



ANNUAL REPORT 2021



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OVERVIEW

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

We provide unique research, inspiring events and programs, curated resources and expert advice, accrued over more than 30 years and across all diversity dimensions, to a community of member organisations.

Our belief,
vision and
mission:



- In 2021, DCA reached the incredible milestone of **1,000 members**.
- Our member organisations are estimated to employ more than two million Australians, representing **up to 20% of the national workforce**.
- **DCA is not government funded** – our income is generated from membership fees, sponsorships and services to business/employers, and occasional donations.

DCA membership offers the following advantages:



Unique research

DCA members receive premium access to our cutting-edge Australian research with practical tools to drive business improvement.



Inspiring and informative events

Members can attend free or discounted events exploring the latest insights and trends across all diversity dimensions and providing access to a community of industry practitioners.



Curated resources

An extensive library of D&I resources is collated in the members-only area of our website and regular eNews, *Inclusion Matters*. This includes information on all diversity dimensions: gender, culture and faith, age, Aboriginal and Torres Strait Islander Peoples, LGBTIQ+, disability and accessibility, flexibility, family and domestic violence, social class and mental health, as well as tools to support members in planning for D&I.



Access to experts

Members can access our team of experts for valuable guidance across all diversity dimensions to help them get the most out of their D&I activities.



Learning options

A range of facilitator-led programs or self-paced video eLearning series on a range of D&I topics is available to help members engage and educate their teams.



Opportunity to influence

DCA advocates on D&I in the workplace with government, regulators and the wider community.



Join a community

Members can connect with our members-only LinkedIn group, exclusively for DCA Key Contacts, to gain further insights and network across all industries.



Showcase commitment

Members can enhance their brand as an employer of choice and demonstrate their commitment to D&I through DCA membership.

CHAIR'S REPORT

While 2021 continued to be a challenging year thanks to the ongoing fallout from the global pandemic, DCA remained focused and resilient.

I gratefully accepted the position of DCA Chair and continued building on the incredible legacy left by our outgoing Chair, retired Lieutenant General David Morrison AO.

Serving as Deputy alongside for David for the previous four years ensured a seamless transition. Most of my first year was spent continuing to ensure DCA remained the leading voice for innovative and inclusive workplaces in Australia, particularly focusing on ensuring our members were equipped with our leading thinking during extraordinary changes and challenges taking place in our member organisations.

As we face labour shortages, unprecedented demand for flexible work, as well as seismic economic and political change, our board and organisation drew on our diversity and first hand experience leading and working through other crisis, such as the global financial crisis, to ensure DCA remained strong and prepared for future challenges.

We remain resolute in serving you as our members and Australia's businesses more broadly, helping them to understand the strength in diversity, how to be inclusive and to enable them to harness all that capability into cohesive policy that will see them through whatever lies ahead.

There has never been a greater need for Australia to harness the rich diversity reflected in our employees and our leadership. As we traverse these challenging times, we are reminded of our mission: to encourage and enable Australian organisations to create diverse



and inclusive workplaces. We are committed to serve you as our members and your employees, and the community with agility, humility and courage.

I would like to take this opportunity to thank you as our members for your continued support in our mission, to thank Lisa Annese and DCA's employees for their continued commitment and service, to thank DCA's board directors for their investment of time and care to DCA's continued success, and to our outgoing Chair, David Morrison AO for his service over many years to DCA.

A handwritten signature in black ink, appearing to read 'Ming Long'.

Ming Long AM

Chair, Diversity Council Australia Board

CHIEF EXECUTIVE OFFICER'S REPORT

2021 was a challenging year for businesses here and around the world. Navigating COVID-19 lockdowns, travel restrictions, vaccination rollouts and the arrival of the Omicron variant meant that the year was spent planning around and responding to public health orders and employee concerns.

On top of this, the prospect of the 'Great Resignation' coming to Australia meant that local employers were thinking about staff wellbeing, retention and inclusion.

For me, a large part of the past twelve months has been about working with our members to support them in finding solutions to these issues.

It's become clear that focusing on D&I is one solution. DCA's research shows that workplace inclusion significantly increases performance and wellbeing, satisfaction and innovation.

The importance of inclusion to Australian business is also reflected in DCA's growing membership numbers (up 32%) and member revenue (up 22%) in 2021, compared to 2020. This contributed to a surplus for the year of \$691,951, down 17% on 2020 but still very solid. Our balance sheet again benefited from the surpluses generated over recent years resulting in strong cash reserves.

We also reached the milestone of 1,000 members. Not only is this the largest cohort DCA has ever served, but our members are also more engaged than ever with our events, our advocacy, our content offerings and our research.



I believe that is due to the quality and innovation of DCA's offerings last year. Standouts include our anti-sexual harassment campaign **#IStandForRespect**; the launch of a new **eLearning program**; and the new **LinkedIn D&I Practitioner Community**, something which helped total followers on LinkedIn, our key social media platform, increase by 68% to 21,229.

In 2021, DCA released six pieces of research, including the third iteration of the Australian business case for inclusion, the **Inclusion@Work Index**.

IT'S YOUR BUSINESS

Addressing sexual harassment is the business of every business

#ISStandForRespect

DIVERSITY COUNCIL AUSTRALIA

STAND UP FOR RESPECT

Stand against sexual harassment in all its forms

#ISStandForRespect

DIVERSITY COUNCIL AUSTRALIA

THE TIME IS NOW

We're at a turning point in the national conversation

#ISStandForRespect

DIVERSITY COUNCIL AUSTRALIA

DCA 2021–2023

BELIEF

VISION

MISSION

We were also proud to see another **54 DCA members recognised as Inclusive Employers**, which is fast becoming a must-have credential.

In 2021, DCA also launched our new **Strategic Plan for 2021–2023** which gave us the chance to reflect on, and refine, what we do and recommit to our belief, vision and mission.

We believe that diversity and inclusion is good for people and business. We envision a more diverse and inclusive Australia.

And we will make it our mission to encourage and enable Australian organisations to create diverse and inclusive workplaces.

D&I 101

eLEARNING PROGRAM

As organisations begin to consider the future of work post-pandemic, surviving the crisis and meeting the challenges of the new normal requires the capability to respond flexibly.

As Australia's flexible working experts, DCA has designed this resource to enable organisations to mainstream flexibility and understand leading practice on healthy and safe remote-working environments for organisations and employees.

Combining our renowned evidence-based research with practical insights, and presented by DCA CEO Lisa Annese, the program is delivered via a series of engaging, bite-sized videos, and is designed for teams and individuals to access at their own pace, and in their own time.

Get started on making flexibility work in your team with DCA's new **Flex 101** eLearning program.

WHO SHOULD PARTICIPATE:

- This program is designed for managers and employees who want to get started on making flexibility work in their team and maintain it through this uncertain transition time and as the future of our workplaces evolves.

LEARNING OBJECTIVES AND OUTCOMES:

On completion of the next five modules you will:

- Understand what flexible work is
- Know what you need to do to get started on flexibility in your team
- Know what you need to do to make flexibility work in your team
- Learn about DCA's evidence-based Future-Flex approach to flexibility
- Know how to access the DCA tools available.

COST

With member discounts and affordable pricing for non-members, **Flex 101** is available to purchase individually, and as a package for larger teams making it a cost-effective and practical way to embed the fundamentals of flexible working across your organisation.

• Member individual: \$50 incl GST per person	• Non-member individual: \$75 incl GST per person	• Group packages: Please contact DCA for discounted pricing.
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To find out more about eLearning with DCA please contact: admin@dca.org.au

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eLEARNING

DIVERSITY COUNCIL AUSTRALIA

INCLUSIVE EMPLOYER 2020–2021

We are looking forward to 2022, when DCA's digital capabilities will be upgraded to develop a modern, attractive, accessible, engaging and scalable website and CRM that will serve the needs of DCA's membership and the general public for the future.

We thank all our members, our staff and our board for what we've achieved – and where we're going.



Lisa Annese

Chief Executive Officer, Diversity Council Australia

FINANCIAL RESULTS

The following tables outline DCA's statement of comprehensive income and financial position for the 2021 financial year. These should be read in conjunction with the full Financial Statements for the year ended 31 December 2021, which are available on our website at www.dca.org.au.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER

	2021 \$	2020 \$
Membership, sponsorship and other income	3,540,026	3,261,849
Employee benefits expense	(2,088,639)	(1,838,947)
Depreciation expense	(100,675)	(81,970)
Finance costs	(6,346)	(8,192)
Other expenses	(652,415)	(493,974)
Profit/(loss) for the year	691,951	838,766
Other comprehensive income	–	–
Total comprehensive income/(loss) for the year	691,951	838,766

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER

	2021 \$	2020 Restated \$
Current Assets		
Cash and cash equivalents	2,474,844	1,407,420
Trade and other receivables	177,078	183,658
Prepayments	109,931	95,904
Term deposits	1,788,523	1,770,302
TOTAL CURRENT ASSETS	4,550,376	3,457,284
Non-Current Assets		
Deposit	7,000	7,000
Property, plant and equipment	149,402	244,152
Intangibles	49,530	–
TOTAL NON-CURRENT ASSETS	205,932	251,152
TOTAL ASSETS	4,756,308	3,708,436
Current Liabilities		
Trade and other payables	169,726	164,106
Provisions	246,519	255,076
Unearned income	2,085,888	1,635,584
Lease liability	99,413	94,243
TOTAL CURRENT LIABILITIES	2,601,546	2,149,009
Non-Current Liabilities		
Provisions	30,696	25,615
Lease liability	17,057	118,754
TOTAL NON-CURRENT LIABILITIES	47,753	144,369
TOTAL LIABILITIES	2,649,299	2,293,378
NET ASSETS	2,107,009	1,415,058
Equity		
Retained earnings	2,107,009	1,415,058
TOTAL EQUITY	2,107,009	1,415,058

OUR BUSINESS IN 2021



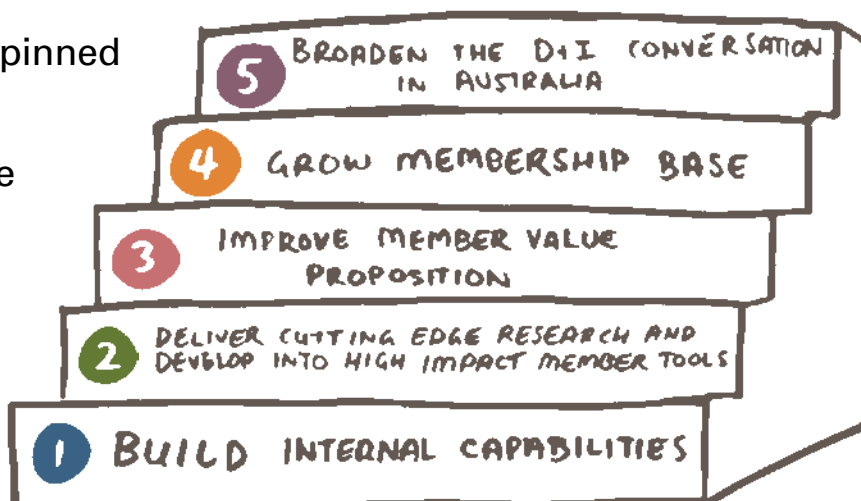
DCA 2021–2023

In 2021, DCA refreshed its Mission, led by its Belief and Vision, and launched a new 2021–2023 Strategic Plan focused on two goals:



The Strategic Plan is underpinned by five key strategic levers.

Each lever builds to achieve DCA's Mission and Vision.



