

ANNUAL REPORT 2019



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2. OVERVIEW

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

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

We have over 600 members, many of whom are Australia's business diversity leaders and biggest employers.

DCA is not government funded – our income is generated from membership fees, sponsorships and services to business/employers.

DCA membership offers:

- **Unique research** › Receive premium access to our cutting-edge Australian research with practical tools to drive business improvement.
- **Inspiring and informative events** › Attend free events exploring the latest insights and trends across all diversity dimensions and providing access to a community of industry practitioners.
- **Curated resources** › Take advantage of an extensive library of D&I resources collated in the members-only area

of our website. This includes information on all diversity dimensions such as inclusion, gender, culture and faith, age, Aboriginal and Torres Strait Islander Peoples, LGBTIQ+, disability and accessibility, flexibility, family and domestic violence, and mental health.

- **Access to experts** › Access our team of experts for valuable guidance across all diversity dimensions to help you get the most out of your D&I activities.
- **Opportunity to influence** › Contribute to our advocacy on D&I in the workplace with government, regulators and the wider community.
- **Knowledge programs** › Educate and engage your team on current D&I topics via our in-house workshops that are grounded in evidence-based research.
- **Ability to show your commitment** › Join existing member organisations who have enhanced their brand as an employer of choice and demonstrate your commitment to D&I through DCA membership.

3. CHAIRPERSON'S REPORT



2019 was another very successful year for the DCA. While this is reflected in the significant growth in membership during the year, and in the improved financial position of the organisation, the greatest success continues to be in how we meet our members' requests for advice, analysis

and education on how to make our workforces more productive through a focus on diversity and inclusion. This is the principal reason for why the DCA exists and it is the impetus for the world class research conducted, for our members, by the DCA team. This annual report shows clearly how we have continued to broaden our areas of research and data analysis and it demonstrates why the DCA is such an important public voice, in Australia, on diversity and inclusion.

This has been achieved through a great deal of hard work and a very disciplined focus on how we compile and analyse data. We pride ourselves that we are a facts-based organisation that can advocate, with confidence, on D&I matters that are important to our members.

I am very grateful for the leadership of our CEO, Lisa Annese, and the contributions made by all of the DCA staff. I am, as always, proud to be part of a wonderful Board that has played an important role in developing the strategic plans that will ensure the long term health of the Council.

During 2019 we farewelled two Board members who have made a substantial contribution to the DCA over many years. On behalf of the organisation, I thank Chris Lamb and Alec Bashinsky for all that they have done and wish them well for the future.

Of special note, in 2019, was the launch of the DCA's Reflect Reconciliation Action Plan achieved through extensive consultation and with the advice provided by our Aboriginal and Torres Strait Islander External Advisory Panel. I would like to acknowledge their involvement and input into such an important piece of work.

2020 is already proving to be an exceptionally challenging year with the global and national ramifications of COVID-19 yet to be fully felt. The DCA has achieved a strong financial position in recent years and this gives me confidence that we can continue to provide high quality advice, on matters such as workplace flexibility and personal resilience, that will assist all our members to meet the challenges that they are currently facing. We are all in this together.

A handwritten signature in blue ink, reading "David Morrison".

David Morrison AO
DCA Chair

4. CHIEF EXECUTIVE OFFICER'S REPORT



2019 was an incredible year of growth and impact for DCA. With membership now above 600, more organisations than ever are using DCA resources to improve their capability in diversity and inclusion in order to achieve their strategic objectives.

We have continued to support members with another year of ground-breaking evidence-based research across the D&I spectrum. The research has also made a significant contribution to thought leadership and the public conversation on D&I.

For 2019, DCA released the following pieces:

Our **Sexual harassment myth-buster** released for IWD challenged the common misconceptions about sexual harassment at work.

Our **D&I 101: Conducting a Diversity Survey** guide helped members understand how to ask employees about their diversity, and **Counting Culture** gave practical guidance on how to map the cultural diversity of their workforce.

The **Let's Share the Care at Home and Work** released for Mother's Day was a call to action to end the gender pay gap by enabling women and men in Australian families to 'share the care' more equitably.

Change at Work provided an evidence-based model for designing and implementing D&I change, applying global change theory to D&I initiatives.

Our **Multi-faith Guide** helped members understand how to move away from simply 'accommodating' the needs of their multi-faith employees, towards making workplaces inclusive for everyone.

The third in a series of **She's Price(d)less** reports that unpack the factors that contribute to the gender pay gap was released and received significant media reception.

And our flagship **Inclusion@Work Index**, the second edition of our biennial report mapping the state of inclusion in Australian workplaces was released. Members also participated in the **Inclusion@YourWork Index**, which measured D&I in their workforce and compared findings to national and leading practice benchmarks.

Our team of experts provided valuable guidance to our members on all aspects of D&I, especially through our Ask DCA service. Numerous workshops and presentations were given around the country, providing valuable insights on D&I fundamentals and specialised diversity dimensions.

Our major events made a deep impact on some huge topics. The 9th Annual Diversity Debate asked whether backlash was good or bad for D&I and was attended by a record crowd. The Anna McPhee Memorial Oration on D&I was delivered by Retired Justice of the High Court of Australia, The Hon Michael Kirby AC CMG, who asked if it was time for a national Bill of Rights in Australia.

All up, DCA held 25 events for members around Australia including in Sydney, Melbourne, Perth, Brisbane and Canberra, as well as online.

Season 2 of the Art of Inclusion podcast was released with seven episodes covering death and 'Sorry Business', faith, shared care, neurodiversity, domestic violence in LGBTIQ+ relationships and constitutional recognition.

We were extremely proud to launch our first **Reflect Reconciliation Action Plan** developed on the basis of two guiding principles: inclusion and reconciliation.

Our financial performance was pleasing, with a surplus achieved of \$113,821 on the back of further investment in services for our members. Our balance sheet also benefited from the surpluses generated over recent years resulting in substantial cash reserves.

In 2020 we are excited to be moving into our own offices which will be an excellent platform from which to continue to enhance services to our members as the independent not-for-profit peak body leading D&I in the workplace. We sincerely thank Deloitte for its longstanding and generous support of DCA, providing us with office accommodation and IT support since 2014.

As we face uncertain times in 2020 as a result of COVID-19, members can rest assured the team at DCA is working hard to provide new online resources, insights and events tailored to helping them through this difficult time.

A handwritten signature in blue ink, appearing to read 'Lisa Annese'.

Lisa Annese
Chief Executive Officer

5. FINANCIAL RESULTS

The following tables outline DCA's statement of comprehensive income and financial position for the 2019 financial year. These should be read in conjunction with the full Financial Statements for the year ended 31 December 2019, which are available on our website at www.dca.org.au.

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER

	2019	2018
	\$	\$
Membership, sponsorship and other income	2,890,577	2,588,422
Employee benefits expense	(1,825,773)	(1,526,533)
Depreciation expense	(2,571)	(340)
Other expenses	(948,412)	(842,567)
Profit/(loss) for the year	113,821	218,982
Other comprehensive income	-	-
Total comprehensive income/(loss) for the year	113,821	218,982

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER

	2019	2018
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	540,478	945,167
Trade and other receivables	175,724	234,506
Prepayments	96,186	22,686
Term Deposits	1,528,078	825,814
TOTAL CURRENT ASSETS	2,340,466	2,028,173
NON-CURRENT ASSETS		
Property, plant and equipment	193	1,264
TOTAL NON-CURRENT ASSETS	193	1,264
TOTAL ASSETS	2,340,659	2,029,437
CURRENT LIABILITIES		
Trade and other payables	136,731	108,241
Provisions	215,280	195,396
Unearned income	1,375,157	1,207,387
TOTAL CURRENT LIABILITIES	1,727,168	1,511,024
NON-CURRENT LIABILITIES		
Provisions	37,199	55,942
TOTAL NON-CURRENT LIABILITIES	37,199	55,942
TOTAL LIABILITIES	1,764,367	1,566,966
NET ASSETS	576,292	462,471
EQUITY		
Retained earnings	576,292	462,471
TOTAL EQUITY	576,292	462,471

6. OUR BUSINESS IN 2019

Unique research

Research

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

Our research agenda in 2019 involved the release of reports and insights into these key D&I areas:

- **Myth Busting Sexual Harassment at Work:** DCA's myth-buster challenges the common misconceptions about sexual harassment, and provides detailed frameworks for action on each of the myths so that employees and workplaces can stand up for safety and respect at work.
- **D&I 101 Conducting a Survey Guide:** This guide outlines the leading principles for undertaking respectful and inclusive surveys in order to obtain genuine, meaningful data about demographic diversity. The resource covers how to get your staff to support and participate in the survey process, confidentiality and administrative matters as well as the reporting and benchmarking of findings.
- **Counting Culture:** In this guide, six principles provide guidance on how organisations can map the cultural diversity of their workforce in a way that is respectful, accurate, inclusive, and well suited to the multiculturalism of Australian businesses.
- **Let's Share the Care at Home and Work:** This report is a call to action to end the gender pay gap by enabling women and men in Australian families to 'share the care' more equitably.
- **Change at Work:** This is an evidence-based model for designing and implementing D&I organisational change, which empirical research indicates will enable organisations to more effectively achieve D&I outcomes in the workplace.
- **Creating Inclusive Multi-Faith Workplaces:** This resource provides guidance to Australian workplaces about how to deal with a range of

common faith-related queries, and offers principles to help balance issues where conflicting rights might intersect.

