are the myths and misconceptions about workplace flexibility that abound. In April 2018, DCA identified seven commonly held myths about flexible working and presented the facts to debunk them.

DCA's CEO Lisa Annese said organisations and individuals are discouraged from engaging in flexible work by these myths and misconceptions.

"Employers often view flexible work as an inconvenience; as something to accommodate mothers but offering little benefit to the organisation. Many employees want access to flexible work but are discouraged by a workplace culture that views anything other than full-time face time work as second rate. Unfortunately, this keeps flexible work and flexible careers on the margins rather than mainstream. DCA is challenging these myths and inaccurate assumptions to explore the real truth about workplace flexibility and its benefits," Lisa said.

Myths and facts on flexibility

Myth #1: Flexibility is just an HR tool to help staff balance work-life

Reality: There is a mountain of evidence showing that workplace flexibility is actually a powerful business tool which maximises the performance and wellbeing of organisations, teams, and individuals.

Myth #2: The ideal worker is full-time 'face-time'

Reality: Flexible workers are as productive, if not more than their non-flexible colleagues. E.g. women in flexible roles are the most productive employees.

Men with high commitment to work but who create boundaries between work and home out-perform colleagues. Managers with caregiving responsibilities are rated by their staff as better managers and have more satisfied staff.

Myth #3: Flexibility is just about accommodating an individual's personal circumstances

Reality: Flexibility works best when it's designed with the team in mind. It can empower employees to solve problems, increases teamwork, reciprocity and ownership of the solution, reduces management time, and speeds decision-making.

Myth #4: Flexibility is just for new mums

Reality: Flexibility is for all workers for any reason including caring for dependents, personal development, community involvement, lifestyle reasons, to be an active grandparent etc.: Evidence shows all workers, as well as specific groups such as Aboriginal and/or Torres Strait Islander peoples, men, older and younger workers, want and need flexible work.

Myth #5: Flexibility is just another word for part-time work

Reality: Flexibility is so much more than part-time work. Flexible work is about when, where, and how work is conducted.

Flexible careers are about enabling employees to enter, exit, and re-enter the workforce, or increase or decrease their workload or career pace at different life stages.

Myth #6: Flexible workers are less ambitious

Reality: Flexibility boosts workers' career ambition as research shows that employees' career aspirations increase when flexible work is provided.

Myth #7: Flexibility doesn't work in our backyard

Reality: There's a huge body of research that shows that across all industries, job levels, and job types, flexibility drives financial performance and productivity, is linked to increased revenue, and impacts positively on client service. The secret to flexibility's success is not picking the right industry, organisation or role – the secret is simply good design and implementation.

Recognising that these misconceptions can infiltrate and undermine the effectiveness of flexibility initiatives is vital. DCA calls on Australian business leaders to heed the warning and work with their teams to reap the rewards of flexibility in the workplace.

Members can access the [*Myth Buster on Flexibility*](#) from our website.

MEN AND FLEXIBLE WORKING

Men who want to work flexibly to care for their families face high levels of discrimination, and are caught in a fault line that threatens Australia's progress towards gender equality.

Data from the DCA-Suncorp *Inclusion@Work Index*, highlighted to coincide with Flexible Working Day on June 6, revealed the troubling attitudes and career consequences that affect men with caring responsibilities, showing that:

- Male carers are more likely to report having personally experienced discrimination in the past year (25%) than male non-carers (14%)
- They are also significantly more likely to disagree that they can be themselves at work (16% of male carers disagreed or strongly disagreed versus 10% of male non-carers)
- Male carers are also significantly more likely to disagree that they can progress at work (19% of male carers disagreed or strongly disagreed compared to 9% of male non-carers).

DCA CEO, Lisa Annese, an Ambassador for Flexible Working Day, said this has a significant impact on the progress of gender equality. *"Men are the other piece of the puzzle when it comes to gender equality," she said.*

"Increasingly organisations are looking for ways to provide flexibility for women, however men with caring responsibilities, who also want to work flexibly, suffer stigma and a lack of respect. Men and women face consequences for their career progression."

She also had a message for fellow employers on Flexible Working Day. *"While a lot of great work is being done in Australia, we really haven't figured out how both men and women can be full people: with a personal and professional life.*

"I'd use this day to commit to that idea, and to bringing about cultural change because flexible work benefits everyone."

Suncorp, sponsor of the *Inclusion@Work Index*, highlights how flexibility for men and women benefits the individual and the wider organisation.

Amanda Revis, Suncorp's Chief People Experience Officer, said: *"Gender equality is a multi-faceted issue; addressing outdated attitudes towards men and flexible work is critical in progressing towards true gender equality.*

"It is vital that businesses not only offer flexibility, but also strive to overcome any stigma that holds back anyone in the workforce. Suncorp offers a broad range of flexible work practices, and importantly we encourage both men and women to take up these options.

"Having male champions for gender equality who role-model the importance of being involved in solutions is fundamental.

"Flexibility – where and when we work, and the way we work – is a key enabler of inclusion. 86% of our employees were positive about their ability to work flexibly

to suit their family and personal responsibilities, and this was considered equally important to men and women.

"People appreciate being part of a great team and achieving strong results, while being able to focus on their life priorities, such as health and wellbeing, carers' responsibilities and study."

Earlier this year, DCA showcased the benefits of flexible working in its Flexibility Myth Buster, which revealed that mainstreaming the practice can deliver improved engagement, sustainability and employer branding, among other measures of success.

"Employers can view flexible work as an inconvenience, as offering little benefit to the organisation," Lisa Annese said. "As we've demonstrated, that's not true. Until this message gets through, flexible work will be on the margins rather than mainstream."

Members can access the synopsis report, infographic and full report of the [Inclusion@Work Index](#) from our website.

LGBTIQ+ INCLUSION AND BEING OUT AT WORK

Two thirds of LGBTIQ+ employees in Australia are not out to everyone with whom they work and this significantly compromises their wellbeing and performance, according to research released in August 2018 by DCA in partnership with RMIT University, the *Star Observer*, Deloitte and QBE.

The report *Out at Work: From Prejudice to Pride* examined why LGBTIQ+ individuals share or conceal their LGBTIQ+ identity or status at work and what Australian organisations can do to make their workplace safe and inclusive for LGBTIQ+ workers to be themselves.

The report found only 32% of LGBTIQ+ employees are out to everyone at work and those who aren't out are twice as likely to feel down compared with employees who are out, and 45% less likely to be satisfied with their job.

Key report findings:

Who's Out at Work?