In the first year of this plan, DCA made significant progress:

MEASURE	2021 PERFORMANCE
Build internal capabilities	Increased staff education on diversity and inclusion, team building and ongoing cybersecurity awareness.
Deliver cutting edge research and high impact member tools	Released six research projects. Increased the member uptake of the Inclusive Employers Index by 60%. Launched a new D&I 101 eLearning module.
Improve member value proposition	Significantly increased member contact, combined with improved services that resulted in very high retention rates and greater engagement with services. This included increased answering of 'Ask DCA' diversity and inclusion queries; increased event registrations by 23%; expansion of website resources with increased member users by 35%; expanded capability for knowledge program programs with a doubling of programs delivered.
Grow the membership base	Provided ongoing, quality services to retain existing members and attract new members, resulting in net growth of member numbers by 38% and member revenue by 22%.
Broaden the D&I conversation	Increased media coverage on DCA and its activities, especially around major research releases. Substantially grew website and social media audiences. Provided input to more government inquiries related to D&I.

Our Strategic Outcomes for 2023 include:

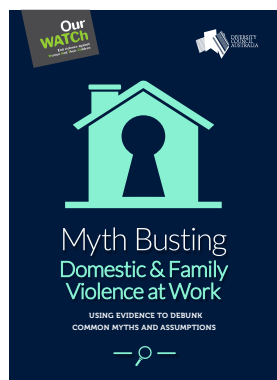
- D&I is well understood in the wider and business community.
- DCA and its research is well known nationally and internationally.
- DCA partners with all relevant national and international organisations.
- DCA's members improve their own D&I.
- DCA's digital capabilities are updated including website, customer relationship management, content management and E-Learning.
- DCA's media and public relations capabilities are expanded and DCA's brand is refreshed.
- DCA has more members, who use self-service more regularly and with more impact.
- DCA's internal capabilities are built on, leading to better D&I, research, leadership and initiatives.

OUR MEMBER SERVICES IN 2021

Cutting-edge research and high impact member tools

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

In 2021, DCA launched six major research projects:



Myth Busting Domestic and Family Violence at Work

This resource uses evidence to tackle some common myths about domestic and family violence and provides tools and resources for Australian organisations to become leaders in prevention.

The myth buster arises from our conversations with Australian businesses which revealed that there can still be a reluctance on the part of some organisations to address an issue that for so long was seen as something purely in the domain of the home.

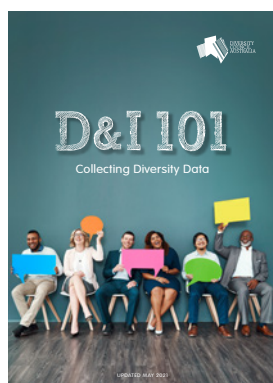
[Access the full project here.](#)



Counting Culture: Towards A Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia

This report guides Australian businesses on how to 'count culture' in a way that is respectful, accurate and relevant. The *Counting Culture* approach was designed to be practical for employers (even if they had limited in-house resources and expertise to count cultural diversity) and inclusive for employees (i.e. the data collection is experienced as respectful and meaningful).

[Access the full project here.](#)



D&I 101: Collecting Diversity Data

This updated resource covers how to collect diversity data in a way that is accurate, respectful and relevant, and how to get staff to support and participate in the data collection process. It addresses confidentiality and administrative matters, as well as the reporting and benchmarking of findings.

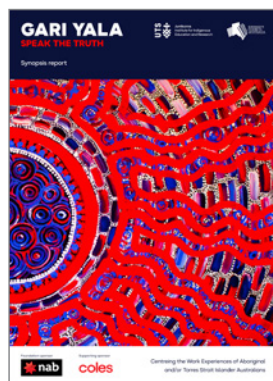
[Access the full project here.](#)



Inclusion@Work Index: Mapping the State of Flex in the Australian Workforce

This special edition report from DCA's *Inclusion@Work Index 2021–2022* titled *Mapping the State of Flex in the Australian Workforce* highlighted a positive link between flexible work and workplace inclusion and it showed that the stigma around care, gender and flexible work continues. Concerningly, the report reveals a significant gap in the uptake of flexible working between men and women. The report also offers practical steps for addressing issues around flex and caring in workplaces.

[Access the full project here.](#)



Gari Yala (Speak the Truth) Gendered Insights (with Jumbunna Institute and the Workplace Gender Equality Agency)

Following on from the 2020 *Gari Yala* project, which documented the workplace experiences and recommendations of over 1,000 Aboriginal and Torres Strait Islander workers, this research applied a gender lens to the *Gari Yala* data set which revealed that Aboriginal and/or Torres Strait Islander women who are carers are experiencing 'triple jeopardy' – that is, the combination of these three aspects of their identity are amplifying their experiences of discrimination and exclusion at work.

[Access the full project here.](#)



The 2021–2022 Inclusion@Work Index

Now in its third iteration, the *Inclusion@Work Index* maps the state of inclusion in Australian organisations and provides the Australian business case for inclusion. The Index highlights how workplace inclusion significantly increases performance and wellbeing, satisfaction and innovation and demonstrates that inclusion may be exactly what employers need to future-proof their businesses as we move collectively into new ways of working.

[Access the full project here.](#)

Our full 2021 research portfolio is covered later in this report, in the section titled [Key Diversity Research Areas](#).

IMPROVED MEMBER VALUE PROPOSITION

INSPIRING EVENTS, EDUCATION, FORUMS AND INNOVATIONS

In 2021, DCA members accessed more DCA services than ever before.

While our flagship major (in-person) events – The Anna McPhee Memorial Oration on Diversity & Inclusion and the Annual DCA Debate – had to again be postponed due to COVID-19, the rest of our events program continued unabated online (via the Cisco Webex video webinar platform).

In 2021, 34 events were delivered to our community of members across Australia.

We examined the issues of the year through a D&I lens and talked about mental health and gender, chronic illness, shared parental leave, being a good ally, the gender pay gap, sexual harassment, everyday LGBTIQ+ inclusion, reconciliation with Aboriginal and Torres Strait Islander peoples, class inclusion, ageism, inclusive AI, working from home, and universal childcare, alongside launches of new DCA research.

All events included live captioning. Transcripts and recordings are made available to watch back on-demand after the event.

All up, we received around 20,000 registrations to attend DCA events during the year, an increase on the 16,000 received in the previous year, signalling unprecedented engagement with our members.

See below for more information about DCA's events in 2021 or visit the DCA website for more information about our extensive program of [events](#).

New LinkedIn D&I Practitioner Community

DCA established a new LinkedIn D&I Practitioner Community. Exclusively for our DCA member key contacts, the DCA LinkedIn Community provides a supportive platform to gain valuable insights and practical advice on D&I topics of interest to members. It also offers the rare opportunity to network online with fellow D&I practitioners from our wide range of member organisations, across all sectors of the economic landscape.

We were delighted to be able to live stream several events from LinkedIn, including a Q&A to launch the LinkedIn community, with DCA (then) Deputy Chair Ming Long AM discussing the 2021 theme for IWD: 'Women in leadership: Achieving an equal future in a COVID-19 world'.

Ask DCA service

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

In 2021, the team responded to over 316 queries on D&I topics and the most common themes were:

- Acknowledgement of Country
- D&I statements and strategies
- Diversity surveys
- Gender affirmation policies
- Inclusive language
- Parental leave.



Member Education

In 2021, DCA expanded our capabilities to deliver instructor-led Knowledge Programs (face-to-face and virtual).

In total, 121 programs were booked compared to a total of 59 in 2020 (an increase of 105%). With 17 programs delivered in-person compared to 104 delivered virtually.

DCA delivered one Open Program, facilitated by Nareen Young, Industry Professor at the Jumbunna Institute and DCA Communications and Advocacy Director, Cathy Brown, that provided a deep-dive into the *Gari Yala* research findings and explored how to improve workplace inclusion for Aboriginal and/or Torres Strait Islander staff.

Of DCA's suite of programs, the most requested programs in 2021 were: Inclusion 101 (25), Unconscious Bias (24), WordsAtWork (23), Inclusive Leadership (20), Bespoke programs (14), D&I 101 (10), Engaging Men (5). Due to unforeseen circumstances, a total of eight programs were re-scheduled to be held in 2022.

To meet the increased demand for Knowledge Programs, in mid-2021 DCA began a recruitment

process to assemble a panel of external facilitators. DCA has since engaged 12 external facilitators to assist in delivering programs as required.

D&I 101 – eLearning

DCA introduced a new self-paced eLearning program titled *D&I 101*. Designed to be accessed by learners at their own pace, and at a time to suit, it is a convenient way to embed D&I knowledge across an organisation.

It is designed to introduce new employees to an organisation's D&I priorities, and to reinforce D&I fundamentals with existing teams.

Speaker's Bureau

DCA's senior leadership team, Board members and advisors appeared at DCA member events as well as almost 50 public forums and engagements, providing key insights and expert opinions on all key diversity areas.

DCA Website

Members continue to take advantage of an extensive library of resources collated in the members-only area of our website at www.dca.org.au.

Over the year, total website users increased by 20% to 188,300, reflecting a significant increase in member engagement on the website.

The DCA website's extensive library of resources continued to be updated, with reviews of the following sections completed in 2021:

- Aboriginal and Torres Strait Islander Peoples
- Domestic and family violence
- Cultural and multifait diversity
- Mental health.

Accessibility

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

Our website at www.dca.org.au was audited by the Centre for Inclusive Design and achieved Web Content Accessibility Guidelines (WCAG) 2 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 also endeavour to make our events as accessible as possible by:

- Ensuring all our in-person events are at venues that are wheelchair accessible (only one in-person event took place in 2021 due to COVID-19 restrictions)
- Providing live and auto-generated captions at all events
- 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 (alt text) for images. 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.

Since the release of WCAG 2.1, an update to international accessibility guidelines in September 2018, DCA continues to work towards making adjustments where necessary to meet these modified standards. DCA's digital capabilities will be upgraded in 2022 with a new content managed system-backed website and customer relationship management (CRM) system.

Our aim is to develop a modern, attractive, accessible, engaging and scalable website and CRM that will serve the needs of DCA's membership and the general public for the future. Accessibility testing will be a key part of the new website design, which will ensure the accessibility and usability of the site remains up to date.

BROADENING THE D&I CONVERSATION

Advocacy

Advocacy with government and regulators continued with renewed strength and focus in 2021.

DCA made submissions on behalf of members to the following inquiries:

- Inquiry into the *Religious Discrimination Bill 2021* and related bills. [Access the submission here.](#)
- Review of the *Workplace Gender Equality Act 2012*. [Access the submission here.](#)
- Inquiry into the *Sex Discrimination and Fair Work (Respect at Work) Amendment Bill 2021*. [Access the submission here.](#)
- The *Indigenous Voice Co-design Process Interim Report to the Australian Government*. [Access the submission here.](#)

In addition, DCA presented evidence to the Parliamentary Committees examining the *Sex Discrimination and Fair Work (Respect at Work) Amendment Bill 2021* and the *Religious Discrimination Bill 2021* and related bills.

Advocacy with business

DCA's CEO and senior staff were invited to participate in or speak on D&I at events, conferences, and projects around Australia. Despite COVID-19, there was ongoing demand for online keynote presentations, facilitations, panel discussions, think tanks and strategic planning. This included presentations to the following groups and events, among others:

- British High Commission
- Future Women Leadership Summit
- The Florey Institute of Neuroscience & Mental Health
- The CSW NGO Forum
- Public Sector Women in Leadership Summit
- Victorian Equal Opportunity and Human Rights Commission
- Community Housing 2021 Conference
- Chartered Accountants Australia and New Zealand
- Women's Health @ Work Summit.