- **She's Price(d)less 2019 Update Report:** This is the third in a series of reports that uses econometric modelling applied to data from the Household, Income and Labour Dynamics in Australia (HILDA) Survey to unpack the factors that contribute to the gender pay gap.
- **Inclusion@Work Index 2019-2020:** DCA's second iteration of the biennial project surveyed a nationally representative sample of 3,000 Australian workers. The index investigates how inclusive the Australian workforce is for a diversity of employees, how this has changed over time, and what impact inclusion has had on performance and wellbeing.

For more information on the research, see section 7.

Access to experts

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

Our Member Services team grew and our senior staff worked hard during 2019 to assist our members in a variety of capacities across all facets of D&I.

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 experience, research and practice. This free member service assists with short enquiries about any aspect of D&I practice.

The team responded to over 200 queries on D&I topics and the main themes were:

- Developing a D&I survey to collect employee demographics
- Collecting data on cultural diversity
- Paid parental leave and improving parental leave policies
- Pay equity
- Multi-faith practices in the workplace
- D&I strategy and policy development.

Knowledge programs and other member presentations

Member organisations are taking advantage of insights gained from DCA's highly regarded Knowledge Programs to change their workplace policies to be more inclusive and fair to their staff. Examples include:

- Improving employee leave policies to include "sorry business" when First Nations employees experience bereavement in their communities.
- Updating workplace policies to be inclusive of people undergoing gender transition in the workplace.

Repeat business and strong demand for Knowledge Programs has seen DCA strengthen its relationships with members in the fields of medical technology, aviation, energy, banking, superannuation, engineering and media.

Interest in the Open Program format among DCA members has seen Out At Work delivered in Brisbane, hosted by Brisbane City Council, and in Perth, hosted by P&N Bank.

Curated resources

Website

Members can 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, pleasingly website users increased more than 23% and member users by more than 11%.

We updated the website resources on combatting sexual harassment and developed a new microsite for the *Inclusion@Work Index*.

In late 2019, we redesigned the home page to focus on key member services and to give prominence to 'just released' projects.

Podcasts

The second season of our podcast series, [The Art of Inclusion](#), was released. Discovering the lives of fascinating people whose stories shed light on the wider social issues facing Australia, the seven episodes explored:

Sorry Business: Death in Aboriginal and Torres Strait Islander Communities

With higher death, suicide and infant mortality rates than their non-Indigenous counterparts, death is a constant companion for Indigenous Australians. Mundanara Bayles of The Black Card explored 'Sorry Business' – the cultural protocols for death in Indigenous communities – and how workplaces can better understand and support this practice.

When Love Hurts: Domestic Violence Through an LGBTIQ+ Lens

Power and control drive all domestic violence cases. Expert Kai Noonan from ACON and a survivor of domestic violence in a same-sex relationship discussed how intimate partner violence plays out in same sex and LGBTIQ+ relationships. They discussed what the differences are and how we recognise and put safety strategies in place to support them.

At a Loss: Dealing with Illness and Death

All of us will die. Yet we don't think about it. And we definitely don't talk about it. Lisa Gallate, author of *Hitting My Reset*, shared how multiple losses

informed her book. Expert comment came from Christopher Hall, a psychologist and the CEO of The Australian Centre for Grief and Bereavement.

Thinking Outside the Box: Neurodiversity and Autism at Work

In this episode, autism advocate Yenn Purkis shared their experience of being an employee with autism. Expert comment came from leading autism researcher Darren Hedley of LaTrobe University.

Caring is Sharing: Shared Care Policies in Australia's Workplaces

Men are the breadwinners, women are the caregivers, so go the traditional gender roles. But shared care models being rolled out in some of Australia's top companies flip that script. We heard from one dad taking on a more active caring role, and got expert comment from academic Victor Sojo, as well as Catherine McNair, QBE's Head of Diversity and Inclusion.

Unfinished Business: The Case for Constitutional Recognition

In this episode, we explored what exactly Constitutional recognition means to Australia's Indigenous peoples, and more importantly what role wider Australian workplaces play in making recognition a reality. Thomas Mayor, Branch Secretary for the Northern Territory Branch of the Maritime Union of Australia, helped us understand the complexity of the issue at hand. Ann Sherry, Chairman of Carnival Australia made a case for business involvement.

In Good Faith: Religion in Modern Australia

In this episode we ask: What's it like to be a believer amid such fervent discussions of faith, in a society where nearly 30% of Australians have no religious affiliation, and where those who do are often fair game for critique and debate?

The podcast was again very well received garnering downloads/listens of more than 8,000.

Publications

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

We implemented a new look and feel to the publication early in the year and the audience continues to grow.

Topics that headlined these editions included:

- #MeToo: Inquiry into workplace sexual harassment
- Reconciliation
- Myth busting sexual harassment at work
- *Inclusion@Work Index*
- *Counting Culture*: Six principles for measuring the cultural diversity of your workplace
- Addressing attitudes to gender equality from millennial men
- D&I 101: Conducting a diversity survey
- *Let's Share the Care at Home and Work*: A call to action to reduce the gender pay gap
- Election 2019: Where do major parties stand on D&I?
- Technology for inclusion not exclusion
- Launching DCA's Reconciliation Action Plan
- *Change At Work*: Designing diversity and inclusion differently to achieve organisational change
- Creating inclusive multi-faith workplaces
- *She's Price(d)less*: The economics of the gender pay gap
- A call to action to create mentally healthy workplaces
- Debunking myths around ageing and work.

Accessibility

DCA takes 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 WCAG 2.0 level 'AA' conformance dated 20 October

2017. We continue to actively work to increase the accessibility and usability of the site and in doing so adhere to many of the available standards and guidelines.

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

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

We also ensure our other communications channels and outputs are accessible by providing Alternative Text for images. 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.

Advocacy

Advocacy with government and regulators

During 2019, DCA made submissions on behalf of members to three government inquiries which related to impact on D&I in the workplace and commenced consultation for another (see our website for [more information on DCA's final submissions](#)):

Mental Health in the workplace

DCA made a submission to the Productivity Commission's inquiry into the effect of mental health on people's ability to participate and prosper in the community and workplace, and the effects it has more generally on our economy and productivity.

Nationhood, national identity and democracy

DCA made a submission in response to the Senate Legal and Constitutional Affairs Committee's Inquiry into Nationhood, National identity and Democracy. The submission argued that inclusion should be an important consideration for policies in relation to Australia's nationhood, national identity and democracy. Specifically, that creating an inclusive Australia should be the aim of policy makers and that they should use the principles of inclusion – ensuring that all citizens are respected, connected, and able to contribute and progress – to measure success.

Religious Discrimination

DCA made a submission in response to the Australian Government's package of proposed legislative reforms on religious freedom.

While DCA strongly supports individuals being protected from discrimination and harassment because of their religious belief, the submission outlined several concerns with the proposed legislation. Most relevant, that the proposed laws could stop Australian businesses fostering inclusive cultures.

This submission drew extensively on DCA's own research on the business benefits of inclusion, our research into the experiences of LGBTIQ+ people at work, and our guidelines for religious and multi-faith inclusion.

Engagement with the United Nations

Communication on Engagement UN Global Compact 2019

DCA reaffirmed its ongoing support for the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption.

Advocacy in traditional media

In 2019, DCA continued to be very active in media. DCA's total media reach (that is, the size of the potential audience) was estimated at 495 million people. Highlights included the coverage of our:

- *She's Price(d)Less* report
- *Let's Share the Care* report
- *Multi-faith Guidelines*
- *Change At Work* report
- Michael's Kirby's delivery of the Anna McPhee Memorial Oration on Diversity and Inclusion.

Opinion pieces by DCA's CEO Lisa Annese for International Women's Day and Mother's Day received good coverage and Lisa continued as a regular panelist on ABC TV's *The Drum*.

Visit the DCA website for more information on [our news](#) and [coverage of DCA in 2019](#).

Advocacy on social media

DCA grew its presence on social media significantly. Twitter followers increased by 16%, LinkedIn followers by 68% and Facebook followers by 46%. We also established an Instagram presence focused primarily on our events.

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

Advocacy with business

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

- 4th Annual Workforce Inclusion & Diversity conference
- Women in Leadership Summit
- Women in Tech Fest 2019
- Gender & Sexuality at Work: A Multidisciplinary Research and Engagement Conference.
- UN Association of Australia (NSW) and White Ribbon Australia IWD panel
- Job Access: Driving disability employment
- Australian Network on Disability Annual Conference
- #BeEqual Breakfast
- The One Hundred Percent Project: Gender balance in leadership?
- Women for Election Australia Conference
- National Reconciliation Action Plan Conference
- UN Youth Australia Conference
- Indigenous Peoples and Work Research Hub
- Kaleidoscope Business Breakfast – Driving your business' success
- Flexible & Agile Working Conference
- A UNESCO sponsored session at the 5th World Forum on Intercultural Dialogue in Baku, Azerbaijan.