- While 74% of LGBTIQ+ respondents in our survey told us that it was important to them to be able to be out at work, only 32% were out to everyone with whom they work
- This figure dropped even further for workers with more than one LGBTIQ+ attribute (e.g. they may be transgender and gay) – only 14% were out to everyone at work
- 16% of bisexual workers were out to everyone at work

- 28% of workers who are trans or gender diverse were out to no one at work – compared to only 4% of LGB workers
- One in two LGB workers openly talk about their identity with colleagues versus only one in ten doing so with their clients/ customers.

Why Does Being Out at Work Matter?

Concealing Compromises Wellbeing. LGBTIQ+ employees who are not out to everyone at work are twice as likely to feel down compared with employees who are out to everyone at work, and 45% less likely to be satisfied with their job.

Being Out at Work Drives Performance. LGBTIQ+ employees who are out to everyone at work are 50% more likely to innovate than workers who are not out to everyone; 35% more likely to work highly effectively in their team; 28% more likely to provide excellent customer service.

LGBTIQ+ Inclusion Also Drives Performance. Employees in organisations which are highly LGBTIQ+ inclusive are at least twice as likely as employees in non-inclusive cultures to work effectively, innovate, and provide excellent customer service.



What Enables 'Outness' at Work?

It's More Than Just Policies: Culture is What Counts. LGBTIQ+ people in highly inclusive cultures are three times as likely as workers in non-inclusive cultures to be out to everyone at work.

Genuine Bold Leadership is Critical for Culture. LGBTIQ+ people in organisations with strong LGBTIQ+ leadership were one and half times as likely as workers with none, to be out to everyone at work.

But Policies Are Still Important. Policies and strategies that recognised the specific needs of and sometimes just the existence of LGBTIQ+ people were the next organisational factor most strongly correlated with LGBTIQ+ people feeling comfortable to share their identity or status at work.



Lisa Annese, DCA's CEO, said genuine workplace inclusion is still eluding LGBTIQ+ employees.

"Despite last year's victory on marriage equality, a large proportion of LGBTIQ+ employees are still not comfortable being themselves at work. And yet hiding who they are can be costly not only to their own well-being, but also to the organisations they work for and the broader Australian economy."

"This report comprehensively quantifies the business case for creating LGBTIQ+-inclusive workplaces in Australia."

"I urge employers to take a good look at what they can do to take advantage of the benefits; not only for their LGBTIQ+ employees but for their organisation as a whole," said Lisa.

RMIT School of Management lecturer and Out at Work lead research investigator Dr Raymond Trau said much of the existing research highlighted that while coming out at work is beneficial, it could have consequences.

"This research highlights the complexities of coming out at work. It's an ongoing dilemma for many LGBTIQ+ workers, particularly when they start a new job or meet new coworkers. It means different things to different people," Dr Trau said.

Cindy Hook, CEO of Deloitte Australia that sponsored the research said: *"All employees deserve to be treated equally in the workplace, with dignity and respect. It's my hope that this research will help organisations better understand the unique challenges and bottlenecks that might be impacting their own people."*

Vivek Bhatia, CEO of the Australian & New Zealand Operations of QBE Insurance that also sponsored the research said: *"This research is important to help us understand what motivates people to be out at work and the positive impact that can have on wellbeing and performance. More importantly, I hope this will help us, and the wider business community, identify and address any barriers that so we can create a truly inclusive culture."*

Drawing on these findings, DCA has crafted an organisational framework to create LGBTIQ+-inclusive cultures.

Members can access the [synopsis report](#), [infographic](#) or [full report](#) from our website.

CONSTITUTIONAL RECOGNITION FOR ABORIGINAL AND/OR TORRES STRAIT ISLANDER PEOPLES

The issue of recognition of the unique status of Aboriginal and Torres Strait Islander peoples in our country's history is of significant interest to DCA and our members and we welcomed the opportunity to make this submission.

DCA, on behalf of its members, seeks to promote and facilitate reconciliation between the wider Australian community and Aboriginal and/or Torres Strait Islander peoples, specifically with respect to better labour market engagement and recognition of the talents and untapped potential of Aboriginal and/or Torres Strait Islander peoples.

Collectively, DCA members represent more than ten per cent of the Australian workforce. We believe it is important for these organisations to express a view on matters of reconciliation as they play a major role in bringing it to life, especially through active engagement with Aboriginal and/or Torres Strait Islander communities in workplaces and in the wider economy.

Contributing their perspective to the *Joint Select Committee on Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples' Interim Report* was one key way in which Australian organisations can contribute pragmatically to reconciliation.

With this in mind, we surveyed our members to enable DCA to represent their views in our submission to the Joint Select Committee.



In summary, this survey revealed the vast majority of DCA members who responded:

- Supported DCA advocating on their behalf for recognition of Aboriginal and/or Torres Strait Islander peoples in the Constitution (91%); and
- Reported that Aboriginal and Torres Strait Islander peoples were best placed to lead the design of any constitutional recognition (97%).

Responding DCA members also indicated that they would value additional information and resources to enable their organisation to support a 'Yes' campaign.

On the basis of these views, DCA made the following recommendations in its submission in September 2018.

1. The Australian government should proceed with a process to achieve constitutional recognition, enshrining in the Constitution a voice to the Parliament.
2. The Australian government should ensure that Aboriginal and/or Torres Strait Islander peoples lead the design of that constitutional recognition.
3. The Australian government invest in an educational campaign targeting the general population and the business community to raise awareness about the benefits that constitutional recognition would have for all Australians, and how this constitutional recognition would work in practice.

DCA remains committed to continuing to consult with and provide support to our members to meet this end, and doing so with the support and guidance of an Aboriginal and/or Torres Strait Islander External Advisory Panel.

Our [submission](#) can be accessed from the website.

DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel was established in September and is an external group that provides guidance and advice on DCA's Aboriginal and/or Torres Strait Islander Constitutional Recognition and Reconciliation activities.

The Panel is made up of respected Aboriginal and/or Torres Strait Islander community members across country, with representatives throughout Australian states and territories including:

- Kate Russell – Awabakal (NSW): DCA Aboriginal and/or Torres Strait Islander External Advisory Panel Chair; DCA Board Director; Director Diversity and Culture, NSW Department of Planning and Environment
- Luke Briscoe Kuku –Yalanji (QLD): Co-Founder and Company Director, Indigilab
- John Paul Janke – Wuthathi (QLD) and Murray Island (TSI): Communications Director, Rork Projects
- Lauren Letton – Ngarrindjeri (SA) and Narungga (SA): Planning and Audit Officer, South Australia Police
- Thomas Mayor – Zenadth Kes (TSI): Northern Territory Branch Secretary, Maritime Union of Australia
- Jason Mifsud – Gunditjmarra (VIC): Managing Director, Mifsud Consulting
- Nareen Young – Inner City Sydney (NSW): Professor Indigenous Policy (Indigenous Workforce Diversity), University of Technology Sydney.