Communications

DCA continued to deliver its fortnightly eNews, *Inclusion Matters*, showcasing our latest research and thought leadership, as well as exploring news on D&I.

Some highlights from key editions:

- Australia's most prominent businesses and CEOs called time on sexual harassment during an in-depth discussion to mark the launch of DCA's successful *#IStandForRespect* campaign, which saw more than 288 CEOs sign the pledge to end this insidious form of gendered harassment.
- A recap of highlights from a special DCA event where Wiradjuri and Gamilaroi woman, Associate Professor Dr Lynette Riley, Senior Lecturer at the University of Sydney School of Education and Social Work, presented to DCA members on her vast knowledge, awareness and personal experience of Aboriginal and Torres Strait Islander cultures and truths.



**DCA remembers and thanks
Dr Graeme Russell**



**Myth Busting Domestic
& Family Violence at Work**

- To mark Father's Day, there was a moving tribute to the late Dr Graeme Russell, who was a leading gender researcher and pioneer on research on fathering, as well as a valued DCA collaborator and contributor.
- For International Women's Day, DCA's *Myth Busting Domestic & Family Violence at Work* started a conversation about why workplaces should address domestic and family violence as part of their D&I strategies.



- The launch of the *Counting Culture* tool which established that just asking 'Where are you from?' is not the best way to understand Australia's rich cultural diversity, and explored the other core metrics that accurately reflect cultural diversity.
- An introduction to the new WGEA Director, Mary Wooldridge, about why the gender pay gap persists, what organisations can do to address it, and why conducting a gender pay gap analysis is the best way to start addressing these issues.

Media Coverage

In 2021, DCA continued to be active in media. DCA's total media reach (that is, the size of our potential media audience) was estimated at a maximum of 87 million people.



Counting Culture 2021

Highlights included the coverage of:

- *#IStandForRespect* campaign recruiting CEOs to pledge to stamp out sexual harassment.

Via AAP, this reached 111 other media outlets including 7News, The Canberra Times, Perth Now, The West Australian among others.

- *Counting Culture 2021* research release also attracted attention in *The Sydney Morning Herald*, *The Age*, *Brisbane Times* and *WA Today*.

Visit the DCA website for more information on our coverage in 2021.

Social media

Social media audiences and engagement grew across all platforms.



LinkedIn followers increased by 67.8% to 21,229. Reactions rose by 106%. Additionally, there was a 98% increase in the number of users who saw DCA posts totalling 704,000.



Twitter followers increased by 11.4% to 8,569, with traffic up by 132% to 21,000.



Facebook followers increased by 12.4% to 3,500 followers, up from 3,100.



Instagram followers increased by 52.9% to 1,696 followers, with a further increase of 60% in the total number of users that saw DCA posts totalling 46,000.

Strategic alliances and partnerships

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

Board of Women for Election:

DCA's CEO Lisa Annese was appointed to the Board of Women for Election in 2021.

Chief Executive Women:

In 2021, DCA's CEO Lisa Annese also became a member of Chief Executive Women.

Workplace Gender Equality Agency and Australian Human Rights Commission:

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

Jumbunna Institute for Indigenous Education and Research, University of Technology Sydney:

DCA continued to partner with UTS Jumbunna Institute on the gendered Gari Yala research as well as working together to deliver research presentations throughout the year.

Reconciliation Australia:

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

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

EVENTS AND FORUMS IN 2021

SPECIAL EVENTS

The calendar of events in 2021 featured five special events that sat outside the usual DCA events program of network events and research launches. These special events included:

1. DCA Member Consultation: From the Heart campaign for the First Nations Voice to Parliament to be enshrined in the Constitution

This one-hour DCA member-only briefing was presented by Dean Parkin, Director of *From the Heart* campaign. The forum provided member organisations with updates on the latest developments and next steps in the *From the Heart* campaign which is working to educate Australians about an Indigenous Voice to Parliament, and why enshrining the Voice in the Constitution is fair and practical, and how it will unify our nation.

2. NGO CSW65 Virtual Forum – DCA presents: Myth Busting Domestic Violence at Work

The 5th Session of the United Nations Commission on the Status of Women (CSW65) was held virtually from 14-26 March 2021 instead of in person in New York. DCA felt incredibly privileged to host one of the parallel events associated with the forum where we explored DCA's *Myth Busting Domestic Violence at Work* guidelines, produced in conjunction with Our Watch.

3. DCA's Masterclass on tackling workplace sexual harassment

Following the *#IStandForRespect* campaign launched by DCA in April 2021, CEO Lisa Annese, and senior members of DCA delivered a Masterclass to DCA Members on tackling workplace sexual harassment. Lisa shared insights gained from her decades of experience advising business on workplace D&I issues, including why this is such a critical point in time to act, the power of the current context, of the March4Justice and #MeToo movements, the men's rights movement, and the implications for employers from the recommendations of the Australian Human Rights Commission's *Respect@Work* Report.

4. Fireside Chat: With Ming Long and Chris Lamb

This candid chat took place at the end of November and featured two of Australia's most experienced and passionate diversity and inclusion leaders – Ming Long AM, Chair of the DCA Board and Chris Lamb, Deputy Chair. Ming and Chris discussed their leadership journey with CEO Lisa Annese and reflected on D&I in Australia today while giving their thoughts and visions for 2022.



5. End of Year: DCA Member Review

DCA ended the year with a special event for key contacts of our member organisations to join CEO Lisa Annese and the DCA Member Services team for an event to celebrate and debrief their year.

This webinar is a forum for key contacts of DCA member organisations to share their year of unique challenges, lessons learned, member D&I triumphs, and to explore the range of DCA's resources available to them in more detail via an interactive Q&A exchange based around research, knowledge programs and future events.

DIVERSITY LEADERSHIP PROGRAM

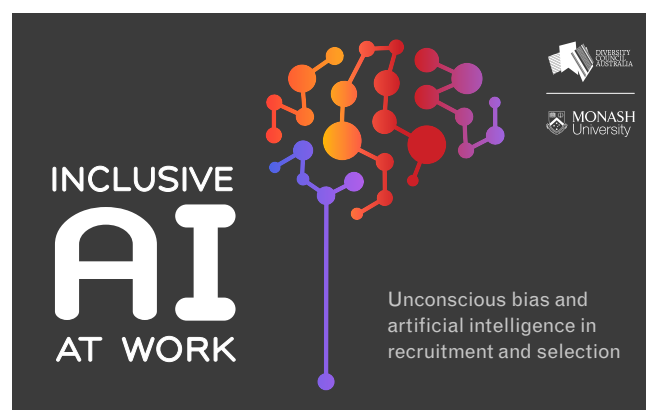
In 2021, DCA delivered 11 Diversity Leadership Program events that investigated cutting edge D&I topics across the full range of diversity dimensions.

1. What COVID-19 has taught us about flexible working – presented in collaboration with DCA Major Partner Gilbert + Tobin

Our first event looked at the mainstreaming of working from home during COVID-19. Professor Peter Jordon from the Griffith Business School provided insights and looked at what the pandemic had taught us about what works and what doesn't when it comes to flexibility, and what all this means for those who can't work from home. This event was presented in partnership with Gilbert + Tobin – a Major Partner of DCA.

2. Building inclusive workplaces – presented in collaboration with DCA Major Partner HSBC Bank Australia

We partnered with HSBC Bank Australia to unpack inclusion in the workplace, look at the range of DCA resources on inclusion, and hear how organisations are having success in building inclusion in their workplaces.



Proudly sponsored by **HUDSON RPO**

3. Inclusive AI at work: Unconscious bias and artificial intelligence in recruitment and selection

We looked at the extent to which unconscious bias has an impact on recruitment and selection and what the impact is of artificial intelligence on these processes in an event collaboration between Monash University and DCA, along with partner Hudson RPO.

4. **Age diversity and the ongoing effects of COVID-19**

Australia's Age Discrimination Commissioner, The Hon. Dr Kay Patterson AO, presented on how to create inclusive and age-friendly workplace strategies to attract and retain mature-age talent.

5. **Progressing social class inclusion at work: Case studies of class-inclusive workplaces**

DCA Chair Ming Long AM revisited DCA's 2020 *Class at Work* report. This was Australia's first ever research project that looked at how social class impacted on experiences of inclusion or exclusion at work. The research found that, more than any other diversity demographic, class is the most strongly linked to workers' experience of inclusion at work and is one of the most strongly linked to exclusion. The panel examined case studies of workplaces becoming more class inclusive.

6. **Managing complex mental ill-health**

DCA collaborated with SANE Australia CEO Rachel Green to discuss managing complex mental ill-health conditions in the workplace, and how workplaces can support the wellbeing and recovery of employees living with complex mental ill-health issues. Our guest speakers generously shared their lived experiences, shedding light on how misunderstandings and stigma can affect many areas of life, leading to disruption in education and employment, relationship breakdown and loss of life satisfaction and opportunities.

7. **After Pride: looking at everyday LGBTIQ+ Inclusion**

Following Pride Month in June, DCA invited a special guest panel to talk about the work that leading organisations are doing all year round on LGBTIQ+ inclusion and the changes that have taken place since the release of DCA's *Out at Work* and *Intersections at Work* research.

8. **Does your business stand for respect? Meet the CEOs who do**

DCA launched its #IStandForRespect campaign – calling for Australia's top workplaces to pledge to stand against gendered harassment and violence in all forms, and in August we invited four CEOs to share their personal accounts of tackling sexual harassment at work. Hosted by highly respected award-winning Australian journalist, Patricia Karvelas, the event heard from Ben Dawson, VP ANZ for Cisco Systems Australia, Deborah Homewood, MD, MAX Solutions, Stuart Irvine, CEO of Lion, and Melanie Evans, CEO of ING Australia.

9. **How to be a good ally – presented in collaboration with DCA Major Partner HSBC Bank Australia**

Amnesty International Australia joined DCA and event partner and sponsor HSBC Bank Australia to share insights from their guide, *How to be a genuine ally*. The event explored successful allyship for marginalised groups and how allies can use their privilege to amplify the voices of people from marginalised groups to achieve real change.

10. **Chronic illness and its impact on workplaces**

Chronic illnesses are long lasting conditions with persistent effects, and at this event DCA CEO Lisa Annese joined Disability Discrimination Commissioner Dr Ben Gauntlett and a guest panel of people with lived experience to discuss what accessible and inclusive workplaces for employees with chronic illness should look like.

11. **Looking at mental health through the lens of different genders – presented in collaboration with Major Partner Gilbert + Tobin**

This event, staged in late November to mark #MentalHealthMonth looked at the factors that affect how men, women and gender diverse people experience mental ill-health differently, and how workplaces can adopt a gender lens in their approaches to mental health.

RESEARCH EVENTS AND UPDATES

DCA research events included revisiting past reports and releasing new research.

1. Counting Culture: Measuring and Reporting on Workforce Cultural Diversity

DCA partnered with the University of Sydney Business School, and sponsors City of Sydney and Australian Securities and Investments Commission (ASIC) to undertake a ground-breaking report called *Counting Culture: Towards A Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia*.