Judging of D&I awards

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

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

DCA's Operations & Communications Director, Catherine Petterson, was again a judge for the Gender-wise Philanthropy Award in the 2019 Australian Philanthropy Awards.

Strategic alliances & partnerships

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

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

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

Workplace Gender Equality Agency (WGEA)

We continued to have a strong relationship with WGEA through partnering with them and KPMG to deliver the third in the *She's Price(d)less* series of reports unpacking the factors that contribute to the gender pay gap.

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

DCA partnered with UTS Jumbunna Research to launch its world first Indigenous People and Work Research and Practice Hub, designed as an Indigenous-led platform to further the participation of Indigenous people in the workplace and the broader employment market.

Pride in Diversity

Pride in Diversity and DCA continued to work together on LGBTQ workplace inclusion including developing a joint research project to be released in early 2020 called *Intersections at Work*.

Inspiring events and forums

Nearly 30 events were delivered to a community of members across Australia. We examined topics like parental leave, 'reverse discrimination', mapping cultural diversity, sexual harassment at work, Indigenous women leaders, workplace approaches to preventing domestic violence, using technology to enhance D&I, neurodiversity, social attitudes to gender, and Indigenous cultural competence, alongside launches of new DCA research. Flagship major events were again a great success, generating capacity crowds.

Our events are held face-to-face, live streamed or via Cisco Webex webinar. Live captioning is available as are Auslan interpreters (when requested), and recordings and transcripts are accessible to members after the event if they could not attend in person. All up, we received nearly 6,000 registrations to attend DCA events during the year.

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

Major Flagship Events

The Anna McPhee Memorial Oration on Diversity & Inclusion

The 2019 Anna McPhee Memorial Oration on Diversity and Inclusion was delivered by Retired Justice of the High Court of Australia, The Hon Michael Kirby AC CMG, who asked: "Has the time at last come for Australia to embrace a national Bill of Rights?".

With virtually every other civilised nation in the world having statutory protections for fundamental human rights, perhaps it's time Australia followed suit.

Mr Kirby asked: "Why has Australia had such a deep hostility to incorporating the universal principles of human rights in the law of this country, which every other modern, civilised country has done? ... As one of the oldest functioning democracies in the world and as a land of hope and opportunity, Australia should be a beacon of freedom, equality and dignity for all. But are we?"

Mr Kirby's Oration was followed by a panel discussion on the implications for inclusion in the workplace. Moderated by DCA's CEO, Lisa Annese the panel included:

- The Hon. Michael Kirby AC CMG, international jurist, educator and former judge
- Emeritus Professor Rosalind Croucher AM, President of the Australian Human Rights Commission
- Julian Clarke, Talent & Organisational Effectiveness Executive, Transformation & People, Telstra
- Jill Gallagher AO, Victorian Treaty Advancement Commissioner.

More than 250 people attended the Oration.

Annual Diversity Debate

The DCA and MLC Life Insurance Annual Diversity Debate was held in Sydney in October discussing whether backlash is good for diversity and inclusion. It was a hugely entertaining contest, with the Affirmative team holding on to the lead despite a surge of support for the Negative team over the course of the discussion. The result was particularly interesting in light of a survey of the audience which found that 58% had experienced backlash when trying to implement D&I initiatives.

Speakers for the Affirmative team argued that backlash IS good for D&I and regularly reminded the audience, it is a long and winding road towards a diverse and inclusive world:

- David Hackett, Chief Executive Officer, MLC Life Insurance
- Kirsty Webeck, Comedian
- Jan Fran, Journalist and TV presenter.

Speakers for the Negative team argued that backlash IS NOT good for D&I, it causes conflict and pain and distracts and compromises social progress:

- Chris Varney, MD and Chief Enabling Officer, I CAN Network
- Jackie Huggins AM Historian and author
- Chas Licciardello, Comedian.

A capacity crowd of 470 people attended.

Many thanks go to Major Sponsor MLC Life Insurance as well as Supporting Sponsors Accenture, Universal Music, and Associate Sponsors Hall &

Wilcox, IPA and Doltone House, for making the Debate such a successful event.

Diversity Leadership Program

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

How to make workplaces inclusive of neurodiversity

At our first Diversity Leadership Program event for the year in April, hosted by IBM Australia in Melbourne, we looked at how Australian employers can understand and include the talents and capabilities of neuro-diverse people.

Challenging the view that certain neurological conditions, such as autism, are a disability, we heard from a panel on how organisations can adopt leading-practice approaches for neuro-diverse employees.

The panel, joined by John Craven (Specialisterne), Chris Varney (I CAN Network), Belinda Sheehan (IBM Australia) and Arun Bharatula (Department of Health) discussed harnessing untapped talent and removing barriers to attraction, retention and progression. They looked at using alternative pathways for recruitment, creating inclusive work environments and facilitating communication, interaction and self-expression.

Using technology to enhance diversity and inclusion

At this event hosted by Twitter in Sydney, we discussed how inclusion should be a key factor in the development and use of technologies.

Julie Inman Grant (eSafety Commissioner) and Dr Manisha Amin (The Centre for Inclusive Design) talked about how technology plays a crucial role in service delivery and communication with audiences, yet inclusiveness isn't considered.

A panel discussion including Kara Hinesley (Twitter), David Masters (Microsoft), Herin Hentry (Reserve Bank of Australia) and Dr Manish Amin covered leading practice in this area and how organisations can ensure their technology and communications platforms enhance D&I.

Myth-busting sexual harassment at work

DCA Chair David Morrison AO and CEO Lisa Annese presented DCA's work on myth-busting sexual harassment at work in Brisbane and Perth.

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

To assist our member organisations, DCA developed a myth-buster guide that challenges the common myths and misconceptions about sexual harassment.

This event explored the myths like: 'It's just a joke', 'Boys will be boys' and 'It's a compliment' and provided a framework for action so that employees and workplaces can stand up for safety and respect at work.

How to map cultural diversity in your workplace

Using DCA's *Counting Culture* guide we showed organisations how to map the cultural diversity of their workforce in a way that is respectful, accurate, inclusive and well suited to the multiculturalism of Australian businesses.

Dr Dimitria Groutsis (The University of Sydney Business School) outlined Counting Culture's guidance for measuring cultural diversity to harness the benefits that flow from cultural diversity in the workplace, and shared the latest on a national project creating an evidence-based nationally standardised approach for defining, measuring, and reporting on cultural diversity in the workforce.

DCA's Members and Advisory Director, Mariam Veiszadeh then led a discussion involving Ken Woo (PwC Australia), Anna Sparkes (Gilbert + Tobin), Dr Jane O'Leary (DCA) and Dr Dimitria Groutsis who gave insights into how they have implemented a counting-culture approach.

This event was hosted by Major Partner Gilbert + Tobin.

Rebounding from 'reverse discrimination'

Reverse discrimination is not uncommon in contemporary Australian workplaces and at one time or other, most D&I practitioners will experience rolling out a D&I initiative and then hearing concerns, for instance, that the initiative gives one employee group (e.g. women) preferential or special treatment at the expense of the other (e.g. men).

At this event, we heard from DCA's Research Director, Dr Jane O'Leary, and DCA's Members & Advisory Director, Mariam Veiszadeh, as they unpacked the meaning of 'reverse discrimination', when and why it comes up, and how to work constructively with the concept.

A panel discussion involving Antoinette Lattouf (Media Diversity Australia), David Matthews (HSBC Pride network), Dr Jane O'Leary and Mariam Veiszadeh teased out the issues and answer questions about how to respond to complaints of special or preferential treatment.

This event was hosted by Major Partner HSBC Australia.

Research events

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

Launch: Indigenous People and Work Research and Practice Hub

DCA was proud to partner with UTS Jumbunna Research to launch its world first Indigenous People and Work Research and Practice Hub.

Designed as an Indigenous-led platform to further the participation of Indigenous people in the workplace and the broader employment market, the Hub brings together key stakeholders and practitioners across the employment, academic and diversity sectors in order to lead training, research innovation and discussion on Indigenous people and work practices in Australia.

At this event, we gained an insight into the Hub's work on leading practice in engaging, developing and supporting Indigenous talent, and in particular its project investigating the experiences of Indigenous women at work.

Distinguished Professor Larissa Behrendt, Director of Jumbunna emceed the event and UTS Vice Chancellor, Attila Brungs launched the Hub.

Nareen Young, Industry Professor (Indigenous Workplace Diversity) Jumbunna Institute for Indigenous Education and Research (JIIE), delivered a presentation on the Hub's submission on the employment status of Indigenous women in Australia to the Australian Human Rights Commission's Women's Voices (Wiyi Yani U Thangani) project. The submission is the Hub's first major piece of work.

Following the presentation, DCA CEO Lisa Annese led further discussion on this issue with a panel including Karen Mundine (Reconciliation Australia), Verity Firth (UTS Centre for Social Justice), Professor Nareen Young and Sharon Gray (CPB Contractors).

Launch: Change at work

DCA joined forces with Google and Deloitte to launch *Change At Work: Designing Diversity and Inclusion Differently to Achieve Organisational Change*.