The Panel meets regularly throughout the year to assist us to promote and facilitate, on behalf of our members, reconciliation between the wider Australian community and Aboriginal and/or Torres Strait Islander peoples, specifically with respect to better labour market engagement and recognition of the talents and untapped potential of Aboriginal and/or Torres Strait Islander peoples.

WORKPLACE SEXUAL HARASSMENT

According to the Australian Human Rights Commission, in the last 12 months, 23% of women and 16% of men have experienced sexual harassment at work in Australia.

DCA is passionate about stopping the scourge of sexual harassment at work, and we believe a key way to do this is by highlighting the work being done by DCA members.

DCA sought to make a submission on behalf of members to the Australian Human Rights Commission's National Inquiry into Sexual Harassment in Australian Workplaces to assist the Sex Discrimination Commissioner, Kate Jenkins, to formulate recommendations for change. Our submission focused on what leading organisations are doing to

prevent and respond to workplace-related sexual and sex-based harassment, and the resources that Australian organisations need to make workplaces safer for everyone.

To inform our submission, we designed a survey for D&I practitioners, legal teams and other interested parties in our member organisations to tell us about the policies and programs they have in place at their organisations, and what resources would be helpful for organisations to prevent sexual harassment at work.

The Australian Human Rights Commission has also specifically asked DCA to collect examples of leading practice responses to workplace-related sexual and sex-based harassment from our members.

The survey was deployed in November 2018 and the final submission was made in March 2019.

DISABILITY DISCRIMINATION

As the world prepared to mark the International Day of People with Disability, some sobering statistics highlighted the state of affairs for many organisations in Australia.

Data from the DCA-Suncorp *Inclusion@Work Index* released in December 2018 showed that across many industries those with disability are among the most discriminated in Australian workplaces, second only to First Nations Peoples.

The findings revealed that 34% of people with disability had personally experienced at least one incident of harassment and/or discrimination in the past 12 months, compared to only 21% of people without a disability.

These numbers prove that not only are people with disability experiencing lower workplace participation and higher unemployment; those who are in work suffer from exclusionary

behaviour, such as experiencing and witnessing harassment and/or discrimination.

DCA's CEO, Lisa Annese, said Australia needs change, and she highlighted the benefits that would come with this.

"The story emerging from this data is not acceptable. On the International Day of People with Disability – and indeed beyond – I'm calling for change to a mindset that is clearly harming Australian workplaces and participants who navigate it with some form of disability – whether visible or not.

"When we strive for change, the Inclusion@Work Index shows that inclusion of people with disability is good for business. When we

looked at the experiences of people with disability in inclusive teams compared to those in non-inclusive teams, we found effectiveness almost 30 times greater. Discretionary effort was two and a half times that of non-inclusive teams, and customer service was six times higher. They were six times less likely to experience harassment and/or discrimination in the past year.

"This is inclusive leadership in action, and it is a benchmark for the whole country to aspire to," said Lisa.

Members can access the synopsis report, infographic and full report of the [Inclusion@Work Index](#) from our website.

BENCHMARKING D&I PRACTICES IN AUSTRALIA

The University of Sydney Business School first surveyed DCA and Australian HR Institute (AHRI) members in 2015 to assess trends in D&I strategies from the perspective of D&I professionals.

A follow up survey was conducted in 2018 and a second report released in November. The insights obtained provide important information on what is working and what isn't and how D&I initiatives can be better tailored to ensure inclusion and equality in Australian workplaces.

Key findings of 2018 survey:

- While 63% reported that their organisation had a formal D&I strategy and 84% noted that they have a written policy on equal employment opportunity (EEO) initiatives and/or D&I strategies, only 22% stated that their organisation measured the impact of D&I initiatives and strategies



- There was a notable drop in the percentage of practitioners reporting that their organisation measured the outcomes of D&I initiatives – from 41% in 2015 to 22% in 2018.
- Organisational initiatives appear to be highly focused on gender inclusion and equality – much more so than other diversity dimensions, particularly inclusion and equality for people with a disability. While 81% of practitioners agreed their organisation “encourages the career progression of both men and women”, only 39% agreed that their current organisation “encourages the career progression of people with disabilities” – and in fact, this percentage had dropped from 44% in 2015.
- There was a unanimous response regarding the need for greater support in terms of broader buy-in, resources, time, budget, data, accountability and recruitment in order to improve their effectiveness as D&I practitioners.
- There was a broadening in the role of D&I practitioners with only 19% (cf 32% in 2015) indicating that they focused solely on D&I related strategies and initiatives.
- There was a fragmentation in the reporting mechanisms regarding D&I outcomes with 68% noting that they reported internally to the board and/or the senior executive team, while only 48% reported in the organisation’s Annual Report.
- While D&I initiatives are voluntary policies located at the workplace level and monitored by a business case driver, 63% of respondents stated that there should be stronger legislative/regulatory rules around D&I management highlighting strong support for a compliance based/social justice approach.
- D&I practitioners reported that their organisation’s D&I initiatives were most likely to be very effective at minimising discrimination claims (14%), increasing quality of recruitment (12%), and increasing employee perceptions of fairness and justice (12%), and least likely to report that initiatives were very effective at increasing customer diversification (7%) and market penetration (8%) – suggesting a missed opportunity for leveraging D&I for business benefits.
- Invest in measuring the impact of D&I initiatives
- Consider inclusion and equality beyond gender – in particular for people with disability
- Support the D&I practitioner’s ability to effect change and to promote accountability in the organisation
- Support stand-alone D&I roles instead of allocating the D&I role as an additional responsibility to the HR portfolio – this will ensure there is time to adequately collaborate with internal senior management and staff and external stakeholders while championing the implementation and management of D&I initiatives
- Provide a transparent process of reporting while considering the areas of improvement.

The [full report](#) can be accessed from the website.

Key recommendations following 2018 survey:

- Ensure access to senior partnership ranks and elicit buy-in for D&I strategies
- Position D&I as a business tool to increase customer diversification and market penetration – rather than only as a tool to assist with staff attraction and retention
- Provide greater resourcing to D&I practitioners to measure the real impact of D&I initiatives
- Go beyond having a written D&I policy to creating a formal D&I strategy

Our people

DCA's outstanding team of dedicated professionals includes is representative of many diversity dimensions including age, cultural and religious diversity, disability, gender, Indigenous and LGBTIQ+:

LISA ANNESE

CHIEF EXECUTIVE OFFICER

Lisa Annese has been the Chief Executive Officer of DCA since June 2014. In this role she leads debate on diversity and inclusion in the public arena and delivers innovative diversity practice resources for Australian businesses and supports them improve their inclusion capability.