2. Inclusive Employers Index Interactive Webinar

The Inclusive Employers Index enables Australian organisations to map and track the state of diversity and inclusion in their workforce benchmarked against leading D&I employers. DCA staged an interactive webinar designed to outline the key components of the Inclusive Employers Index and the benefits to members intending to run the Index in their organisation. The webinar, presented by the DCA research team, also provided a preview of the interactive dashboard (presented by Cultural Infusion) which demonstrated how members can explore their results.

3. Research Update in Brisbane: DCA's Myth Busting Domestic Violence at Work guidelines

DCA CEO Lisa Annese travelled to Brisbane to re-present and update DCA's *Myth Busting Domestic Violence at Work* guidelines for our Brisbane members. The guidelines, produced in conjunction with Our Watch, present evidence to tackle common myths about domestic and family violence, and tools and resources for DCA members to become leaders in prevention. Origin Energy partnered with DCA to host this event.

4. Gari Yala: Understanding the intersection of gender and Indigenous identity at work

In October, DCA looked at the results of the *Gari Yala* survey through a gendered lens to understand the intersection of gender and Aboriginal and Torres Strait Islander identity in the workplace and question why Aboriginal and Torres Strait Islander women are underrepresented in the Australian workforce.

5. How to use your Inclusive Employers Index datasets

In early November, DCA's Research Director Dr Jane O'Leary lead a special webinar, aimed at providing DCA members who participated in the Inclusive Employers Index with guidance on how they can best use and understand their datasets. The session was well attended and covered how to best use the dataset, how to interpret data tables and graphs, how to use these interpretations to inform your D&I work and allowed for member interactive questions to further enhance member learnings.

6. Inclusion@Work Index 2021–2022

In early December, DCA launched the third *Inclusion@Work Index* which maps and tracks inclusion in Australian workplaces. This webinar looked at the experiences of Australian workers when it comes to inclusion and shared key insights for businesses looking to become more resilient and do better overall when it comes to diversity and inclusion.

GENDER EQUALITY NETWORK

DCA's Gender Equality Network is held four times per year. KPMG have sponsored this very popular network series since 2018, providing DCA members with the opportunity to:

- **Share knowledge** and hear from member organisations about their strategies, challenges and opportunities on the journey towards gender equality in the workplace
- **Engage with regulators** such as WGEA and ASX on the latest on gender reporting
- **Understand leading practice** and gain access to thought leaders in business and academia.

The four network events delivered in the 2021 calendar year included the following topics:

1. Universal childcare: a key enabler for women's workplace participation

Former SA Premier Jay Weatherill and CEO of Thrive by Five, who are campaigning to make our early learning childcare system high quality and universally accessible, spoke to DCA members about the need for affordable and accessible childcare/early childhood education as a key enabler for women's workforce participation.

2. Beyond complaints – what it takes to prevent workplace sexual harassment and change culture

DCA CEO Lisa Annese led a special guest line up for a pivotal discussion around sexual harassment in the workplace and how corporate Australia can lead a culture change.

3. Closing the gender pay gap

The new Director of the Workplace Gender Equality Agency (WGEA), Mary Wooldridge, talked to DCA members about ways to reduce the gender pay gap across Australia's workplaces and was joined by a high-profile panel bringing a range of expertise on the subject.

4. Shared parental leave: enabling more men to share care

The final Gender Equality Network event for the year looked at the uptake of parental leave by men, why it's important for gender equality and how employers can make it easier for men to participate. The discussion was led by Associate Professor Myra Hamilton, Principal Research Fellow, University of Sydney Business School.

INDIGENOUS NETWORK

DCA's Indigenous Network is held three times a year and is sponsored by BAE Systems Australia over a 12-month partnership period (June 2021 to June 2022). The three network events delivered in the 2021 calendar year included:

1. Understanding Constitutional recognition and becoming an advocate

At this Indigenous Network MCed by DCA CEO Lisa Annese, we heard from Semara Jose from Deadly Inspiring Youth Doing Good (DIYDG), about the work they are doing to inspire and equip advocates with tools to have the conversation about the Uluru Statement from the Heart. Dan Creasey from King & Wood Mallesons shared the work they are doing with DIYDG and what practical actions he is taking as a result and Dean Parkin, Director of From the Heart campaign updated DCA Members on the current commentary on Constitutional recognition, the Voice to Parliament, Makarrata, and Treaty.

2. The state of reconciliation in 2021: moving from safe to brave on reconciliation in Australia

In June Reconciliation Australia CEO Karen Mundine joined DCA Members to discuss what Australia's business community can do to accelerate and strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people.

3. Speaking culture, knowledge and Australia's truth

Associate Professor Dr Lynette Riley, Senior Lecturer at the University of Sydney School of Education and Social Work joined DCA Members to share her vast knowledge, awareness and personal experience of Aboriginal and Torres Strait Islander culture and truths. The discussion covered: Aboriginal Kinship systems; Aboriginal social structures and how they differ from Western societies; how cultural difference impacts upon Aboriginal people; Aboriginal and/or Torres Strait Islander self-determination and truths around racism in the workplace.

CEO D&I ROUNDTABLE EVENTS

DCA's highly successful roundtable discussions continued online in 2021, and featured five events, each one engaging with member CEOs from leading organisations around Australia.

DCA's Chair and CEO had high level discussions with member CEOs on D&I, building strong and collaborative relationships.

1. The first CEO roundtable was held in April 2021 in partnership with Lion and included leaders from Transport for NSW, Johnson & Johnson Family of Companies, Department of Foreign Affairs and Trade, WPP AUNZ, Medibank Private Ltd, Indigenous Business Australia, Sydney Water and Ventia. Among the topics canvassed were: gender-based harassment and violence in the workplace; culture and behaviour change; gender balance; creating a diverse and inclusive workforce; awareness around domestic and family violence; working with Indigenous communities; and attracting and retaining Indigenous employees.

2. The second roundtable was held in June 2021 in partnership with Origin Energy and included leaders from ABT Associates, BDO, The Star Entertainment Group, Great Southern Bank, Queensland Public Service Commission, Department of Children, Youth Justice and Multicultural Affairs. Areas of discussion included gender diversity, intersectionality, diverse and inclusive workplaces, safety within the workplace, as well as culture and inclusive leadership.

3. The third roundtable was held in late August in partnership with Google and included leaders from within the technology sector. The event was attended by the newly appointed DCA Chair Ming Long AM and CEO Lisa Annese. In addition to Google, this roundtable was also attended by Cisco, IBM, Strategic Data and Microsoft and featured guest speaker Julie Canepa, Chief Information Officer at Cisco Australia & NZ and Director on DCA Board.

Julie shared her vision for bringing intentional diversity and inclusion to the tech sector, the unique challenges in the tech sector for Australia, and the importance of an Australian perspective. The leaders shared views on Indigenous recruitment and retention, attracting and retaining women in the workplace, flexibility, language, workplace culture, policies and compliance.

4. The fourth roundtable was held in late September in partnership with Perth based organisation Western Power and included leaders from Arup, South Australia Police, Woodside, Alcoa, Child and Adolescent Health Service and Northern Territory Government. Key discussion points amongst business leaders included workplace flexibility, parental leave for primary and secondary carers, ageing workforce versus youth employment, gender balance and Indigenous employment.

5. The fifth and final roundtable for 2021 was held in November in partnership with Engie and included leaders from Augustin Honorat, Victoria Law Foundation, SANE Australia, Zenitas, Asahi and ANZ. The event concluded with DCA Chair Ming Long AM sharing her vision for D&I in Australian workplaces and covered key discussion points around gender and cultural diversity, culture change and organisational values.

INNOVATE RECONCILIATION ACTION PLAN

DCA's Innovate RAP, launched February 2021, builds on the work DCA has done to promote reconciliation.

Our Innovate RAP is a framework to work together to develop innovative strategies to ensure the self-determination and inclusion of First Nations People in our workplaces. We will continually review our work to ensure we improve, as individuals and as an organisation, in this area.

In 2021 we felt the impacts of COVID-19 on our business, which saw a quick response to enable and support all colleagues to work from home. Some of the commitments in our RAP were also impacted, particularly our commitments to attend community events. Despite these setbacks we continued to achieve and deliver on the commitments in our RAP.

Out of a total of 50 indicators that were possible to meet in 2021, we have successfully completed 46. The four which are currently incomplete are in progress.

Our Innovate RAP is made up of 4 key focus areas:

- Relationships
- Respect
- Opportunities
- Governance.

Relationships

DCA showed its support for Constitutional recognition and Week of Action, which was organised by the *From the Heart* campaign. We became official supporters of *From the Heart* campaign and partnered with them on an event for supporting Constitutional recognition. This event received 352 registrations with 219 attendees on the day.

As mentioned earlier, we further strengthened our relationship with Reconciliation Australia by partnering with them on an event to present Reconciliation Australia's *State of Reconciliation in 2021 report*. This event received 635 registrations with 328 attendees on the day. This event was held in conjunction with National Reconciliation Week.

DCA's Cathy Brown presented research findings from *Gari Yala* to the DCA team and facilitated a discussion to engage all staff.

All days and events of significance throughout the year were promoted via DCA's socials and other communication channels. We continue to work with Elders of the community, Local Aboriginal Land Councils as well as Indigenous businesses to provide goods and services where reasonably possible.

We are currently working on reviewing our anti-discrimination policy and developing an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.

DCA strives to continue to build our relationships with Aboriginal and Torres Strait Islander businesses and communities. We will continue to use our contacts and media platforms to promote true reconciliation.

Respect

Our Respect area holds some of the most significant actions for us as an organisation. We developed, implemented and communicated an internal staff cultural protocol document, which included protocols for Welcome to Country and Acknowledgement of Country. We also conducted a review of cultural learning needs within our organisation, creating an internal cultural learning strategy for our DCA staff.

Provisions were put in place, and outlined in the DCA staff HR handbook and policies, to remove barriers towards Aboriginal and/or Torres Strait Islander staff participating in NAIDOC Week or requiring cultural leave.

DCA continues to have local Traditional Owners or Custodians to provide a Welcome to Country at our events and we continue to include an Acknowledgement of Country at the commencement of all team meetings, events and presentations delivered.

While the impacts of COVID-19 prevented the attendance at

external events in person, DCA encouraged all staff to participate in online Reconciliation Week and NAIDOC week events. It was also recommended that all DCA staff include participation in external Aboriginal and Torres Strait Islander days of significance events in their staff development plans.

A hub of resources focussing on reconciliation reading material, videos, movies and research has been created for all DCA staff to access.

DCA is committed to making a significant difference by showing our support and increasing our knowledge of Aboriginal and Torres Strait Islander cultures. We are committed to a more diverse and inclusive workforce and establishing good working relationships with Aboriginal and Torres Strait Islander people and organisations.

Opportunities

We are currently reviewing our HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.

We are also reviewing our DCA recruitment and selection practices to ensure that they are inclusive of, and align with, best practice for the recruitment, and selection of, Aboriginal and Torres Strait Islander people.

DCA also looks at current and future opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.

Governance

DCA publicly reports our RAP achievements, challenges and learnings, annually via the DCA Annual Report. We present our progress to the DCA staff and senior leaders on a regular RAP working group and RAP champions continue to meet at least four times per year to drive and monitor the RAP implementation.

The RAP working group diligently submits the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

CHALLENGES & LEARNINGS

Our main challenge faced was delivering our 2021 actions in the COVID-19 environment. The unanticipated change in working conditions created obstacles for our organisation, particularly for staff attending external events.

Opportunities continue to be an area where we are challenged with meeting our commitments.

While DCA is a small organisation with little staff turnover, there are not many newly created

opportunities to increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce.