Presented by Dr Jane O'Leary and report co-author and D&I researcher and consultant, Dr Graeme Russell, the findings investigated how effectively D&I change management is implemented and provide an evidence-based model for designing and implementing more effective D&I organisational change.

Following the presentation, a panel including Dr Graeme Russell, Gina De George (Deloitte Australia), Caitriona Comerford (Multiplex Australasia) and Ming Long (DCA) explored the findings and their implications for D&I change in workplaces.

Launch: She's Price(d)less: The Economics of the Gender Pay Gap

In partnership with KPMG and WGEA, DCA launched the third in a series of research reports on the drivers of the gender pay gap.

The report included new insights into what has changed over the past three years in the factors underpinning the gender pay gap in Australia, as well as exploring some potential impacts of strategies at a government and company level that may help reduce the gap.

Stephen Barrow-Yu, Executive Director, People & Change, KPMG and DCA Board member, was our MC. Alison Kitchen, National Chair at KPMG launched the report findings followed by a moderated panel discussion around the implications for the workplace. Our guest panel included:

- Alison Kitchen, National Chair at KPMG Australia
- Lisa Annese, CEO, DCA
- Libby Lyons, Director, Workplace Gender Equality Agency, and
- Dr Terry Fitzsimmons, Director UQ Centre for Gender Equality in the Workplace and CEO Australian Gender Equality Council.

Update: Myth Busting Sexual Harassment at Work and Change at Work

DCA was pleased to invite our Canberra-based members to join CEO Lisa Annese for a briefing on our latest D&I research, Myth Busting Sexual Harassment at Work and Change at Work. A question and answer session followed the presentation.

Launch: Inclusion@Work Index 2019-2020

In December, DCA launched a second *Inclusion@ Work Index* which maps and tracks inclusion in Australian workplaces.

Suncorp's Executive General Manager People & Performance, Louise Dwyer, opened proceedings by talking about the importance of inclusion.

DCA's Research Director, Dr Jane O'Leary then presented findings from this year's survey, providing insight into notable trends in inclusion since the first Index was released and how particular demographic groups are faring when it comes to inclusion. The findings also showed where and how DCA members have outperformed the national Index.

Following Jane's presentation, we invited our guest speakers to participate in a panel discussion on the findings and what practical actions organisations can take to build more inclusive workplaces. The panel included Dr Jane O'Leary, Catherina Behan (Suncorp), Dr Deen Sanders (Deloitte) and Dr Mark Bagshaw (Innov8Group).

Networks

Gender Equality Network sponsored by KPMG

Leading practice in parental leave

At the first *Gender Equality Network* of the year we heard the latest on leading practice in parental leave.

We took a deeper look at the elements of leading practice including paid parental leave, gender neutral policies and shared care initiatives. We also looked at superannuation, men and parental leave and supporting parents and carers more generally.

Led by DCA CEO, Lisa Annese, our panel of speakers including Emma Walsh (Parents at Work), Janin Bredehoft (Workplace Gender Equality Agency), Gina de George (Deloitte) and Alison Woolsey (Clayton Utz)

discussed these elements and explored the steps required to implement a leading practice approach.

Social attitudes to gender

Led by Virginia Haussegger (50/50 by 2030 and University of Canberra's Institute for Governance and Policy Analysis), the second *Gender Equality Network* discovered social attitudes to gender in Australia by examining the *From Girls to Men* report by the 50/50 by 2030 Foundation.

The report explores the attitudes of boys, girls, men and women to equality and shows fascinating insights into gender equality in Australia today but also uncovers some worrying trends.

While Australians are united in their view that gender equality is still an issue, many men – and millennial men in particular – feel left out and excluded from measures to improve gender equality. At the same time, many women are still being held back by traditional beliefs, with social norms continuing to push women into traditional roles.

DCA CEO, Lisa Annese, continued the discussion on the findings and their implications for the workplace with a guest panel including: Hunter Johnson (The Man Cave), Trish Bergin (Office for Women, Department of Prime Minister & Cabinet), Jenna Price (Sydney Morning Herald and the Canberra Times and UTS) and Dr Pia Rowe (BroadAgenda).

Workplace approaches to preventing domestic violence

One in four women have experienced violence at the hands of a current or former partner, and most women who experience violence are in the paid workforce. Workplaces, not just individuals, can take an active role in addressing the drivers of violence against women and supporting women who are affected.

At the third *Gender Equality Network* event, led by Patty Kinnersly (Chief Executive Officer, Our Watch), we looked at how workplaces can respond to and help prevent domestic violence. We heard about Our Watch and their work to drive nationwide change in the culture, behaviours and power imbalances that lead to violence against women and their children. DCA's CEO, Lisa Annese, moderated a panel conversation with Patty alongside experts in the field and employers who are taking action including: Ryan Burke (Commonwealth Bank), Fiona Ellis (RMIT) and Lisa McAdams (Safe Space Workplace).

Building Workplace Capability for Indigenous Australia Network sponsored by NAB

Improving Indigenous Cultural Competence

At the first Network event, we investigated how to improve knowledge of Aboriginal and/or Torres Strait Islander cultures in workplaces as a foundation for effective RAPs. DCA also launched its very own Reflect RAP.

David Morrison AO, Chair of the DCA Board, moderated the event and our speakers included:

- DCA, CEO Lisa Annese who officially launched DCA's Reflect RAP and provided an overview of its key points and intended actions.
- Paul Dodd, CEO, Director and Principal Consultant of Corporate Culcha, who identifies as a Bundjalung man, shared the benefits of developing Indigenous cultural competence in the workplace.
- Peter Morris, General Manager, RAP Program, Reconciliation Australia, provided guidance on the foundations of a successful RAP and what it takes to embed greater understanding and knowledge of Aboriginal and/or Torres Strait Islander culture within an organisation.
- Elizabeth Campbell, Associate Director Indigenous Affairs at NAB, leads NAB's RAP program and talked about the Elevate RAP process focusing on outcomes.
- Adam Fletcher, Proud Wonnarua man and Associate Director Indigenous Finance for Business Bank, newly appointed into this role at NAB, shared his thinking on the importance of building and supporting a successful Indigenous business customer base to underpin an ambitious Elevate RAP agenda.

Championing Indigenous women leaders

At the second Network event, we discussed how workplaces can champion aspiring Aboriginal and Torres Strait Islander women leaders.

Following an introduction by NAB Group CEO and Chairman-elect, Philip Chronican, our first speaker was academic and consultant Dr Tess Ryan who outlined her thoughts on furthering Indigenous women leaders and what she's learnt from her PhD at the University of Canberra on the topic.

DCA's CEO, Lisa Annese then convened a panel discussion with Dr Ryan and our guest speakers, who shared their views on encouraging Indigenous women leaders including:

- Taryn Marks, Wotjobaluk woman and Senior Adviser Indigenous Policy and Strategy, SBS Melbourne
- Jason Mifsud, of the Gundiitjmarra nation and a Director of the Australian Indigenous Leadership Centre
- Robyn Beutel, Kuku Yalanji woman and Director, Diversity Strategies at the Australian Public Service Commission, who is leading the development of the future Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy and will discuss the APSC's Indigenous Mentoring Program helping to develop Indigenous APS and Commonwealth employees.

CEO D&I Roundtables

DCA continued its series of roundtables with CEOs from member organisations who are some of Australia's biggest employers. At the roundtables, CEOs met with David Morrison AO, DCA Chair and 2016 Australian of the Year and DCA's CEO, Lisa Annese, to discuss opportunities and challenges for D&I in the workplace.

- The first event was hosted by Lion in Sydney in March and was attended by leaders from City of Sydney, Dell Australia, IKEA Pty Ltd, Life Without Barriers, Thales Australia Limited and Lion.
- The second event was hosted by BDO in Brisbane in July and was attended by leaders from QSuper, Queensland Urban Utilities, Queensland University of Technology, Public Safety Business Agency, Gallagher Bassett Services, Cooper Grace Ward Lawyers, Multicultural Affairs Queensland, The Star Entertainment Group, RACQ, Queensland Airports, and BDO Australia.
- The third event was hosted by UnitingCare in Canberra in September and was attended by leaders from Austrade, Australian Public Service Commission, Australian Security Intelligence Organisation, Australian Sports Commission, Civil Aviation Safety

Authority, Department of Social Services, National Archives of Australia, National Museum of Australia and UnitingCare.

- The fourth event was hosted by Corrs Chambers Westgarth in Melbourne in November and was attended by leaders from DLA Piper, Bendigo & Adelaide Bank, Mondelez Australia Pty Ltd, Incitec Pivot Limited, National Disability Insurance Agency, IOOF Holdings Ltd, V-Line and Corrs Chambers Westgarth.

Thank you to our partners and members

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

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

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

DCA research sponsors:

- Suncorp and Novartis for the *Inclusion@Work Index 2019-2020*
- KPMG and WGEA for *She's Price(d)less: The Economics of the Gender Pay Gap*

- Google and Deloitte for *Change At Work: Designing Diversity & Inclusion Differently to Achieve Organisational Change*
- The University of Sydney Business School for *Counting Culture: Six Principles for Measuring the Cultural Diversity of Your Workplace*.