Under her leadership, DCA has conducted a broad array of ground-breaking, 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 building Asian Leadership Capability, supporting individuals being "Out at Work", main-streaming flexible work and creating inclusive workplaces.

Lisa has also established a wide program of events for DCA members including the Annual Diversity Debate in Sydney and Annual Diversity and Inclusion Oration in Melbourne.

In 2018, Lisa was named one of the AFR's 100 Women of Influence. She is a regular contributor to publications including *The Guardian* and *Huffington Post*.

She also makes regular appearances on ABC's *The Drum* and speaks widely and publicly in all areas of D&I.

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

Some of her career highlights include:

- Advocating for policy action in areas including government funded paid parental leave, closing the gender pay gap, achieving Australian Marriage Equality, maintaining protections in the *Race Discrimination Act* (Cth 1995) and more recently advocating for greater representation of women and girls in STEM careers and reducing the incidence of sexual harassment and violence against women
- Representing DCA at the United Nations Alliance of Civilisations in both Doha (Qatar) and Kerala (India)
- Working as the first dedicated Diversity Leader at Corrs Chambers Westgarth who later won the Lawyers Weekly Firm Diversity Award
- At the Workplace Gender Equality Agency (formerly 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: CEO's Get Real About Women in the Workplace*".

Lisa has a business degree from UTS (Sydney) and a Graduate Diploma in Human Resources. She is raising three independent and broad-minded daughters with her husband in Sydney, along with a large contingent of dogs, birds and rabbits.

CATHY BROWN

POLICY & RESEARCH MANAGER

Cathy comes to DCA from a background working as a political advisor across a range of offices in Government and Opposition.

Cathy was an advisor to the NSW Education Minister where she oversaw the introduction of new programs such as an intensive reading centre of excellence, piloting of an anti-bullying initiative for LGBTI students, and dramatic changes to the way support for students with a disability could be provided in schools.

Before that, Cathy worked in policy at the ABC.

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

Cathy is passionate about equality, diversity and inclusion and is a community activist for LGBTI people and their families.

Cathy lives in Marrickville with her partner, two kids and cat, Paulie. In her spare time Cathy is a Commonwealth registered Marriage Celebrant.

MAREE BURGESS

KNOWLEDGE PROGRAM FACILITATOR MELBOURNE

As a coach, trainer, facilitator and author, Maree has spent the last couple of decades developing others and helping them bring out their best.

As well as her work with DCA, Maree provides programs to help leaders, teams and individuals communicate more effectively to create high performance and thrive through change. As a people and change expert, she is obsessed with helping others collaborate, work and play well together.

Her diverse variety of careers includes working in a Forestry Commission in a small rural town; as a state registered nurse at a major Melbourne trauma hospital; several senior roles in banking, before commencing her own consultancy practice in 2003.

Maree has a passion for working with women and building a pipeline of females ready to step up into more senior roles. Her book 'The XX Project - Giving women the skills and confidence to step up in the corporate world' was published in 2015.

ROSE D'ALMADA-REMEDIOS

RESEARCH MANAGER

Rose has been with DCA since 2017, working in the role of Research Manager. In this role, she works in the development, planning, and writing of research projects, as well as engaging in a number of key research activities.

Rose has a Bachelor of Business (Hons) in Management and Human Resources from the University of Newcastle.

She comes from a background of academic research, and is currently undertaking a PhD in religious diversity and expression in the workplace. As well as an interest in diversity and inclusion, her other research areas include retention and turnover.

Rose currently also lectures in Human Resources at the University of Newcastle.

KARLA DUNBAR

COMPANY SECRETARY / GOVERNANCE, POLICY & RESEARCH OFFICER

Karla assists DCA's government relations and policy activities, as well as contributes to the development, design, and delivery of DCA research projects.

Karla also provides Board administration and management and facilitates the company's corporate governance processes as DCA's Company Secretary.

Karla has a Bachelor of Laws and a Bachelor of Arts, majoring in Politics and Journalism from the University of Notre Dame Australia.

Currently living on Sydney's Northern Beaches, she is completing her Graduate Diploma of Legal Practice, whilst volunteering for various community groups.

SIMONE EMPACHER EARL

OFFICE MANAGER / EA TO THE CEO

Simone joined DCA in 2013 as the Office Manager and Executive Assistant to the CEO. She provides high level administrative support to the CEO but also plays a crucial role in managing DCA memberships, accounts, handling proposals for consulting work and providing assistance with event management.

Simone has a pertinent understanding of business coordination, bringing over ten years of office management and administration experience to DCA.

Simone's career has spanned across the entertainment, government, banking & finance and FMCG industries.

Simone also works with the Attorney General & justice Department on a contract basis within their restorative justice programs. In her spare time she also volunteers with various Sydney and regional community groups.

YVETTE EDWARDS

EVENTS COORDINATOR

In early 2018, Yvette moved from her role as Member Services Coordinator into the DCA Events Team. As Events Coordinator, Yvette manages the CEO Roundtables hosted by DCA Chair, David Morrison and DCA CEO, Lisa Annese.

She also assists DCA's Events Manager, Sue Flockart in delivering a full calendar of cutting edge diversity and inclusion events and is the point of contact for Sydney based events.

Yvette originally started with DCA in 2009 as Office Manager and Executive Assistant to the then CEO, Nareen Young. Her experience in the EA role and Memberships team over the years has afforded Yvette a broad knowledge of DCA's processes and operations.

Her work history revolves around various EA/PA and event management roles in a range of industries. Yvette has a Bachelor of Arts majoring in philosophy and psychology from The University of Sydney.

VERONICA EULATE

MEMBERSHIP SERVICE ADMINISTRATOR

Veronica comes to DCA with a background working in health policy and planning, with a focus on HIV and other health issues facing lesbian, gay, bisexual, transgender and intersex (LGBTI) communities.

She was previously employed at ACON, Australia's leading health promotion organisation specialising in HIV prevention, HIV support and LGBTI health, where 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.

Working part-time at DCA in the Membership Services Team, Veronica supports the administration functions required to enable effective engagement with members. Veronica also runs a side business dedicated to the art of handmade, human centred accessory design seeking to promote the power of visibility through style.

Through professional and personal experience, Veronica is passionate about sexuality and gender diversity and aims to contribute to a diversity-positive approach in public life.

Hailing from Washington D.C. with Bolivian roots, Veronica holds an academic background in Communications and Social Policy.