However, we do ensure that we advertise job vacancies to

effectively reach Aboriginal and Torres Strait Islander stakeholders. and ensure that all DCA recruitment processes encourage applications from Aboriginal and/or Torres Strait Islander peoples.

As we transition into the post-COVID-19 working environment, we are dedicated to strengthening our commitments in 2022 and will continually review our work to ensure we proceed to improve, both as individuals and as an organisation, in this area.

Through our Innovate RAP we have developed an aspirational and innovative approach to our commitment to creating an Australia that takes meaningful

action on reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people, in a way that is informed and led by Aboriginal and Torres Strait Islander peoples.

Our organisation remains committed to delivering our actions by being an agile workplace with the ability to pivot our approach to the changing environment.

DCA's RAP Working Group:

- Simone Empacher Earl, *RAP Working Group Chair & DCA's Aboriginal Liaison*
- Lisa Annese, *DCA CEO and RAP Champion*
- Dr Jane O'Leary, *Research Director and RAP Champion*
- Cathy Brown, *Advocacy & Communications Director*
- Emily Tynan, *Policy & Projects Coordinator*

DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel

As part of our RAP, DCA also established an Aboriginal and/or Torres Strait Islander External Advisory Panel, to provide guidance, support, cultural knowledge and advice throughout our reconciliation journey.

The panel includes:

Kate Russell

Awabakal (NSW)

DCA Aboriginal and/or Torres Strait Islander External Advisory Panel Chair

DCA Board Director

Executive Director, Indigenous Employment Partners Ltd.

Lauren Letton

Ngarrindjeri (SA) & Narungga (SA)

Planning and Audit Officer, South Australia Police.

Professor Peter Anderson

Walpiri (NT) & Murinpatha (NT)

Inaugural Executive Director, Carumba Institute

Director, National Indigenous Research and Knowledges Network (NIRAKN)

Thomas Mayor

Zenadth Kes (TSI)

Northern Territory Branch Secretary, Maritime Union of Australia.

Nareen Young

Inner City Sydney (NSW)

Industry Professor Indigenous Policy (Indigenous Workforce Diversity), University of Technology, Sydney.

Dennis Batty

Taungurung (VIC)

Gunai/Kurnai (VIC)

Executive Director, Indigenous Employment Partners Ltd

Jordy Mifsud

Gunditjmara (VIC)

Project Lead, Victorian Aboriginal Community Controlled Health Organisation

**Find out more about our RAP.
See our Aboriginal and/or Torres Strait Islander External Advisory Panel on our [website](#).**

KEY DIVERSITY AREAS IN 2021

DCA's major research in 2021 focused on workplace inclusion experiences across a variety of diversity dimensions.

RESEARCH

The 2021–2022 Inclusion@Work Index

This report maps the state of inclusion in Australian organisations and provides the Australian business case for inclusion. The *Index* highlights how workplace inclusion significantly increases performance and wellbeing, satisfaction and innovation.

DCA's *Inclusion@Work Index* showed the incredible impact that inclusion can have on people and culture, showing that workers in inclusive teams are:



4 times less likely
to leave their job in
the next 12 months



5 times less likely
to experience
discrimination
and/or harassment



4 times less likely
to feel work has
a negative or very
negative impact on
their mental health



10 times more likely
to be innovative



11 times more likely
to be highly effective
than those in non-
inclusive teams



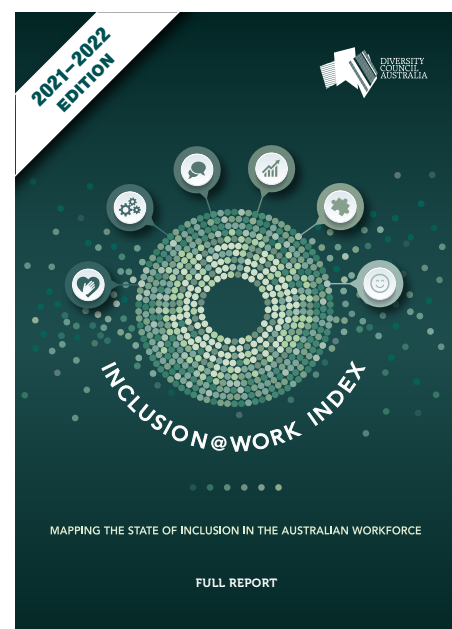
6 times more likely
to provide excellent
customer service



10 times more likely
to be very satisfied



4 times more likely
to work extra hard



Gari Yala (Speak the Truth) Gendered Insights

Following on from the 2020 Gari Yala project, which documented the workplace experiences and recommendations of over 1,000 Aboriginal and Torres Strait Islander workers, this report took a gendered lens to the 2020 findings.

The piece revealed that Indigenous women who are carers are experiencing 'triple jeopardy' – that is, the combination of these three aspects of their identity are amplifying their experiences of discrimination and exclusion at work. These Indigenous women with caring responsibilities are:



More likely to feel unsafe in the workplace

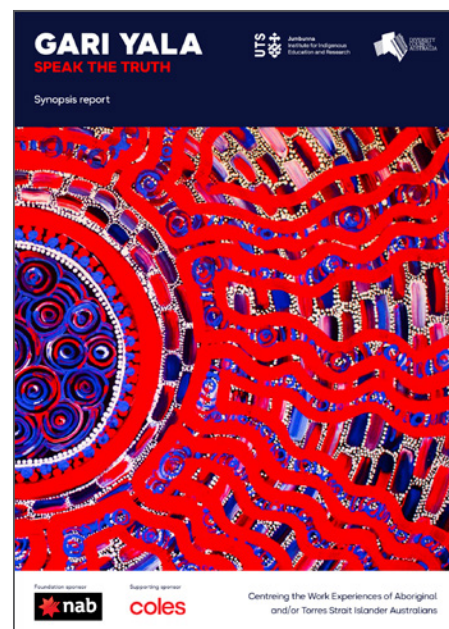


More likely to carry extra expectations to make their workplace culturally sensitive and engaged



Less supported when they encounter racism and unfair treatment

The 2021 gendered *Gari Yala* report also highlights the need for managers to create safe workplaces for Aboriginal and Torres Strait Islander workers.

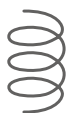


Inclusion@Work Index: Mapping the State of Flex in the Australian Workforce

A special edition report of DCA's *Inclusion@Work Index 2021–2022* titled *Mapping the State of Flex in the Australian Workforce* highlights a positive link between flexible work and workplace inclusion and also shows that the stigma around care, gender and flexible work continues.

Concerningly, the report reveals a significant gap in the uptake of flexible working between men and women. In more detail, the report found:

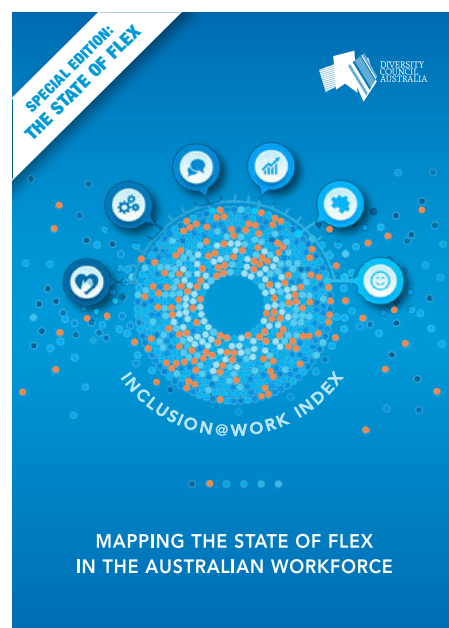
FLEXIBILITY IS LINKED TO WORKPLACE INCLUSION:



There is a positive link between flexible 'flex' work and workplace inclusion. This is good news for many employers, who had moved into alternative working structures during the pandemic and have struggled to quantify the impact these changes may be having on team cohesion and culture.



Female and male workers using flex were significantly more likely to report being in inclusive teams, having inclusive managers, and working in inclusive organisational climates compared with female and male workers not using any flex options.



HALF OF MALE CARERS EXPERIENCE EXCLUSION:

Almost one in two men with caring responsibilities who access flexible work (flex) are experiencing exclusion at work.



Men using flex report significantly more discrimination and/or harassment at work compared to male workers not using flex options, as well as compared to female workers using flex and those not.

LITTLE CHANGE IN THE GENDER FLEX GAP, MEANING LITTLE CHANGE FOR PAY INEQUALITY:

Despite predictions that the 'working from home revolution' brought on by COVID-19 lockdowns would lead to more equal uptake of flexible work by men and women, **there is still a significant 'flex gap'.**

Counting Culture: Towards A Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia

DCA and the University of Sydney Business School developed a standardised approach for **defining, measuring, and reporting on workforce cultural diversity** in a respectful, accurate and inclusive way.

Australian organisations have been missing out on important business opportunities by failing to effectively measure the degree and breadth of culturally diverse talent in their leadership team, workforce, customer base, and labour market pool.

This report, *Counting Culture: Towards A Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia*, guides businesses through how best to count cultural background, language, religion – and even global experience – for maximum organisational benefit. Critical in a country where the Australian Bureau of Statistics reports nearly half (49%) of

Australians have been born overseas, or have one or both parents born overseas, and where over 300 languages are spoken.

The *Counting Culture Approach* was designed to be practical for employers (even if they have limited in-house resources and expertise to count cultural diversity) and inclusive for employees (i.e. data collection is experienced as respectful and meaningful).

The report recommends organisations use three Core Measures, supplemented by two Additional Measures, outlined below.



Core Measures are the minimum required to get a basic understanding of your workforce, and include:

①

Cultural Background

②

Language

③

Country of Birth

Additional Measures enable a more detailed understanding to be gained and include:

④

Religion

⑤

Global Experience

D&I 101: Collecting Diversity Data

This exclusive member report, updated in 2021, covers how to get staff to support and participate in the data collection process, confidentiality, and administrative matters, as well as the reporting and benchmarking of findings. It also features several sample survey questions under each of the following areas:

Aboriginal and/or Torres Strait Islander Peoples

Respecting that people may be cautious about answering questions on their Aboriginal and/or Torres Strait Islander status is important when collecting demographic information.

Age

Collecting data to assist with planning and targeting initiatives for different age groups can have a significant impact on attraction, engagement and retention outcomes.

Carer status

Many people in full and part-time work provide much unpaid care and support to family members and friends who have a disability, mental illness, chronic condition, terminal illness, an alcohol or other drug issue or who are frail aged. To support them businesses, need to understand the situation.

Cultural diversity (including religion)

Australian workers can find it difficult to specify just one cultural identity, ancestry, ethnicity, or cultural background so survey questions can become quite complex.

Disability

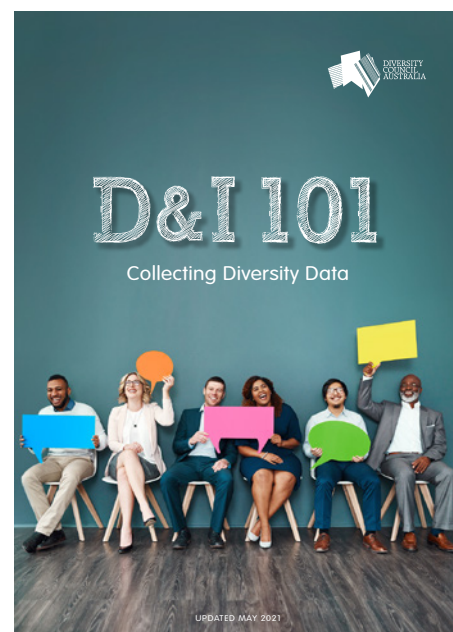
Capturing information about your employees' disability status can support workplace adjustments, and much more, but employees can be reluctant to reveal this information.