DCA event and other sponsors and supporters:

- Major Sponsor MLC Life Insurance, Supporting Sponsors Accenture and Universal Music, and Associate Sponsors Hall & Wilcox, IPA and Doltone House for the Annual Diversity Debate
- Telstra for the Anna McPhee Memorial Oration on Diversity and Inclusion
- KPMG for the Gender Equality Network, and NAB for the Building Workplace Capability for Indigenous Australia Network
- Lion, BDO, UnitingCare and Corrs Chambers Westgarth for hosting CEO D&I Roundtables.
- Other event hosts included Airservices Australia, Aurecon, Brisbane City Council, Commonwealth Bank, Curtin University, Deloitte, IBM, P&N Bank, Suncorp, Twitter, University of Technology Sydney.

7. KEY DIVERSITY AREAS IN 2019

DCA's major research in 2019 focused on challenging myths around sexual harassment, sharing the care at home at work, investigating the underlying causes of the gender pay gap and creating inclusive multi-faith workplaces.

We also helped our members understand how to survey their employees about diversity, how to implement D&I change at work successfully and offered a practical guide on mapping the cultural diversity of their workforce.

This year saw the second iteration of our *Inclusion@Work Index* where we examined the inclusiveness of Australian workplaces and the impact this has on performance and wellbeing.

DCA also made submissions to government inquiries on mental health; nationhood, national identity and democracy; and religious freedom.

We were proud to launch our first Reflect Reconciliation Action Plan. As part of this work we also established our first Aboriginal and/or Torres Strait Islander External Advisory Panel, to provide guidance, support, cultural knowledge and advice throughout our reconciliation journey.

Gender issues and equity

This year, our research on gender issues and equity was released to coincide with key diversity days.

On International Women's Day in March, DCA called on all employers to stand up for safety and respect at work to stamp out sexual harassment. On Mother's Day in May, we released our *Let's Share the Care at Home and Work* report that investigated how an important driver of pay gaps is the gendered impact of caring and what key actions government, employers and families can take to close the gap. In August, we released *She's Price(d)less*, the third in a series of reports that uses econometric modelling to unpack the factors that contribute to the gender pay gap.

Myth Busting Sexual Harassment at Work

According to the Australian Human Rights Commission, in the 12 months prior to March 2019, 23% of women and 16% of men had experienced sexual harassment at work in Australia.

To assist our member organisations, DCA released a myth-buster guide to challenge the common misconceptions contributing to a rise in sexual harassment statistics.

The research takes on common myths around harassment like: 'It's just a joke', 'Boys will be boys' and 'It's a compliment'. More importantly, it provides frameworks for action so that employees and workplaces can stand up for safety and respect at work.

DCA's CEO Lisa Annese said, "As proud as I am of this research, I'm disappointed it even needs to exist. Sexual harassment has been unlawful in Australian workplaces since 1984 and so for well over three decades, employers have invested in policies, awareness raising, and training. But in 2018, it remains as prevalent as ever."

Reflecting on the trope of the 'joke' Ms Annese said, "As Australians, our instinct often is to play it down. To say, 'Oh come on it's just a laugh here and there'. But it's only a joke if it's not at someone else's expense. We know from research that off-colour jokes are one of the most common forms of harassment for men and women. And that's having a big impact on people's livelihoods and workplace productivity. In 2019, enough is enough."

Top myths and facts on sexual harassment:

- *Myth #1:* People who get offended just can't take a joke or are too sensitive. *Reality:* It's not funny if it's at someone else's expense
- *Myth #2:* It's just boys being boys. *Reality:* Actually, boys are better than that
- *Myth #3:* You should take it as a compliment. *Reality:* If it's not welcome, it's not a compliment
- *Myth #4:* But they're one of our top performers... *Reality:* Lack of action now will cost more down the track
- *Myth #5:* It's all gone too far – we can't say or do anything these days! *Reality:* If it's respectful and safe, then it's OK!
- *Myth #6:* I don't want to get involved – it's none of my business, *Reality:* It's everybody's business – the standard we walk past is the standard we accept
- *Myth #7:* It only happens to [straight-cis] women. *Reality:* It happens to people of all genders and sexual orientations
- *Myth #8:* It's mainly just senior men taking advantage of their secretaries. *Reality:* Sexual harassment is about power. And power at work isn't just about seniority.

Members can access the myth buster and a sexual harassment at work quiz resource on the DCA [website](#).

Let's Share the Care at Home and Work: A Call to Action to Reduce the Gender Pay Gap

Women's disproportionate share of unpaid care and domestic work, lack of workplace flexibility and time out of the workforce are key contributors to the gender pay gap, according to DCA's *Let's Share the Care* report.

The burden of unpaid care and housework falls primarily to women, particularly mothers. Once women have children, they take on the lion's share of caring and household management, and ten years later, they are still doing more than men, even if they are working full-time.

Many women are frustrated by this inequality, but fixing it is more than just having some men step up and do more; government and employers must

proactively dismantle the structural, societal and workplace inequalities that enable this.

Strategies to reduce the burden on mothers (and all women) outlined in the report include better access to flexible and affordable child care, introducing workplace policies that are supportive of families, challenging gender stereotypes and social norms that reinforce traditional gender roles, and implementing fiscal policies that recognise the potential disincentives for female labour force participation.

There is a high level of support for sharing the care, especially given Australian men and women overwhelmingly believe that men should be as involved in parenting as women.

In the lead up to the Federal Election, both major parties put forward policies that could contribute to closing the gender pay gap and we welcomed that. We also urged employers and families to play their part.

What's needed to share the care and close the gap:

- Recognise unpaid care and work by measuring it,
- Reduce the burden of unpaid care and work through investments in physical and social infrastructure, and
- Redistribute the work through policies that encourage men to take up more care work.

Key actions we can all take:

- *What government can do:* Ensure affordable, available, flexible and accessible universal childcare. Universal access ensures that all families can access quality childcare, in a form that meets the needs of children, parents and community, and at a cost that does not present a barrier to participation.
- *What employers can do:* Make sure flexible work is available to anyone for any reason and introduce 'shared care' parental leave so all parents have equal paid leave and can access this flexibly.
- *What families can do:* Renegotiate in their home who does what when it comes to caring and household management, so this is shared equitably and women and men have equal opportunity to work, stay employed and hold better jobs.

- The report is available on DCA's [website](#).

She's Price(d)less: The Economics of the Gender Pay Gap

Deeply entrenched gender stereotypes about the roles men and women play in paid work and caring continue to be the driving force behind the gender pay gap. The *She's Price(d)less* report found that:

- Gender discrimination continues to be the biggest contributing factor to the pay gap, accounting for almost two-fifths (39%) of the gender pay gap
- The combined impact of years not working due to interruptions, part-time employment and unpaid work contributed to 39% of the gender pay gap
- Occupational and industrial segregation continue to be significant contributors to the gender pay gap at 17%.

Understanding the drivers of the gender pay gap is critical to designing interventions to close the gap.

The report's analysis shows that closing the primary drivers of the gender pay gap is equivalent to \$445 million per week, or almost \$23 billion per year.

DCA CEO Lisa Annese said:

"For too long, the Australian gender pay gap has remained stubbornly high. Despite excellent work that many DCA members are undertaking to close the gap in their own organisations, structural inequalities and rigid gender-norms continue to diminish our capacity for pay equality across the economy.

"We need to challenge ideas that the vast majority of caring responsibilities and housework should fall to women and tackle the social norms that see the majority of men and women working in different industries and different types of jobs.

"If we are successful in doing this, we can create benefits not just for women, but the Australian economy as a whole.

"The work that we need to do to make these changes is not simple, but as this report shows, there can be huge potential gains for the Australian economy if we do."

Access the summary and detailed report from DCA's [website](#).

Understanding diversity and inclusion in our workplaces

This year, our research applied a practical lens to D&I initiatives, including guidance on conducting a diversity survey, measuring the cultural diversity of your workplace and what it takes to achieve successful organisational D&I change.

D&I 101: Conducting a Diversity Survey

Diversity surveys are a powerful tool for understanding the mix of employees in an organisation, and can help make informed decisions about the future direction and aspirations of an organisation's diversity and inclusion (D&I) initiatives and overall business strategies.

DCA's *D&I 101: Conducting a Diversity Survey* guide outlines the leading principles for undertaking respectful and inclusive surveys in order to obtain accurate, meaningful data about their demographic diversity.

Planning the survey process helps ensure data is accurate, timely and effective in supporting organisation's D&I and broader business strategy.

Without consideration of a number of key factors, surveys can run the risk of alienating or excluding employees, capturing inaccurate or irrelevant information, and/or having findings overlooked and under-utilised.

This new resource covers how to get staff to support and participate in the survey process, confidentiality and administrative matters as well as the reporting and benchmarking of findings. It also features a number of sample survey questions under each of the following areas:

- ***Aboriginal and 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 particular 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 an organisation needs to understand the situation.
- ***Cultural background (including faith/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 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.

This guide is exclusively for DCA member organisations and is available to download from the [website](#).