SUE FLOCKART

EVENTS MANAGER

As Events Manager, Sue's role is to work in partnership with DCA members to present a comprehensive Diversity & Inclusion events calendar, including face to face events, teleconferences, research launch events, corporate networking and DCA's annual diversity debate and annual oration. All DCA events are designed to ensure that the members have access to cutting edge diversity thinking with a focus on commercial application for member businesses within the workplace to drive best practice.

Sue's key focus in this role involves liaising with academics, industry, and DCA members to engage speakers and coordinate the timely delivery of a robust calendar of events.

Sue joined the DCA team in February 2012, and prior to that she has spent the past 16 years working within the broader exhibition and events industry.

Her breadth of event experience includes major corporate events, sporting and tourism events, and trade exhibitions. As a senior events manager she worked in a privately owned trade event company, Groupe Grand Sud, for five years to deliver three significant retail trade events. Prior to that she spent eight years working for global sports marketing company, International Management Group (IMG), on a number of events.

Sue initially started her career as Membership Coordinator, for the then peak tourism industry 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 has a Bachelor of Arts degree from the Royal Melbourne Institute of Technology (RMIT). She lives in Melbourne, with her husband and two children.

TRACY HOCKING

DIGITAL CONTENT & SOCIAL MEDIA ADVISOR

Tracy supports a broad range of communication activities. She is striving to improve the organisation's online and social media presence.

Prior to her appointment to DCA, Tracy spent three years at Cystic Fibrosis Victoria (CFV), managing various print and electronic communications seeking to raise awareness and understanding of cystic fibrosis (CF), promoting the work of the organisation and supporting the fundraising activities of this small not-for-profit.

During this time Tracy has steadily developed the social media strategy of CFV and helped build a highly engaged CF community. Tracy has also worked in a communications / public relations / marketing capacity in the not-for-profit sector, predominantly in health and medical research related areas.

Tracy holds a Bachelor of Arts (Hons) from Monash University and has undertaken Graduate Certificate of Communication at the Deakin University. She lives in Melbourne with her husband, two daughters and Pearl the pampered pussycat.

ANDREW LEGG

RESEARCH MANAGER

Andrew has been working on a contract basis with DCA since June 2015, providing assistance and guidance with data analysis and interpretation on various projects.

Andrew is a qualified and practicing clinical psychologist, working privately in Melbourne, with previous experience at Peter MacCallum Cancer Centre.

Andrew has a Master of Psychology (Clinical) and was awarded the Australian Psychological Society (APS) College of Clinical Psychologists Student Prize for The University of Melbourne in 2012.

Andrew has experience in undertaking quantitative research (presenting his Masters research at the XIII International Congress on The Disorders of Personality in Copenhagen), and has taught research methods as a class tutor at The University of Melbourne's School of Psychological Sciences (MSPS) for five years.

He is also involved in the development of teaching resources in research methods at MSPS.

ANDREA MALTMAN RIVERA

COMMUNICATIONS ADVISOR

Andrea is a journalist, writer and communications specialist. As a passionate advocate for equality of opportunity, she joined DCA in November 2017 and brings a bang to their communications and publications, ensuring they engage and attract members to all areas of diversity and inclusion.

As well as writing and editing DCA's editorial suite, she is working with fellow team members to produce a podcast that leads the diversity discussion in Australia.

Andrea's freelance work features in the Guardian, Spectator, BBC and New Scientist.

She also blogs for the Huffington Post. Currently, she lives in Melbourne with her husband and their Border Collie, Lupo.

ANDREW MAXWELL

KNOWLEDGE & DEVELOPMENT MANAGER

As DCA's Knowledge and Development Manager, Andrew is passionate about bringing our research to life, providing members with engaging practical tools, lively discussion and lived experience of inclusive workplaces backed up by the latest research.

An award winning Facilitator and Coach, Andrew has worked across Australia, the United Kingdom and Asia for a range of companies including the Australian Broadcasting Corporation, Virgin, the British Broadcasting Corporation, KPMG and the Royal Horticultural Society.

Andrew believes organisations are more competitive, innovative and empowered when employees can bring their full selves to work.

As well as his work with DCA Andrew is a counsellor and psychotherapist and is completing his Masters in Social Work with a focus on mental health in the workplace.

JANE O'LEARY

RESEARCH DIRECTOR

Jane 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 DCA's mission to work in partnership with members to generate ground breaking diversity research that enables Australian organisations to fully leverage the benefits of a diverse talent pool. Since then, Jane has worked in partnership with leading diversity thinkers and practitioners in business and academia to conceive of, design and implement innovative research projects, which enable Australian organisations to re-imagine and reconfigure the way they manage talent in today's dynamic operating environments. She 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 Masters of Education degree, which focused on the area of women in leadership. Prior to joining DCA, Jane worked in the Equal Opportunity for Women in the Workplace Agency (EOWA) assisting employers on issues relating to diversity and inclusion.

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.

On the basis of her work in this role she was awarded a Medal for Significant Contribution to the Australian Public Service in 2001.

CATHERINE PETTERSON

OPERATIONS & COMMUNICATIONS DIRECTOR

Catherine is Operations & Communications Director and is responsible for internal systems and external communications strategies to ensure DCA can deliver services effectively, retain members and attract and grow the membership base.

Catherine joined the organisation in 2004 and was its Communications Director, planning and managing communications activities to provide a persuasive rationale for DCA membership to employers. In this role, her key responsibilities included writing and/or editing DCA's regular publications as well as its Annual Report and all other member communications. She was responsible for DCA's website and emarketing capability, and the introduction of a new customer relations management system, all of which have created more effective ways of engaging and communicating with members. She also had oversight of DCA's event program.

Catherine acted in the role of CEO after the departure of Nareen Young and prior to the appointment of Lisa Annese in June 2014. Since then, in addition to communications, she has taken on the operations portfolio and works with the CEO to improve systems, policies and processes to ensure DCA is able to deliver services effectively and improve its performance.

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.

Prior to DCA, she worked at public relations firm Hinton & Associates where she provided 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'.

Catherine has a Bachelor of Commerce degree from the University of Melbourne and a Master of Arts degree in Communications from Monash University. She lives in Melbourne with her husband and two children.

DANIELLA SEGAL

MEMBERSHIP ADVISOR

Daniella Segal joined DCA in a newly created role as Membership Advisor in Melbourne.

This role allows Daniella to support the Members & Advisory Director, and the broader DCA team with recent growth in memberships. The core of her role is to cultivate and foster existing and new members and assist them in their D&I journey.

Daniella was previously working as the Business Development and Relationships Manager for online social enterprise EthicalJobs.com.au focusing on connecting not-for-profits, education providers and various government bodies with the best possible candidates to maximise their impact and make the world a better place.