Gender identity, sexual orientation and intersex variations

Language is particularly important when surveying staff about gender identity, sexual orientation and intersex variations.

Social class

DCA research has found social class to be one of the strongest factors influencing employee experiences of inclusion and exclusion at work.



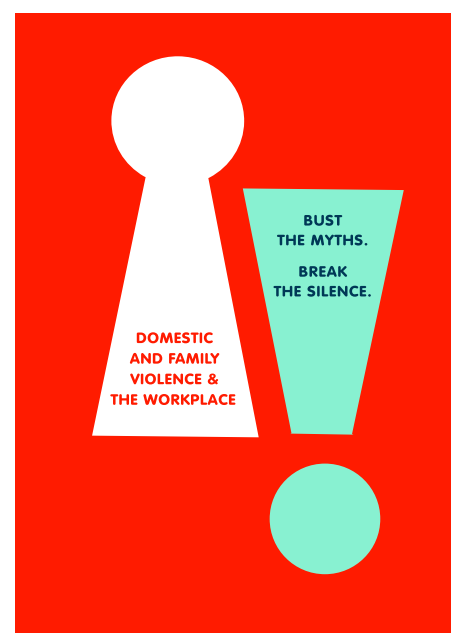
Myth Busting Domestic and Family Violence

This resource uses evidence to tackle some common myths about domestic and family violence and provides tools and resources for Australian organisations to become leaders in prevention.

The myth buster arises from our conversations with Australian businesses. These conversations revealed that there can still be a reluctance on the part of some organisations to address an issue that for so long was seen as something purely in the domain of the home.

Content includes:

MYTH #1 “Domestic and family violence doesn’t have anything to do with the workplace.”	Reality: Domestic and family violence is a workplace issue. If an employee is living with, or using, domestic and family violence, it will have an impact on the workplace.
MYTH #2 “Domestic and family violence only happens to [straight-cisgender] women.”	Reality: Men can be victims of domestic and family violence. However, women and gender diverse people experience domestic and family violence at rates much higher than men.
MYTH #3 “There aren’t any ‘perpetrators’ or ‘victims’ at our workplace”	Reality: There is no ‘typical’ or ‘standard’ person who uses or experiences domestic and family violence.
MYTH #4 “It’s not that bad, he doesn’t hit her”	Reality: Violence can take many forms, and physical violence is only one of them.
MYTH #5 “I don’t want to get involved – it’s none of my business...”	Reality: Violence is everyone’s business, including workplaces. If you see it, or hear about it, it becomes your business.
MYTH #6 “We aren’t therapists or lawyers, there’s nothing we can do.”	Reality: HR or managers can often be first responders to disclosures or revelations of domestic and family violence.
MYTH #7 “If anyone at our organisation did that, we would just fire them...”	Reality: We need to stop it before it starts.



RESEARCH ADVISORY COMMITTEE

DCA's Research Advisory Committee is an external group that oversees DCA's research.

Members include leading academics and researchers with a knowledge of diversity and inclusion theory and practice.

The Committee meets approximately four times a year to provide strategic direction to DCA's Research function.

DCA's Research Advisory Committee helps DCA deliver on its research vision to work in partnership with members to generate groundbreaking diversity research that enables Australian organisations to fully leverage the benefits of diversity and inclusion.

Committee members provide expert guidance to DCA about our direction and collaborations with industry.

More specifically, this involves:

- Reviewing DCA's research vision, research priorities and research projects
- Identifying 'ahead of the curve' research topics and emerging issues for possible future research projects
- Assisting in identifying appropriate research partnership and sponsorship opportunities.

For more information about DCA's Research Advisory Committee refer to the [website](#).

ADVOCACY

DCA's advocacy with government and business leaders continued in 2021.

DCA launched the #IStandForRespect campaign, which saw more than 288 CEOs pledge to stamp out sexual harassment in their workplaces. We also made submissions on behalf of members to the following inquiries:

Religious Discrimination Bill 2021 and related bills

DCA made a submission in response to the *Inquiry into the Religious Discrimination Bill 2021 and related bills*.

Our submission noted that DCA strongly supports individuals being protected from discrimination and harassment because of their religious belief and we proactively support our members in creating workplaces where religious belief is afforded the same dignity and respect as other attributes of a person's identity.

However, we were concerned that the proposed legislation goes beyond protecting people from discrimination on the basis of religion and instead also extends to eroding other important anti-discrimination protections.

We argued that this legislation, as drafted, should not be passed and the structure of any laws to prevent religious discrimination should be the same as other anti-discrimination legislation, and should not provide additional

positive rights that allow new discrimination against other people.

DCA also presented evidence to the Committee examining this legislation.

[Access the full submission.](#)

Review of the Workplace Gender Equality Act (WGEA) 2012

DCA's submission in response to the review of the *Workplace Gender Equality Act 2012* (the Act) noted that the Act has been a critical tool in Australia's approach to addressing workplace gender equality. However, as the Act has been in place for some time, we believe there are opportunities to strengthen it through the collection of more nuanced and intersectional data, and through stronger advocacy on the part of the Agency, for example, to address specific drivers of the gender pay gap.

To prepare our submission we surveyed DCA members about a range of relevant issues raised in the consultation paper.

Our submission reflected the over 100 responses we received in our consultation, as well as DCA's views based on our research and experience in D&I over many years.

[Access the full submission.](#)

Sex Discrimination and Fair Work (Respect at Work) Amendment Bill 2021

DCA made a submission in response to the *Sex Discrimination and Fair Work (Respect at Work) Amendment Bill 2021*.

While DCA supports the amendments proposed under the Bill, we argued that these changes alone are insufficient and our submission recommended that:

- the Bill be amended to include a positive duty on employers as outlined in recommendation 17 of the Respect@Work report;
- the proposed s28AA of the Bill be amended to change the threshold for sex-based harassment from unwelcome conduct of a 'seriously demeaning' nature

to unwelcome conduct of a 'demeaning' nature;

- the Bill be amended to clarify that sex-based harassment can be conduct amounting to a valid reason for dismissal;
- the definition of 'serious misconduct' in the Fair Work Regulations 2009 be amended to also include sex-based harassment;
- the Sex Discrimination Act 1984 be amended to ensure that creating or facilitating an intimidating, hostile, humiliating or offensive environment on the basis of sex is expressly prohibited; and
- protections against sex discrimination be extended to all workers.

DCA also presented evidence to the Committee examining this legislation.

[Access the full submission.](#)

Indigenous Voice Co-design Process Interim Report to the Australian Government

DCA welcomed the opportunity to make this submission in response to the *Indigenous Voice Co-design Process Interim Report to the Australian Government*.

DCA's submission was in response to the generous invitation from Aboriginal and Torres Strait Islander peoples outlined in the *Uluru Statement* for all Australians to walk together in a movement of the Australian people for a better future.

Our submission stated that DCA supports a Voice that acts and operates independently from the Parliament and Government, but that can speak to the Commonwealth Parliament and Government on policy and legislation.

We also agreed with the proposals that the Voice should not be responsible for the delivery of programs or services as this could cause conflicts with its core role making sure that the ideas and views of Indigenous Australians are heard in the development of policy and decision-making that affect them.

[Access the full submission.](#)

#IStandForRespect campaign

The *#IStandForRespect* pledge was coordinated by DCA, and signed by a list of CEOs, numbering more than 288 – including from leading banks, professional services firms, resources companies, multinational organisations, universities, legal firms, and not-for-profits.

The pledge asked businesses to commit to two simple steps:

1. Stand against gendered harassment and violence in all its forms
2. Commit to taking steps in their organisation to address sexual and sex-based harassment, to make the workplace safe for everyone.

CEOs who signed up to the campaign were able to access a range of online resources to support them in making positive change in their workplaces. DCA also held a series of events for members on addressing sexual harassment.

[Access the full campaign.](#)

THANK YOU TO OUR PARTNERS AND MEMBERS

DCA sincerely thanks all members and sponsors for their valuable support of DCA. In particular, we acknowledge the support of the following partners and members:

MAJOR PARTNERS (INCLUDING EVENT HOSTING AND OTHER SUPPORT)

Cisco for providing Webex service for all events, Gilbert + Tobin, HSBC Bank Australia, and KPMG.

DCA NETWORK SPONSORS AND EVENT SUPPORTERS

KPMG for sponsoring our Gender Equality Network.

BAE Systems Australia for sponsoring our Indigenous Network.

Lion, Origin Energy, Google, Western Power and Engie for hosting CEO D&I Roundtables and interstate research update events where held.

RESEARCH SPONSORS AND PARTNERS

Gari Yala (Speak the Truth) Gendered Insights

The Workplace Gender Equality Agency for sponsoring this research, Dr Olivia Evans for her work on the research, and the Jumbunna Institute for Indigenous Education and Research at the University of Technology Sydney for sharing their knowledge, insights and expertise.

Counting Culture: Towards A Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia

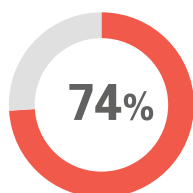
City of Sydney and ASIC for sponsoring the research, the University of Sydney Business School for partnering with DCA on the research, and in particular, Associate Professor Dimitria Groutsis, for her research and expertise.

Myth Busting Domestic & Family Violence at Work

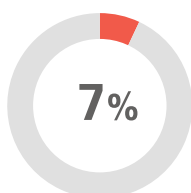
Our Watch for partnering with us on this research and sharing their expertise.

OUR PEOPLE

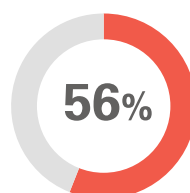
DCA has an experienced and dedicated team passionate about diversity and inclusion in Australia. DCA's outstanding team is representative of many diversity dimensions:



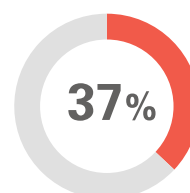
Female



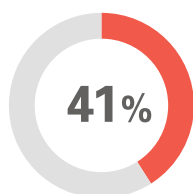
Aboriginal and/or
Torres Strait Islander



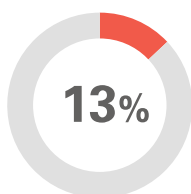
Non-Main English
Speaking Background



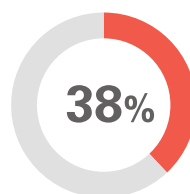
Multilingual



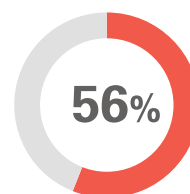
Born Overseas



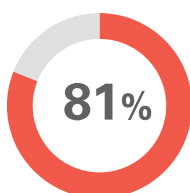
Non-Christian



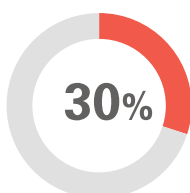
Christian Religion



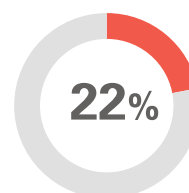
Global Experience



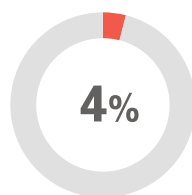
Caring Responsibilities



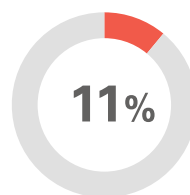
With Disability



LGBTIQ+



Younger Workers



Older Workers

THE DCA TEAM

LISA ANNESE

CHIEF EXECUTIVE OFFICER

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

Under her leadership, DCA delivers innovative diversity practice resources for Australian businesses and supports them in improving their inclusion capability. She has led a broad array of 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 Counting Culture and building Asian Leadership Capability, as well as research supporting individuals being "Out at Work", main-streaming flexible work and myth-busting workplace responses to sexual harassment and domestic and family violence.