Counting Culture: Six Principles for Measuring the Cultural Diversity of Your Workplace

DCA and The University of Sydney Business School launched a ground-breaking guide which highlighted how business can access the benefits that flow from mapping cultural diversity in the workplace.

Counting Culture highlights six key guiding principles for organisations to effectively understand, measure and utilise cultural diversity. Critically, it moves conversations about cultural diversity from a 'PC' hot topic to an urgent economic discussion. This is especially important at a time when cultural diversity in companies has been called 'dismal' and sparked calls for targets.

Outlining best practice, the report recommends organisations recognise Aboriginal and/or Torres Strait Islander employees' unique position by separating them from the broad category of 'cultural diversity' when 'counting culture'. It goes on to recommend organisations benchmark their internal cultural diversity against diversity in the general Australian community or in

key industries or markets, and consider the role of intersectionality in cultural diversity.

DCA has long advocated the business benefits of counting culture that include everything from language skills, increased cultural knowledge and understanding, expanded business networks and knowledge of business practices and protocols in overseas markets.

DCA's CEO Lisa Annese said, "Counting culture is critically important because the modern Australian workforce comprises people from all manner of cultural, ethnic, religious and national backgrounds and identities.

"Cultural diversity, cultural capability, and global experience in senior executive ranks are increasingly being recognised as valuable, sought after assets.

"If you consider that a culturally diverse and capable leadership team can help an organisation broaden its strategic perspective and enter new local and global markets, then culture conversations stop being about PC agendas and start being about a thriving Australian economy. That's just so powerful and not something to be ignored."

The list of recommendations for measuring cultural diversity are:

- Recognise Aboriginal and/or Torres Strait Islander Peoples' unique position
- Adopt an identity-based definition of cultural diversity e.g. how I see myself and how others see me
- Use multiple indicators of cultural diversity
- Get specific about cultural categories
- Engage with intersectionality
- Compare your data to wider community, industry and market benchmarks.

Members can download the full report from the [website](#).

Change at Work: Designing Diversity and Inclusion Differently to Achieve Organisational Change

DCA with Google and Deloitte released a report which sets out an innovative framework to make diversity and inclusion change that works.

The report, titled *Change At Work: Designing Diversity and Inclusion Differently to Achieve Organisational Change* reveals that, at the moment, three quarters of D&I practitioners report that their change initiatives are not always implemented effectively.

The report presents an evidence-based model structured around key concepts in organisational change, urging businesses to approach and manage D&I like any other major transition that can happen in a workplace.

Reflecting on the report DCA's CEO Lisa Annese explained, "DCA wanted to find out how effectively D&I is being practiced in Australia, and we took these findings as a call to action to design D&I change differently.

"This report provides our members with evidence-based guidance to make sure that when they are doing D&I change, they are doing it right.

"Many leaders in Australian organisations are well schooled in theories of change in organisations that underpin any change management strategy and process. It's time to apply that lens to change in diversity practice so it leads to greater workplace inclusion."

Key findings:

How effective is D&I change management in Australia?

- Three out of four (75%) D&I practitioners and change agents report that D&I change management is never, rarely, or only sometimes implemented effectively – close to one in three (30%) practitioners indicated that D&I change management is never or only rarely implemented effectively.

How can change be implemented better?

- Use models of change – ONLY 6% of practitioners indicated they used a model of organisational change when designing and implementing D&I initiatives and were able to nominate this.

- Target teams – ONLY 14% often or always implement D&I change initiatives at the team level.
- Cultivate capabilities – ONLY 17% often or always train staff to develop their change management capabilities.
- Recognise readiness – ONLY 24% often or always investigate organisational readiness for change prior to implementing D&I change initiatives.
- Learn from history – ONLY 30% often or always examine past successes and failures to inform new D&I change initiatives.
- Set realistic goals – ONLY 40% report that their organisation often or always sets realistic D&I change-related goals.
- Evaluate impact – ONLY 37% of practitioners report that their organisation often or always monitors and evaluates the impact of its D&I change initiatives.

Deloitte sponsored the report and CEO Richard Deutsch said:

“I believe we’ve reached the point where our culture recognises and understands the value of inclusion, which is fantastic. Not just as ‘the right thing to do’, but as a necessary business imperative. But we need to ensure we’re driving lasting change and can really sustain it.

“The research in this report will be instrumental in how Deloitte continues to embed meaningful and effective organisation-wide change. As we know, leadership is important, but real change – as demonstrated in this report – happens when we engage and enable our people.

“I’m excited by this report’s potential to create a movement to drive change in Australian workplaces and society. So let’s do it.”

The *Change At Work* report and resources are available for members on the [website](#).

Creating Inclusive Multi-Faith Workplaces

Creating Inclusive Multi-Faith Workplaces is a resource for DCA members to help workplaces move away from simply ‘accommodating’ the needs of their multi-faith employees, towards making workplaces inclusive for everyone in Australia’s increasingly religiously diverse workplaces.

The resource is designed to provide guidance to Australian workplaces about how to deal with a range of common faith-related queries, and also to provide workplaces with principles to help balance issues where conflicting rights might intersect.

DCA’s CEO, Lisa Annese, said that workplaces were crying out for a resource like this.

“We originally developed this guide over ten years ago, but a lot has changed in that time,” Lisa said.

“Australia is more religiously diverse than ever, while at the same time we have more people of no-faith than ever before. Workplaces are developing increasingly sophisticated diversity and inclusion policies, but when we consulted with our members about this issue, we heard that there was a lack of clarity about the legal landscape, and this was adversely impacting on their capacity to know how to best legally accommodate employee faith-related needs and requests. That’s one of the reasons we developed this approach, which is about moving away from just doing just what the law says, to the altogether higher aspiration of inclusion.

From legal accommodation to inclusion:

“We want to elevate the conversations that we have each day so they respect and include all. We know how powerful a tool inclusion is for workplaces. Our research shows it has benefits for businesses and individuals. Inclusion is a higher aspiration than simply meeting the legal requirements to accommodate people of faith (or no faith) at work. We wanted to set a higher bar – and elevate the conversations that we have each day, so these respect and include all,” said Lisa.

Balancing competing rights:

“A common question DCA receives is how to handle situations where someone’s religious beliefs, challenge another person’s belief or identity, especially if this has an impact on the needs of the business.

“There are no easy answers, but the principle of inclusion – ensuring that all employees are respected, connected, and able to contribute and progress – can help navigate some of these situations,” said Lisa.

This guide is available to DCA members on the [website](#).

Inclusion@Work Index 2019-2020: Mapping the State of Inclusion in the Australian Workforce

DCA's *Inclusion@Work Index* provides valuable insights into the need for inclusion in the workplace and the benefits it has on the performance and well-being of all employees.

With the support of Suncorp, DCA began tracking the state of inclusion in the Australian workforce in 2017. Now in its second iteration, the 2019-2020 *Inclusion@Work Index*, sponsored by Suncorp and Novartis, focuses on two important questions:

1. How inclusive is the Australian workplace for a diversity of employees, and how has this changed over time?
2. What impact does inclusion have on performance and wellbeing?

Data from the research shows that men's overall support for D&I has increased to 74% (from 69% in 2017) and the proportion of men who strongly support D&I has increased significantly to 38% (from 31% in 2017). This shift is important amid wider cultural tensions, where D&I can be seen as 'PC gone mad', and men sometimes feel victimised and excluded at the expense of minority groups.

In further good news, the findings showed renewed support for D&I across the board, revealing that:

- 43% of workers strongly support their organisation taking action to create a diverse and inclusive workplace – up from 37% in 2017. Only 3% still oppose any kind of action (same as in 2017).
- LGBTIQ+ workers are most likely to be strongly supportive – 59%, up from 50% in 2017.
- Inclusion benefits everyone, boosting employee performance and wellbeing across the board, not just among people from target or minority groups.

While the broad picture is positive, work still needs to be done, with data showing that:

- 29% of Aboriginal and/or Torres Strait Islander workers agree they have to hide or change who they are at work to fit in, compared to 18% of non-Indigenous workers.
- Workers with a disability are twice as likely as workers without disability to have experienced discrimination and/or harassment, and to have felt excluded in the past year.
- For LGBTIQ+ workers, the experience of discrimination and/or harassment in the past year is a worrying 44% compared to 25% of non-LGBTIQ+ workers.

Leading and lagging industries included:

- In both 2017 and 2019, workers in Financial and Insurance Services were significantly more likely to experience Inclusion@Work, while workers in Manufacturing were significantly less likely to.

Led by DCA and Suncorp, the 2019-2020 *Inclusion@Work Index* surveyed a nationally representative sample of 3,000 Australian workers and clearly identifies the benefits of inclusion, and the need for Australian companies to put words into action and invest in creating inclusive places to work.

DCA CEO Lisa Annese said, "DCA is proud to present this updated report, which continues to show that Inclusion@Work does matter to Australian workers, that it benefits everyone and boosts employee performance and wellbeing.

"Of course, this report also shows that some groups – our First Nations People, people with a disability, and people with an LGBTIQ+ identity or attribute – experience more exclusion than their colleagues.