She loves working with clients and members to get the best possible outcomes to meet their needs.

Daniella has always been passionate about social justice and is currently a volunteer at Fitted for Work, a women's economic empowerment organisation which helps women get and keep work.

She also has a passion for the great outdoors, and can be spotted running along the Yarra trails with her wolfhound Elmo, or sampling Melbourne's vegan culinary delights on her rest days.

KAREN SOO

PARTNERSHIPS & PROGRAMS DIRECTOR

As the Director for Partnerships & Programs, Karen develops strategic relationships, new high level membership programs, DCA's D&I community and sponsorships to build and strengthen DCA's position and exposure. Occasionally Karen is the informal DCA photographer.

Karen has a marketing and strategic business background working with organisations such as CanTeen, Teenagers Living with Cancer, 2CCR, IKEA Shanghai, Admerasia New York, Village Roadshow, SeeBeyond / Sun Microsystems and Optus / CCTV.

Career highlights include developing key fundraising programs for CanTeen, launching CCTV and NHK in Australia, driving first time innovation and cultural programs for IKEA Shanghai to developing the Asian American cross-cultural markets in the US.

Karen advocates and supports social justice, cultural diversity and the representation of the Australian Asian community in government, business and media.

Prior to joining DCA, Karen was the Executive Officer at the Haymarket Chamber of Commerce and continues on their Executive Committee Board to advocate and promote the Sydney Asian segment in place making, tourism, government and business. Karen is also on the NSW State Government Advisory Panel for Sydney's Chinese Gardens of Friendship and sits on planning and cultural committee groups in Sydney.

Karen has a Bachelor of Communications at University of Technology, Sydney and has a passion for culture, well-being, philosophy, psychoanalysis and politics.

MARIAM VEISZADEH

MEMBERS AND ADVISORY DIRECTOR

As Members and Advisory Director, Mariam is responsible for executing DCA's member strategy and will deliver excellent member services, advice and support.

Mariam was born in Kabul, Afghanistan and fled as a refugee to Australia where she became a qualified and practicing lawyer working in major Australian corporates.

Her most recent corporate role was with Westpac where she was Inclusion & Diversity Consultant.

Through her various ambassador roles, her social media platforms and her speaking and media appearances, Mariam is a fearless advocate for equal opportunity, diversity and inclusion for all.

Mariam has many accolades to her name including Fairfax Daily Life's Woman of the Year 2016. She is also on the board of Our Watch, writes regularly across a wide range of publications, started the Islamophobia Register and was one of the subjects of Tara Moss profiled in her ABC program on cyberbullying.

Our 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. Our directors are:

LIEUTENANT GENERAL (RETIRED) DAVID MORRISON AO

David served as an officer in the Australian Army for over 36 years, retiring in May 2015. His final appointment was as Chief of Army, a position he held for four years. During his military career he saw operational service in Bougainville and East Timor and held a broad range of leadership and management positions. He was appointed as an Officer in the Order of Australia in 2010.

During his tenure as the Chief of Army, David took a strong public stand on matters of military culture especially those related to increasing gender and cultural diversity in the Army.

He is committed to improving the opportunities for men and women to reach their potential through developing a greater appreciation of the benefits of more inclusive and diverse societies. Since 2013, he has been a member of the Male Champions of Change, a group of male leaders advocating for and acting to advance gender equality.

David was appointed Australian of the Year in January 2016, in recognition of his role as an equality advocate.

David is the Chair of the DCA Board.

STEPHEN BARROW-YU

EXECUTIVE DIRECTOR, PEOPLE & CHANGE AT KPMG

Stephen is Executive Director, People & Change at KPMG. Prior to this, from 2009 to 2017, he worked for NAB where he held a number of senior People and Change roles at the Bank. His most recent role was Executive General Manager, People, Culture and Capability across the NAB Group.

Stephen relocated to Australia in 2007 and assumed the position of Executive Director, HR with Telstra.

Prior to this Stephen worked for The Hong Kong and Shanghai Bank (HSBC) 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 is also an inaugural Director on the Board of the Victorian Pride Centre, an initiative of the State Government of Victoria to build and run Australia's first LGBTI Pride Centre. Stephen holds a BSc. (Hons) in Management Science and a Masters in organisational psychology.

Stephen is on the HR Committee of the DCA board.

ALEC BASHINSKY

MANAGING PARTNER, BLACKHALL & PEARL TALENT SERVICES

Alec Bashinsky is currently the Managing Partner, Blackhall & Pearl Talent Services which focuses on HR/Culture Transformation, Future of Work, the Talent Experience and Diversity & Inclusion through the facilitation of advanced AI tools and insights across Asia Pacific.

Prior to this, Alec was with Deloitte Australia for thirteen years, originally as CHRO – National Partner, People & Performance reporting directly to the CEO. He was also Deloitte’s Asia Pacific CHRO reporting into the Regional APAC CEO. In this role, Alec was responsible for 55,000 employees in the APAC Region (over 7,000 employees in Australia) with offices in more than 120 cities in over 20 countries and a team of over 200 people.

His mandate was to drive a performance culture and build leadership capability through establishing leadership development, talent identification, performance culture, diversity, employee engagement and shaping the workforce of the future as part of innovating the People strategy for Deloitte. His APAC Talent strategies included a strong focus on mobility throughout the region along with driving one ‘Asian voice.’

He significantly realigned the Deloitte HR offering including differentiated and segment talent, globally optimised talent practices and predictive and analytical data integration with the business functions.

He has initiated a number of successful People strategies for Deloitte such as the Inspiring Women strategy, D. Academy (for Graduates), Cultural Diversity, Design Thinking, Wisdom Workers as well as building Talent pipelines, Succession planning and more recently he has project led the ‘Re-Inventing of Performance Management’ framework globally for Deloitte.

His team embraced social media into their internal Talent process as well as external branding and recruitment apps and have also developed Deloitte’s Open Talent Platform under the Workforce of the Future strategy.

In October, 2011 Alec was again awarded the Best HR Director of the Year in the prestigious Australian HR Awards, an award he also won in 2006. In March 2006, Alec was also awarded the “Human Resources Leader of the Year” at the National Human Capital Leadership awards.

Alec is a Board Member of the Deloitte Foundation and is also a business advisor and sits on the Boards for HR OnBoard, Nvoi Ltd and Career Life Money.

Alec’s previous role was as Senior Director Human Resources – Japan & Asia Pacific for PeopleSoft Inc. Originally recruited into the role to manage the smooth acquisition of the JD Edwards Organisation, which made PeopleSoft the second largest software solutions provider in the world.