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

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

Some of her career highlights include:

- Developing and launching the #IStandForRespect campaign where more than 288 Australian CEOs have signed up to take a stand against gendered harassment and violence.
- Advocating for policy action in areas including: making workplaces safer via changes to the Sex Discrimination Act (1984) and Fair Work Act (2009), on government-funded paid parental leave and accessible, affordable child-care, closing the gender pay gap, achieving Australian Marriage Equality, maintaining protections in the Race Discrimination Act (Cth 1995) and a strengthening of the Workplace Gender Equality Act (2013) and more recently advocating for greater representation of women and girls in STEM careers, reducing the incidence of sexual harassment and violence against women and for greater multi-faith inclusion without regressive religious freedom laws.
- Presenting DCA research at international forums, including recently at the Commission for the Status of Women (virtually) in New York, a UNESCO Summit in Baku, Azerbaijan, at the University of Patras, Greece and the University of Texas, US. She has also represented DCA at the United Nations Alliance of Civilisations, in both Doha (Qatar) and Kerala (India).
- At the Workplace Gender Equality Agency (formerly 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*.

FIONA AUSTIN-WEBER

SENIOR MANAGER, MEMBER RELATIONS

As the Senior Manager, Member Relations based in Victoria, Fiona's role is to cultivate and foster existing and new members in their diversity and inclusion journey. She is passionate about supporting members to make the most of their DCA membership and assisting them in utilising the wide array of resources available.

After completing a Fine Art degree in Melbourne, life has taken Fiona in a variety of career directions, with roles in training, administration, client service, design, marketing and communications.

With a professional background in both not-for-profit and corporate sectors, she has been fortunate to have the opportunity to work in Australia, the UK and Germany where she has experienced a diverse range of working environments.

Her area of interest is how organisations can best celebrate and utilise the strengths of neuro-divergent employees at work.

CATHY BROWN

COMMUNICATIONS & ADVOCACY DIRECTOR

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

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

Cathy was previously DCA's Policy & Projects Director and worked in the DCA Research Team.

Cathy has a background as a political advisor, where she was responsible for engaging and negotiating with diverse groups of stakeholders, speech writing, and developing and implementing new policy initiatives and policy directives.

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

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

DR ROSE D'ALMADA-REMEDIOS

RESEARCH MANAGER

Rose has been with DCA since 2017, working in the role of Research Manager. In this role, Rose works in the development, planning, and writing of research projects, as well as engaging in several 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 teaching, and has a PhD in religious diversity, inclusion, and expression in the workplace.

Rose has a keen interest in all things surveys and how organisations can explore their data to support diversity and inclusion in their workplaces.

SIMONE EMPACHER EARL

ABORIGINAL LIAISON AND EVENTS COORDINATOR

Simone joined DCA in 2013 as the Office Manager and Executive Assistant to the CEO and has now moved over to work in the Events team. Simone has a pertinent understanding of event coordination, bringing over fifteen years of experience to DCA and has an advanced Diploma in Business Marketing and Events.

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

Aboriginal Studies for Professional and Community Practice, Certificate in Aboriginal Culture and a Certificate in Aboriginal knowledge for the workplace.

Simone's career has spanned across the entertainment, government, banking & finance and FMCG industries. She has also worked with the NSW Attorney General & Justice Department on a contract basis within their adult and juvenile restorative justice programs.

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

YVETTE EDWARDS

MEMBERSHIP SERVICES COORDINATOR

Yvette started with DCA in 2009 as Office Manager and Executive Assistant to the then CEO, Nareen Young. She then left DCA to pursue other opportunities, returning to the DCA family in 2015 as Member Services Assistant.

In 2018 Yvette moved into the Events Coordinator role where she managed the CEO Roundtables hosted by DCA Chair, David Morrison and DCA CEO, Lisa Annese.

Towards the end of 2019, Yvette returned to the Memberships Team where she is responsible for

maintaining the integrity of the membership database and working with her colleagues to build and strengthen relationships with DCA members.

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

VERONICA EULATE

SOCIAL MEDIA CONTENT STRATEGIST

As the Social Media Content Strategist at DCA, Veronica is responsible for creating and curating content across DCA's social media platforms, ensuring that content is relevant, valuable and engaging for DCA's members and audience.

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 (LGBTIQ+) communities. Previously employed at ACON, Australia's leading health promotion organisation specialising in HIV prevention, HIV support and LGBTIQ+ health, she specialised in strategic planning and evaluation,

programs and systems planning and reporting, research support and coordination and held a policy portfolio focused on the inclusion of lesbian, bisexual and queer women in health policy frameworks.

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

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

SUE FLOCKART

SENIOR EVENTS & SPONSORSHIP 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 D&I 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 several 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 family.

DR ANNIKA KAABEL**RESEARCH MANAGER**

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

Annika comes to DCA from an academic background having most recently been employed as a researcher

and lecturer at University of Sydney Business School, Macquarie University, and Estonian Business School.

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

STEFANIE KESSLER**MEMBERSHIP DIRECTOR**

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

Stefanie was CEO of Variety Australia, where she coordinated seven state boards to deliver one strategic national plan, and as the Head of Fundraising, has raised much needed funds within charities to support

First Nations People, people with disabilities and environmental causes.

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

Stefanie has three adult daughters and one granddaughter and lives in Sydney with her partner.

SONIA KOHLBACHER**MEDIA MANAGER**

Sonia joined the DCA team as Media Manager in 2021, leading the development and implementation of media strategies, managing media requests and ensuring all media activity is backed by DCA research.

Dedicated to advancing women's rights and equality, Sonia previously advised executives of two gender equality organisations in Cambodia. She is motivated by her experience with endometriosis to improve health outcomes for other women as a member of the NHMRC SPHERE Consumer Advisory Group and its Women's Sexual and Reproductive Health COVID-19 Coalition.

Before this, Sonia was a journalist in newsrooms across Australia, including three years in the Queensland Parliament press gallery and in Cambodia, where she advocated for government measures to eliminate violence against women.

She is studying a Master of International Relations and Master of Public Policy and Governance at the University of New South Wales and has a Bachelor of Mass Communication from Murdoch University.

NICOLE LUXMOORE

OFFICE MANAGER & EXECUTIVE ASSISTANT TO THE CEO

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

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

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

ANDREA MALTMAN RIVERA

MEDIA AND COMMUNICATIONS ADVISOR, PODCAST PRODUCER

Andrea Maltman Rivera is a journalist, podcast producer, writer and communications specialist. As a passionate advocate for equality of opportunity, she joined DCA in November 2017 and brings a bang to 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 features high profile politicians, journalists, athletes and experts, whose stories reflect the wider social issues facing Australia today.

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

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

VIRGINIA MAPEDZAHAMA

MEMBER EDUCATION DIRECTOR

Virginia (PhD, Sociology) is a first-generation Black African migrant woman. She is a critical race Black feminist scholar in the broader field of sociology of difference.

Her research interest is understanding the social construction of all categories of difference, meanings attached to this difference, how it is signified and lived, as well as its implications for those assigned difference. This interest is fuelled by her own experiences of racism, racialisation, racial discrimination and intersectional harms as a racially marginalised person living in Australia.

Virginia explores her research interest in the context of subjective experiences of race, racism and ethnicity, migration, diaspora, Blackness and Black subjectivities, sexuality, hybridity, intersectionality (intersectional harms) and gendered violence. She has published extensively in these areas as well as the broader fields of cross-cultural identities, African feminisms, post-colonial feminisms, new African diaspora in Australia and African women diaspora.

Virginia is also an eco-vegan and currently lives in Sydney with her daughter, sister and nephew.

SUDHA NARTHAKUMAR

MEMBER RELATIONS ADVISOR

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

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

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

One of Sudha's previous roles at the Australian Institute of Company Directors saw her in addition to her member relations role, project manage and lead a

diversity initiative exclusive to the AICD WA. She was passionate about helping senior executive women with board aspirations to enhance and develop their skill sets through their diversity program and achieving greater diversity on boards.

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

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

TODD O'BRIEN

DIGITAL IT PRODUCT MANAGER

Todd is DCA's Digital IT Product Manager and is responsible for managing DCA's digital transformation, online assets, and IT operations. He brings with him over eight years' experience in the end-to-end management of web, software application and digital transformation projects.

He has been involved in projects from a range of NFP and government organisations including the Center of Perinatal Excellence (COPE), Victoria Police, Minerals

Council of Australia and Murdoch University, managing website, custom software and mental health mobile apps.

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

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

DR JANE O'LEARY

RESEARCH DIRECTOR

In 2008, Jane established DCA's research function to work with Australia's leading diversity, equity, and inclusion employers to design and deliver evidence-based employer guidance, which is ahead of the curve, speaks to the Australian context, drives business improvement, and 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 DIRECTOR

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

Prior to this new role that commenced in July 2021, Catherine was also Communications Director overseeing all DCA's communications to strengthen the DCA brand and position it as the leader on D&I. She was responsible for creating and developing the Communications function and collaborating across all the other functions to inform and promote the work of DCA. She also acted in the role of CEO prior to the appointment of Lisa Annese in 2014.

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'.

From 2018 to 2021, Catherine has been a judge for the Gender-wise Philanthropy Award in the Australian Philanthropy Awards. She 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 partner and one of two adult children still at home, plus two furry friends.

TARA SOMERVILLE

OPERATIONS/KNOWLEDGE PROGRAM COORDINATOR

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

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

After being involved in many workplaces that had issues with pay and toxic environments and seeing that there were folks in need of safe service providers for marginalised folks, Tara started their own openly intersectional and inclusive business. Their business included cleaning, professional organising, hospitality,

administration, entertainment work, and utilising their skills as a child passenger safety technician (they have installed over 700 baby seats!).

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

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

KELLY TE HEUHEU

DIGITAL COMMUNICATIONS ADVISOR

As the Digital Communications Advisor for DCA, Kelly is responsible for managing content on the DCA website and analytics, preparing engaging storytelling content including DCA's Inclusion Matters, video editing and assisting with the social media program.

A seasoned communications and marketing professional with an academic background in communications, Kelly earned her stripes in the tourism, education, transport industries.

Kelly has over seven years' in-house and consultancy experience across public and private sector organisations throughout Aotearoa and Australia.

Recognised for an impassioned approach, Kelly is artistic and down-to-earth.

With colourful ideas and a commitment to excellence, Kelly prides herself on creative storytelling and compelling communications and marketing strategies.

As a proud Māori woman from a diverse whānau (family), Kelly has a deep interest in all dimensions of D&I particularly, indigenous cultures, mental health, sexuality and accessibility for the hearing and visually impaired.

EMILY TYNAN

POLICY & PROJECTS COORDINATOR

In her role as Policy and Projects Coordinator, Emily coordinates DCA strategic projects, manages the administration of Ask DCA enquiries and contributes to DCA's government relations activities.

Emily holds a Bachelor of Laws/Bachelor of Arts (Hons) from the University of Queensland, and a Graduate Certificate in Workforce Diversity and Inclusion from

the University of Southern Queensland. Emily has a background in human resources and in the higher education sector.