"For their sake, it's important that we share the positive findings of the report far and wide. Getting the message out that inclusion benefits everyone will help Australian organisations shape diversity and inclusion programs that are responsive to the needs of a changing and diverse workforce."

Amanda Revis, Suncorp Group's Chief People Experience Officer said creating an inclusive workplace was fundamental to a successful organisation.

"A feeling of inclusion is fundamental to everyone's wellbeing. Work is such a big part of our lives, so it is vital that we track and understand what inclusion

looks like in our workplaces. Having a diverse workforce is only one part of the equation – inclusion is critical to ensuring that everyone can be themselves. At Suncorp, we recognise that a fairer and more inclusive culture benefits our people, customers and communities.

“The insights in the *Inclusion@Work* Index will help to make our workforces strong, more resilient and better supported.”

Explore the latest findings through DCA’s [interactive report](#), and review the list of [inclusive employers](#) who have participated in this program.

National inquiries

Mental Health in the Workplace

DCA made a submission to the [Productivity Commission's inquiry](#) into the effect of mental health on people's ability to participate in and prosper in the community and workplace, and the effects it has more generally on our economy and productivity.

Many DCA members are developing initiatives to support and maintain positive mental health outcomes for their employees as well as helping employees with mental health issues continue to participate in, or return to, work. We sought the views of our members on a range of issues.

Key findings:

- **Mental health issues are prevalent in Australian workplaces:** 83% of respondents reported that mental health issues were common or very common in their organisation.
- **Stigma is still an issue:** Stigma is still perceived to be an issue in workplaces, with no respondents indicating that there was no stigma attached to mental health issues in the workplace. What's more, almost two-thirds (62%) of respondents indicated that stigma about mental health conditions is common or very common in their workplace.
- **About half of workplaces are prioritising mental health:** Over half of respondents (52%) indicated that mental health in the workplace is a priority or high priority for their business.
- **Some organisations are developing a business case for taking action on mental health:** Despite strong economic arguments for taking action on mental health, less than half (39%) of respondents indicated that their organisation had developed a business case for taking action on mental health.
- **Workplaces are taking action:** 62% of organisations have carried out initiatives in the last two years that were focused on mental health in their workplace (61.5%) was significantly lower than in 2014 (87%). Of those respondents who indicated their workplace was not

taking action, more than half indicated a lack of resources (27%) or lack of support from upper management (27%).

- **Attributes of a Healthy Workplace:** Respondents were most likely to agree that their workplace provided a trusting, fair & respectful culture (58%) and least likely to agree that their workplace sets tasks that can be accomplished successfully in a reasonable time (43%).

A copy of the submission can be downloaded from the [website](#).

Nationhood, National Identity and Democracy

DCA made a submission in response to the Senate Legal and Constitutional Affairs Committee's [Inquiry into Nationhood, National Identity and Democracy](#).

This submission discusses the Terms of Reference from the perspective of DCA research and previous submissions to inquiries. It argues that inclusion should be an important consideration for policies in relation to Australia's nationhood, national identity and democracy. Specifically, that creating an inclusive Australia should be the aim of policy makers and that they should use the principles of inclusion – ensuring that all citizens are respected, connected, and able to contribute and progress – to measure success.

A copy of the submission can be downloaded from the [website](#).

Religious Freedom

DCA made a submission in response to the Australian Government's package of proposed legislative reforms on religious freedom.

While DCA strongly supports individuals being protected from discrimination and harassment because of their religious belief, the submission outlines a number of concerns with the proposed legislation. Most relevant, that the proposed laws could stop Australian businesses fostering inclusive cultures.

This submission draws extensively on DCA's own research on the business benefits of inclusion, our research into the experiences of LGBTIQ+ people at work, and our guidelines for religious and multi-faith inclusion.

A copy of the submission can be downloaded from the [website](#).

Reconciliation Action Plan

In 2019, DCA launched its first Reconciliation Action Plan (RAP).

Our Vision for Reconciliation

We share Reconciliation Australia's vision of a just, equitable and reconciled Australia.

Our vision is an Australia where Aboriginal and Torres Strait Islander voices are central in any discussions around recognition and reconciliation; and where Aboriginal and Torres Strait Islander peoples feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to workplaces across the country.

Our Guiding Principles

Our Reflect RAP was developed on the basis of two guiding principles: **Inclusion** and **Reconciliation**.

DCA defines inclusion as occurring when a diversity of people feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

Genuine inclusion must begin with reconciliation. There can be no genuine workplace inclusion while our First Nations Peoples are excluded from opportunities, and we as a nation do not address race relations, equality and equity, unity, institutional integrity, and historical acceptance.

Our Reconciliation Action Plan

DCA is passionate about promoting and facilitating reconciliation between the wider Australian community and Aboriginal and Torres Strait Islander peoples, with respect in particular to better labour market engagement and recognition of the talents and untapped potential of Aboriginal and Torres Strait Islander peoples.

DCA has developed a Reflect RAP to enable us to reflect on the work done to promote reconciliation, and to strengthen our commitment to create an Australia that takes meaningful action on reconciliation between Aboriginal

and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples, in a way that is informed and led by Aboriginal and Torres Strait Islander peoples.

This RAP has been designed to build internal awareness, understanding and cultural competency for all DCA staff to improve the way DCA works internally, and externally, allowing DCA to lead by example within the Australian business community. We will utilise our unique position as an organisation that supports Australian employers to build their capability to embed inclusion for Aboriginal and/or Torres Strait Islander peoples across Australian workplaces.

This RAP has been developed by DCA's RAP Working Group, led and chaired by Simone Empacher Earl, DCA's Indigenous Liaison and proud Awabakal woman from the NSW Hunter Valley.

The RAP Working Group is also made up of:

- Lisa Annese, DCA's Chief Executive Officer and RAP Champion
- Dr Jane O'Leary, DCA's Research Director and RAP Champion
- Cathy Brown, Research & Policy Manager
- Karla Dunbar, Governance, Policy & Research Officer.

This work has been supported by DCA's Knowledge and Development Manager, Andrew Maxwell.

As part of this RAP, DCA established its first [Aboriginal and/or Torres Strait Islander External Advisory Panel](#), to provide guidance, support, cultural knowledge and advice throughout our reconciliation journey. Our panel is made up of respected Aboriginal and/or Torres Strait Islander community members across Country, with representatives throughout Australian states and territories.

To access DCA's RAP visit our [website](#).

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

DCA supports the proper recognition of the unique status of Aboriginal and Torres Strait Islander peoples in our country's history and of ensuring Aboriginal and Torres Strait Islander voices are central in any discussions around recognition and reconciliation.

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

Our Aboriginal and/or Torres Strait Islander External Advisory Panel is made up of respected Aboriginal and/or Torres Strait Islander community members across country, with representatives throughout Australian states and territories.

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

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

Panel Members

Kate Russell

Awabakal (NSW)
DCA Aboriginal and/or Torres Strait Islander External Advisory Panel Chair
DCA Board Director
Director Diversity and Culture, NSW Department of Planning and Environment

Luke Briscoe

Kuku Yalanji (QLD)
Co-Founder and Company Director, Indigilab

John Paul Janke

Wuthathi (QLD)
Murray Island (TSI)
Communications Director, Rork Projects

Lauren Letton

Ngarrindjeri (SA)
Narungga (SA)
Planning and Audit Officer, South Australia Police

Thomas Mayor

Zenadth Kes (TSI)
Northern Territory Branch Secretary, Maritime Union of Australia

Jason Mifsud

Gunditjmara (VIC)
Managing Director, Mifsud Consulting

Nareen Young

Inner City Sydney (NSW)
Professor Indigenous Policy (Indigenous Workforce Diversity), University of Technology Sydney

Visit our [website](#) to read the bios of DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel.

8. OUR PEOPLE



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

Lisa Annese, Chief Executive Officer

Lisa Annese has been the Chief Executive Officer of Diversity Council Australia since 2 June 2014. In this role she leads debate on diversity and inclusion in the public arena, and as a result appears regularly on ABC's The Drum and in wider Australian media.

Under her leadership, DCA delivers innovative diversity practice resources for Australian businesses and supports in them 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 building Asian Leadership Capability, as well as research supporting individuals being "Out at Work" and main-streaming flexible work.

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. Lisa is also 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 sector.

Some of her career highlights include:

- Advocating for policy action in areas including government funded paid parental leave, closing the gender pay gap, achieving Australian Marriage Equality, maintaining protections in the Race Discrimination Act (Cth 1995) and more recently advocating for greater representation of women and girls in STEM careers, reducing the incidence of sexual harassment and violence against women and for greater multi-faith inclusion without regressive religious freedom laws.
- Presenting DCA research internationally, recently at 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".

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

Fiona Austin-Weber, Membership Advisor

As the Membership Advisor 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 particular area of interest is how organisations can best celebrate and utilise the strengths of neuro-diverse employees at work.

Fiona lives in Melbourne with her husband, three teenagers, and cat and dog. In her spare time, she is teaching herself textile design, and enjoys the being by the water.