Prior to this, Alec was the Group Manager - Human Resources for Cisco Systems for Australia /New Zealand for 3.5 years and during his time at Cisco, Alec achieved unique back-to-back Hewitt Best Employer status in 2002 and 2003 along with the ‘Outstanding Contribution to HR’ award again at the Australian HR Awards.

Prior to this Alec was the Asia Pacific HR Manager for 3Com and amongst his other achievements saw him tackle unique challenge of being the HR Director for the market entry of Toys R Us into Australia.

Alec is on the HR Committee and IT Committee of the DCA Board.

TIM FAWCETT

DIRECTOR CORPORATE AND GOVERNMENT AFFAIRS, CISCO SYSTEMS AUSTRALIA AND NEW ZEALAND

Tim Fawcett is the Director of Corporate and Government Affairs for Cisco Systems Australia and New Zealand and is Chair of Cisco's ANZ Social Innovation and Corporate Social Responsibility Committee.

In addition, Tim is the co-chair of Cisco's Working @ Cisco initiative which is tasked with helping Cisco to become an employer of choice through a focus on diversity, inclusion and workplace flexibility, which Tim views as a cornerstone of the sustainability of modern businesses.

Tim is a Director of LaunchVic, Vice-Chair of the Melbourne Networked Society Institute at University of Melbourne and an Ambassador for the Snowdome Foundation.

He holds a Master of Public Policy from the ANU and an honours degree from LaTrobe University. He is a member of the Australian Institute of Company Directors.

Tim Chairs the IT Committee of the DCA Board.

NICK FERNANDO

HEAD OF CONSUMER DEPOSITS AND EVERYDAY BANKING, WESTPAC GROUP

Nick Fernando is a highly accomplished, results-oriented Senior Executive who combines strong leadership capabilities with high calibre general management skills. He has over 15 years of Retail Banking experience in strategy and product management including P&L management of retail products generating over \$3.5B revenue pa. Nick also has cross-sector experience across Engineering, Telecoms, Consulting and Financial Services.

Nick is currently the Head of Consumer Deposits and Everyday Banking for the Westpac group of Brands. Before that, Nick was General Manager of Deposits, Distribution Analytics & Retail Pricing at the CBA. Nick also held a number of senior management positions across Retail Pricing, Home Ownership and Group Strategy at the CBA.

Prior to joining the CBA, Nick was a management consultant at Bain & Company working primarily with Financial Services and Telecommunications companies.

He has also worked as a Senior Engineer designing major buildings and tunnels in different countries.

Nick brings to the table an understanding of contemporary diversity and inclusion issues, particularly cultural diversity and has a unique perspective as a first generation Asian Migrant in a senior corporate role. He was also the Chair of Commonwealth Bank's cultural diversity network, Mosaic and actively championed cultural diversity with the CEO and Group Executives.

Nick holds a First Class Honors degree and a Doctorate (PhD) in Engineering and an MBA.

Nick finished his term on the DCA Board in June 2018.

ELIZABETH HRISTOFORIDIS

LEAD SUPERVISOR, CLOSE AND CONTINUOUS MONITORING COMMISSION,
AUSTRALIAN SECURITIES AND INVESTMENTS COMMISSION (ASIC)

Elizabeth is a collaborative, authentic, strategic, performance-oriented leader with strength in cultivating networks and partnerships and engaging effectively with stakeholders in dynamic, multifaceted environments to effect change. She has depth and breadth of leadership experience across the public, private and 'for-purpose' sectors with proven accomplishments in setting strategic direction, executing organisational strategy, and leading transformational change. She is deeply committed to inclusion and diversity, actively promoting differences of thought and perspective to inform decision making and also has expertise and experience in public and regulatory policy development, corporate and financial services regulation, and compliance, risk management and good governance.

Working at ASIC since 2003, Elizabeth is an active member of its Diversity Council and Pride in Diversity's Executive Ally Network, and a former member of ASIC's Multicultural Access and Equity Committee.

As the inaugural Chair of ASIC's Accessibility Committee, she led the implementation of a number of initiatives promoting increased disability awareness and confidence, including the launch of its first Accessibility Action Plan. She has also played a key role in providing strategic direction on ASIC's broader Inclusion and Diversity Strategy, promoting a focus on inclusion and diversity activities in operational businesses planning processes, and mentoring emerging female leaders to help ASIC meet its gender targets.

Elizabeth is currently Chair of the Board of Ensemble Offspring supporting its participation in the inaugural Indigenous Composers Initiative in 2017. She is also a Director of KU Children's Services, and Chair of their Marcia Burgess Foundation Committee, which focuses on supporting children with additional needs to benefit from early childhood education and care.

Elizabeth was elected to the Board in June 2018 is Chair of the Finance & Risk Committee of the DCA Board.

CHRIS LAMB

GLOBAL HEAD OF ORGANISATIONAL DEVELOPMENT & CHIEF DIVERSITY OFFICER AT LENDLEASE

Chris Lamb is Global Head of Organisational Development at Lendlease. He has been with Lendlease for more than eleven years and is responsible for Diversity & Inclusion, Learning & Development, Talent Management and Employee Wellbeing. In 2009, Chris established Lendlease's Australian Diversity Council and in 2012 Lendlease's first Global Diversity Council with a goal to lead the Property & Construction industries in diversity practice. Lendlease's Diversity & Inclusion strategy has a particular focus on the areas of gender equity, flexibility, reconciliation and LGBTI. In 2009, Lendlease became foundation members of Pride in Diversity with Chris joining the PiD Advisory Board and chairing their annual conference for several years. Chris has been a member of the Australian Human Resources Institute (AHRI) for over 15 years. He is a Certified Practising Fellow (FCPHR) and member of the AHRI National President's Forum and a member of AHRI's Inclusion & Diversity Reference Panel. In 2015 Chris received AHRI's Diversity Champion Award.

Prior to Lendlease, he spent seven years working for American Express, the last three of which were in

London with responsibility for the UK, Ireland & Eastern Europe. During his time in the UK he established American Express' first Diversity Council outside the US as well as the first Employee Network groups for LGB and Women in the Workplace. He also worked closely with Stonewall UK, giving American Express the opportunity to participate in the Workplace Equality Index for the first time. Chris spent the first 10 years of his career at Westpac, initially in Retail Banking and then in senior Human Resources and Corporate roles.

He is a graduate of Cornell University's Centre for Advanced Human Resources Studies (CAHRS), INSEAD (Fontainebleau) and he completed postgraduate studies in Business at UTS (Sydney) in 1999. Chris is also a graduate of the Australia Institute of Company Directors (GAICD). In 2018 Chris completed further postgraduate education in Aboriginal Studies.