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

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:



MING LONG AM

DCA CHAIR, MEMBER OF FINANCE, AUDIT AND RISK COMMITTEE

Ming is a well-known and respected leader with non-executive experience in a broad range of industries including financial services, real estate, and investment management. Ming has held senior executive and leadership positions, including CEO and CFO roles, in listed and unlisted companies through organisational restructuring, M&A and has significant experience leading through crisis, including leading through the global financial crisis.

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



CHRIS LAMB

DEPUTY CHAIR, CHAIR OF HR & NOMINATIONS COMMITTEE

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

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

Chris previously served on DCA's board from 2010 – 2019 and has been a member of the Pride in Diversity (PiD) Advisory Board since its foundation in 2010. In 2015 Chris received AHRI's Diversity Champion Award and in 2018 he completed further postgraduate education in Aboriginal Studies. Chris is also a Non-Executive Director of Netball NSW and has recently completed a two-year term as an Advisory Committee member of The University of New South Wales Australian Human Rights Institute. He is currently undertaking a Master of Counselling and Psychotherapy.

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



STEPHEN BARROW-YU

**CHAIR OF FINANCE, AUDIT AND RISK COMMITTEE AND
MEMBER OF HR & NOMINATIONS COMMITTEE**

Stephen is Assistant Secretary, People, Performance and Culture at the Department of Foreign Affairs and Trade (DFAT). Immediately prior to this, he was Executive Director (Partner) of People and Change at KPMG.

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

Stephen relocated to Australia in 2007, originally from the UK, he has also lived in Hong Kong and Dubai.

Prior to this, Stephen worked for the Hong Kong and Shanghai Bank (HSBC), based first in Hong Kong, where he led the regional performance management, talent and organisational development agendas across Asia.

He returned to London with HSBC in 2001, taking on a number of group-wide roles, most notably as Global Head of People Strategy, Talent and Resourcing. During this time Stephen had a truly global role, working extensively in the US, Canada, South America and in Europe.

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

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

Having served three terms, Stephen will retire from the Board of DCA at the AGM in 2023. He is Chair of the Finance, Audit and Risk Committee, and serves on the HR and Nominations Committee.



JULIE CANEPA
CHAIR OF IT COMMITTEE

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

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

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

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

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



TANYA HA

MEMBER OF IT COMMITTEE

Tanya is Director of Engagement at the science communication agency Science in Public. She is also Vice President of Science & Technology Australia, which represents 80,000 Australian scientists and technologists.

Tanya is an award-winning science journalist, environmental advocate, television presenter, author, speaker and sustainable living expert. Tanya's current work includes media training scientists, managing media desks at scientific conferences, strategic communication planning for research organisations, and managing publicity for National Science Week.

Behind the scenes, Tanya has worked with National Science Week stakeholders to improve the accessibility, diversity and inclusion of events. Her past work has included reporting for ABC TV's science show 'Catalyst', her popular environmental guidebooks, and developing campaigns and acting as a spokesperson for Planet Ark.

An Australian of Chinese and British heritage, Tanya has been an early Asian face on mainstream TV and a strong female voice in the environmental movement. She is also involved in Science & Technology Australia's Superstars of STEM program, raising the profile of diverse Australian female scientists, technologists and engineers.

Tanya holds a science degree (Chemistry major), a postgraduate certificate in Scientific and Technical Writing, and a Master of Environment. In 2010 she won the United Nations Association of Australia Media Award for Environmental Reporting.

Tanya also serves on the board of Westernport Water and the advisory groups of the ARC Centre of Excellence in Exciton Science, the Wave Energy Research Centre and the Banksia Sustainability Awards. She is an associate of the Melbourne Sustainable Society Institute and part of the Science Gallery Melbourne's Leonardo Group.

She is also a past board member of the state government agency Sustainability Victoria and Keep Australia Beautiful (National Association).



ABBIE WRIGHT

MEMBER OF RESEARCH ADVISORY COMMITTEE

Abbie is a well-known and respected leader of social inclusion and workplace diversity. Abbie joined Arup in November 2018 to continue the evolution of Arup's inclusive culture having previously led the delivery of Aurecon's inclusion and diversity strategy.

Abbie has held senior diversity roles and received accolades for her work, including the Australian Human Resources Institute (AHRI) Diversity Champion. Abbie is also 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 brings a deep understanding of the positive outcomes from creating a work environment where everyone feels valued and respected, regardless of difference, and is encouraged by visible, inclusive leadership. Abbie is a member of both Arup's Australasian Diversity and Inclusion Executive and Arup's Global Equality, Diversity and Inclusion working group. Abbie works closely with teams on strategies to pursue inclusion and diversity across a range of diversity portfolios and she supports leaders to develop inclusive cultures that enable inclusive leadership.

Abbie proactively raises the profile of inclusion and diversity within the engineering, infrastructure and design industries to influence a more inclusive industry. She is an Implementation Leader for the Champions of Change Coalition (CCC), the Consult Australia group and has previously sat on the CCC STEM group.

In 2016, Abbie led Aurecon's inclusive workplace effort which resulted in an AHRI Most Inclusive Workplace award and industry recognition through the Aurecon #Unconventional campaign. Abbie was previously a member of the South Australian Property Council Diversity Committee and contributed to the South Australian Male Champions of Change group.

Abbie sits on the Board of the Diversity Council of Australia (DCA) and the DCA Research Committee. Abbie has proactively contributed to and supported both the DCA Words@Work and Cracking the Cultural Glass Ceiling research programs.



AMANDA REVIS

MEMBER OF IT COMMITTEE AND HR & NOMINATIONS COMMITTEE

Amanda is a global executive with more than 38 years of commercial experience across Financial Services, Consulting, Television and Manufacturing.

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

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

Amanda is an advocate for diversity and inclusion. She led Suncorp's diversity and inclusion strategy to create a culture and environment where people feel valued, involved, and respected for their perspectives and contribution.

Amanda was a founding member of Suncorp's Diversity Council and a strong advocate for the development of a work culture that supports flexible working, fairness, and equity. Suncorp is recognised as a leading ASX company in achieving gender balance in Australia.

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

Amanda was General Manager People and Performance in Westpac Retail, Business and Institutional Banking, she 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.



HARRY ROLF

MEMBER OF IT COMMITTEE

Harry Rolf (PhD) is a policy analyst, researcher, and advocate with an interest in how digital technology is reshaping society, particularly on issues of gender, sexuality and culture. He pursues his interest in diversity and inclusion through his work, study and involvement in community and not-for-profit organisations. As a member of the LGBTIQ+ community, these issues are important to both his personal and professional life.

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

Harry has a PhD in information science from the University of Tasmania. His research investigated the everyday challenges faced by international students and how they used digital technology to accessing information and support while living in Australia. The research has been used to help improve institutional and state support for international students staying in Australia. Following his PhD, Harry continues to pursue his research at the ANU Australian Studies Institute where he is a Research Associate.

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



KATE RUSSELL

CHAIR OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER EXTERNAL ADVISORY PANEL, MEMBER OF HR & NOMINATIONS COMMITTEE

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

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

In her current role as Director Office of the Group Deputy Secretary, Place, Design and Public Spaces at the Department of Planning, Industry and Environment, she works across multiple projects and policy areas to support the delivery of outcomes and community benefits. Prior to this, she was the Director of Diversity and Culture at the Department of Planning, Industry and Environment, where she oversaw the design and delivery of inclusion programs across a portfolio of agencies and over 15,000 staff.

Her broad expertise and experience in diversity and inclusion, organisational culture, leadership, human resources and knowledge and project management helps to develop programs that recognise the intersectionality of experience.

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

Kate is a Board Director at NSWALC Employment and Training and Interrelate. She is a graduate of Bachelor of International Studies (Distinction), completed an MBA in 2013 and graduated with an Executive Masters of Public Administration in 2020.

She has previously served on the Glebe Youth Services and Rabbitohs Souths Cares boards



SHAWN WILKEY

MEMBER OF FINANCE, AUDIT AND RISK COMMITTEE

Shawn has over 15 years' experience leading organisational and cultural transformation, developing, implementing and evaluating policy, and managing strategic projects across a diverse range of organisations and industries.

He is passionate about bringing business, government and the community together to create shared value and foster collective impact. Shawn is currently a Director in the Department of the Prime Minister and Cabinet focused on ensuring government social and economic policies are inclusive of the needs of Australian women.

Prior to this Shawn was the Director of Diversity and Inclusion at the Department of Defence, responsible for enterprise-wide strategies, policies and programmes to build Defence capability through inclusion. Previously, he served in executive roles at the Department of Premier and Cabinet in Victoria, as the Director of Service Systems Reform and Director of Strategy and Development.

His main responsibilities included enhancing the social service system for individuals with complex needs facing entrenched disadvantage and supporting the Aboriginal community through Australia's first treaty process. Shawn held additional responsibilities including strategic planning, culture development and business operations.

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

Shawn has previously sat on the committees of local AFL clubs, where he has worked to develop welcoming and inclusive local environments to ensure clubs are places of belonging where people can connect, feel valued and enhance their wellbeing. Shawn holds Masters in Public Administration and Business Administration, and also sits on the Board of Diversity Council Australia.



KARLA DUNBAR

COMPANY SECRETARY

Karla is a graduate in Gilbert + Tobin's Charities and Social Sector team and assists with the provision of legal advice and assistance to charities, not-for-profits and social sector organisations. Prior to joining Gilbert + Tobin, Karla worked in the charities and social sector, in various research, policy and governance roles, assisting with the development of research publications, government submissions and policies in the diversity and inclusion space. In 2017, Karla was appointed the Company Secretary of DCA.



ELIZABETH HRISTOFORIDIS

INDEPENDENT ADVISOR TO FINANCE, AUDIT AND RISK COMMITTEE

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

Across banking, superannuation and wealth management sectors, Liz has shaped major law reform and guidance, and assessed operational readiness and implementation, through a range of previous roles with the Australian Securities and Investments Commission, including on secondment with the Macquarie Group. Most recently, she played a pivotal role as a Lead Supervisor in establishing ASIC's enhanced supervisory approach, Close and Continuous Monitoring (now Institutional Supervision), where she had responsibility for driving uplift in breach reporting in the context of incident management, internal dispute resolution, and internal audit within two of Australia's Big Four banks, and another major institution.

Liz was also an Associate to the Honourable Justice Neville Owen at the HIH Royal Commission.

Liz has more than ten years of applied governance practice, and is currently a Director of KU Children's Services and Chair of the KU Marcia Burgess Foundation Committee. She is a former Board Chair of Shopfront Arts Coop and Ensemble Offspring.

Liz holds a Master of Laws and Management, Bachelor of Laws and Bachelor of Commerce (Marketing) and is a Graduate of the Australian Institute of Company Directors.

Liz finished her term on the Board in 2021, and remains an Independent Member of the Finance, Audit and Risk Committee.

**TIM FAWCETT****FORMER CHAIR OF THE IT COMMITTEE**

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

Tim is responsible for Cisco's three-year \$100m national engagement plan which is focussed on human capital development, healthy communities and economic innovation.

Tim leads policy and process change at Cisco to boost female participation in IT, making Cisco a disability confident organisation, recognising and ameliorating the impact of mental health in the IT sector and delivering Cisco's Reconciliation Action Plan.

Before joining Cisco, Tim led a strategic government relations and market research consultancy and has over 20 years of federal and state public and private sector experience.

Tim supports cancer research not-for-profit the Snowdome Foundation and is former Vice President of the Make a Difference Foundation.

Tim finished his term on the Board in 2021 and was Chair of the IT Committee.



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