Chris is a frequent keynote speaker and panellist on diversity and inclusion topics.

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

MING LONG

NON-EXECUTIVE DIRECTOR

Ming is a professional director with almost a decade of board experience in real estate, funds management, education and professional associations. She has deep experience in funds and capital management, property development and over twenty years' experience in financial management.

Ming has held senior executive and leadership positions, including CEO and CFO roles, in listed and unlisted companies through organisational restructure, M&A and was pivotal in leading Investa Property Group through the financial crisis.

Ming is the first woman with an Asian heritage who has led an ASX-100 or 200 listed entity in Australia.

She led the establishment of the Property Male Champions of Change in 2015 and convened the 2017 National group, was named as a 100 Woman of Influence, was a finalist in the Telstra Business Women's Awards and is a member of Chief Executive Women. She is currently on the board of AMP Capital Funds Management Limited, Chartered Accountants Australia & New Zealand, and is on the advisory board for YBF Ventures.

Ming is Deputy Chair of the DCA Board and is on the Finance & Risk Committee.

SAM MOSTYN

NON-EXECUTIVE DIRECTOR

Sam is a Non-Executive Director and sustainability adviser and speaker. She is the Chair of Citigroup and serves on the boards of Virgin Australia, Transurban, and Mirvac. In April 2018 Sam was appointed Chair of ANROWS, the National research organisation on preventing violence against women. Sam also served on the Global Commission on Business and Sustainable Development from its inception in 2015 until its end in early 2018.

Before this, Sam was Group Executive, Culture & Reputation at Insurance Australia Group. Prior to joining IAG, Sam held senior executive positions with Optus Communications in Sydney and Cable & Wireless Plc in London, and between 1994 and 1996 she was a policy advisor to two Federal Communications Ministers before joining the office of the Prime Minister Paul Keating as a senior communications policy advisor.

Sam joined the board of the Sydney Swans in 2017, after over a decade serving as a Commissioner with the Australian Football League.

Sam's other board and advisory roles continue to encompass a broad range of interests. She previously served as President of the Australian Museum and a board member of Reconciliation Australia. She is Chair of Carriageworks and previously served on the board of the Australia Council for the Arts. Sam was President of the Australian Council for International Development for 4 years until late 2017, and is a member of the NSW Climate Change Council. She serves on the advisory board of ClimateWorks Australia and the Climate Council. Sam served a term as a Commissioner with the Federal Mental Health Commission, and was an inaugural member of the National Sustainability Council.

Sam is a member of Chief Executive Women, and served on the Review of Treatment of Women in the Defence Force led by the Federal Sex Discrimination Commissioner, Elizabeth Broderick. Sam serves on the boards of the GO Foundation and the Foundation for Young Australians.

Sam finished her term on the board in June 2018.

AMANDA REVIS

CHIEF PEOPLE EXPERIENCE OFFICER OF THE SUNCORP GROUP

Amanda Revis is the Chief People Experience Officer of the Suncorp Group. Since joining Suncorp in August 2010, Amanda has led the Human Resources function and been a member of the Senior Leadership Team. Since March 2017 Amanda also has responsibility for Suncorp's Real Estate, Partnering and Robotics strategies and operations.

Amanda has been instrumental in the development of the "One Suncorp" culture and operating model to align to Suncorp's customer focused strategy. This has involved a focus on the development of leadership and talent, the consolidation of people systems, processes and policies, and development of the workforce and workspaces for the future.

Amanda is an advocate for diversity and inclusion, and has led Suncorp's Diversity and Inclusion strategy to create a culture and environment where everyone is able to be themselves and feel valued, involved and respected for their perspectives and contribution. This has involved the establishment of Suncorp's Diversity Council, developing an environment that supports flexible working and the recent sponsorship of the Inaugural DCA Suncorp Inclusion Index.

Suncorp has been named as an Employer of Choice for Gender Equality for five consecutive years and has achieved gender balance across the leadership community.

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. Prior to this she was the Chief Executive 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 eleven 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 (GAICD) and a Member of Chief Executive Women.

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

KATE RUSSELL

DIRECTOR DIVERSITY & CULTURE, NSW DEPARTMENT OF PLANNING AND ENVIRONMENT

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 practice to effect change in Indigenous policy.

Kate commenced 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 a global outlook which has remained throughout her career. Returning to Australia in 2008, she worked in the community sector, focussing on Aboriginal employment and leadership development before joining the NSW State Government in 2016.

In her current role as Director Diversity and Culture, Kate provides strategic advice to over 8,500 staff across the Planning and Environment Cluster.

Her team is responsible for designing cultural change initiatives in partnership with senior leaders, to foster a diverse and inclusive workforce. She strives to ensure internal and external policies and services are inclusive and accessible for all peoples within the Cluster, across multiple state government agencies. Her broad expertise and experience in diversity and inclusion, organisational culture, leadership, recruitment, learning and development, human resources and project management helps to develop programs that recognise the intersectionality of experience.

Kate is a graduate of Bachelor of International Studies (Distinction) and completed an MBA in 2013. She is currently completing an Executive Masters of Public Administration through Sydney University. She has previously served on the Glebe Youth Services and Rabbitoh's Souths Cares boards.

Kate was appointed to the DCA Board in August 2018 and is Chair of DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel.

ABBIE WRIGHT

DIVERSITY & INCLUSION LEADER AUSTRALASIA, ARUP

With a background in human capital, cultural change, executive coaching and leadership development, Abbie's approach to diversity and inclusion is to "bring others on the journey" by influencing a work environment where everyone can feel safe, valued and accepted regardless of difference. Abbie is committed to bringing about change within the engineering consultancy industry. Her vision is an industry where organisations celebrate the benefits of diverse, creative talent, and where clients benefit from ongoing innovative design solutions.

Abbie joined Arup as a Diversity and Inclusion Leader in 2018. Previously Abbie was the Diversity and Inclusion Manager at Aurecon, delivering a successful D&I strategy in partnership with the leadership team, culminating in a Most Inclusive Workplace AHRI award.

Abbie was the 2014 Australian Human Resources Institute (AHRI) Diversity Champion and is a recipient of the South Australia National Association for Women in Construction (NAWIC) Crystal Vision Award in recognition of the work she champions towards gender equality.

Abbie is a member of the Male Champions of Change Consult Australia Implementation Leaders group and a previous member of the STEM group.

In 2016, Abbie led a partnership with Diversity Council Australia to deliver the WordsAtWork project to raise awareness on the power of inclusive language. Abbie has a passion for inclusive leadership, including the integration of attributes that will enable leaders to lead inclusively.

Abbie is on DCA's Research Advisory Committee.



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