Cathy Brown, Policy & Research Manager

Cathy is DCA's Research & Policy Manager. She works with a range of diverse stakeholders to deliver high quality research and strategic projects. Cathy headed the research project *Out at Work*, which explored the experiences of LGBTIQ+ Australians at work and provided a framework of action to create inclusive workplaces for LGBTIQ+ people.

Cathy 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 government officials at all levels.

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 Master's 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 over ten years through a range of community groups. Her interests include advocacy for LGBTQ+ people, and gender equality through an intersectional lens.

Cathy is an Executive Member of Rainbow Families NSW. She lives in the inner west with her wife, her two kids and cat, Paulie.

Maree Burgess, Knowledge Program Facilitator Melbourne

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

As well as her work with DCA, Maree provides programs to help leaders, teams and individuals communicate more effectively to create high

performance and thrive through change. As a people and change expert, she is obsessed with helping others collaborate, work and play well together.

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

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

Rose D'Almada-Remedios, Research Manager

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

Rose has a Bachelor of Business (Hons) in Management and Human Resources from the University of Newcastle. She comes from a background of academic research, and is currently undertaking a PhD in religious diversity and expression in the workplace. As well as an interest in diversity and inclusion, her other research areas include retention and turnover. Rose currently also lectures in Human Resources at the University of Newcastle.

Karla Dunbar, Company Secretary / Governance, Policy & Research Officer

Karla assists DCA's government relations and policy activities, as well as contributes to the development, design, and delivery of DCA research projects. She also provides Board administration and management and facilitates the company's corporate governance processes as DCA's Company Secretary.

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

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

community groups. Karla is also on the Board of One Eighty, a youth suicide prevention charity.

Simone Empacher Earl, Aboriginal Liaison / 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 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. She assisted DCA's Events Manager, Sue Flockart in delivering a full calendar of cutting edge diversity and inclusion events and was the point of contact for Sydney based events.

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 having to spend the majority of her non-work time at the netball courts.

Veronica Eulate, Social Media Advisor

As the Social Media Advisor 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 (LGBTI) communities. Previously employed at ACON, Australia's leading health promotion organisation specialising in HIV prevention, HIV support and LGBTI 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 Manager Events & Sponsorship

As Senior Manager Events & Sponsorship, 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 a number of events.

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

Sue has a Bachelor of Arts degree from the Royal Melbourne Institute of Technology (RMIT). She lives in Melbourne, with her husband and two children.

Zach Ghirardello, Member Engagement & Partnership Manager

As the Member Engagement and Partnership Manager based in Canberra, Zach works in collaboration with the national team supporting DCA's members and partners.

Having worked in the private sector, not-for-profit organisations and with government agencies, Zach has extensive experience in both business development and stakeholder management. Zach enjoys supporting organisations of all kinds in their Diversity & Inclusion journey.

In 2017-18, he advocated for victims of institutional negligence and sexual violence as they navigated complex legal processes— an experience that motivated Zach to begin his own legal studies and research. Zach

currently works part-time and is completing a Bachelor of Laws (Honours) at the ANU.

Due to Covid-19 Zach doesn't get out much anymore but when allowed enjoys taking advantage of the amazing bushland in the Canberra region, or drinking too much coffee at a local café.

Andrew Legg, Research Manager

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

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

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

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

Nicole Luxmore, 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, Communications Advisor

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 their twins and Border Collie, Lupo.

Andrew Maxwell, Knowledge & Development Manager

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

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

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

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

Jane O'Leary, Research Director

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

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

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

Prior to joining DCA, Jane worked in the Equal Opportunity for Women in the Workplace Agency (EOWA) assisting employers on issues relating to diversity and inclusion. She held the senior policy position in EOWA, with responsibility for developing the policy framework for interpreting and administering the amended Affirmative Action (Equal Employment Opportunity for Women) Act 1986 and overseeing the development of accompanying educational guidelines for employers. On the basis of her work in this role she was awarded a Medal for Significant Contribution to the Australian Public Service in 2001.

Catherine Petterson, Operations & Communications Director

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

Catherine joined the organisation in 2004 and has been its Communications Director, planning and managing communications activities to provide a persuasive rationale for DCA membership to employers. In this role, her key

responsibilities included writing and/or editing DCA's regular publications on diversity such as *Diversity Matters* and *Diversity Matters update* as well as its Annual Report and all other member communications. She was responsible for DCA's website and emarketing capability, and the introduction of a new customer relations management system, all of which have created more effective ways of engaging and communicating with members. She also has oversight of DCA's event program.

Catherine acted in the role of CEO after the departure of Nareen Young in February 2014 and prior to the appointment of Lisa Annese in June 2014. Since then, in addition to communications, she has taken on the operations portfolio and works with the CEO to improve systems, policies and processes to ensure DCA is able to deliver services effectively and improve its performance. In 2018 and 2019, she was a judge for the Gender-wise Philanthropy Award in the Australian Philanthropy Awards.

She 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'.

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 husband, two children and two furry friends.

Kelly Te Heuheu, Digital Communications Advisor

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

A seasoned communications and marketing professional, Kelly earned her stripes in the tourism, education, transport industries. She has an academic background in communications, marketing, media and journalism and over 5

years' in-house and consultancy experience in a range of public and private sector organisations in New Zealand and Australia.

Artistic, enthusiastic and down-to-earth she is recognised for an impassioned approach, colourful ideas and commitment to excellence. Kelly prides herself on creative storytelling and gets her kicks out of analysing, strategising and immersing herself in an organisation.

As a proud Māori New Zealander from a diverse whanau (family), Kelly has a personal interest in all dimensions of diversity and inclusion particularly indigenous cultures, mental health, sexuality and accessibility for the hearing and visually impaired.

Mariam Veiszadeh, Members and Advisory Director

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

Mariam was born in Kabul, Afghanistan and fled as a refugee to Australia where she became a qualified and practicing lawyer working in major Australian corporates. Her most recent corporate role was with Westpac where she was Inclusion & Diversity Consultant.

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

Mariam has many accolades to her name including Fairfax Daily Life's Woman of the Year 2016. She is also on the board of Our Watch, writes regularly across a wide range of publications and started the Islamophobia Register.

9. OUR BOARD OF DIRECTORS

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

Lieutenant General (retired) David Morrison AO



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

During his tenure as the Chief of Army, David took a strong public stand on matters of military culture especially those related to increasing gender and cultural diversity in the Army. He is committed to improving the opportunities for men and women to reach their potential through developing a greater appreciation of the benefits of more inclusive and diverse societies. Since 2013, he has been a member of the Male Champions of Change, a group of male leaders advocating for and acting to advance gender equality. David was appointed Australian of the Year for 2016.

David is the Chair of the DCA Board.

Ming Long



Ming is an influential director with over decade of board experience in a broad range of industries including financial services, real estate, and member organisations. She has deep experience in funds and capital management, property development and over twenty five years' experience in financial management. Ming has held senior executive and leadership positions, including CEO and CFO roles, in listed and unlisted companies through organisational

restructure, M&A and was pivotal in leading Investa Property Group through the global financial crisis.

Ming is the first woman with an Asian heritage to lead a ASX-100 or 200 listed entity in Australia. She led the establishment of the Property Male Champions of Change in 2015 and convened the 2017 National group, was named as a 100 Woman of Influence, was a finalist in the Telstra Business Women's Awards and is a member of Chief Executive Women. She is currently Chair of AMP Capital Funds Management Limited, and a non-executive director of QBE Insurance (Auspac), Committee for Economic Development of Australia, Chartered Accountants Australia & New Zealand, and is an advisor on the University of Sydney Culture Council.

Ming is Deputy Chair of the DCA Board.

Stephen Barrow-Yu, Executive Director, People & Change, KPMG



Stephen is the Executive Director, People & Change at KPMG.

Prior to this, from 2009 to 2017, Stephen worked for NAB where he held a number of 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 and assumed the position of Executive Director, HR

with Telstra.

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

Stephen is also an inaugural Director on the Board of the Victorian Pride Centre, an initiative of the State Government of Victoria to build and run Australia's first LGBTI Pride Centre.

Stephen holds a BSc. (Hons) in Management Science and a Masters in Organisational Psychology. He lives in Sydney, is married to Lawrence, and has a one year old daughter, Charlotte

Stephen is on the HR & Nominations Committee of the DCA Board

Alec Bashinsky, Managing Partner, Blackhall & Pearl Talent Services



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

Prior to this, Alec was with Deloitte Australia for thirteen years, originally as CHRO – National Partner, People & Performance reporting

directly to the CEO. He was also Deloitte's Asia Pacific CHRO reporting into the Regional APAC CEO. In this role, Alec was responsible for 55,000 employees in the APAC Region (over 7,000 employees in Australia) with offices in more than 120 cities in over 20 countries and a team of over 200 people.

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

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

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

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

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

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

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

Prior to this, Alec was the Group Manager - Human Resources for Cisco Systems for Australia /New Zealand for 3.5 years and during his time at Cisco, Alec achieved unique back-to-back Hewitt Best Employer status in 2002 and 2003 along with the 'Outstanding Contribution to HR' award again at the Australian HR Awards. Prior to this Alec was the Asia Pacific HR Manager for 3Com and amongst his other achievements saw him tackle unique challenge of being the HR Director for the market entry of Toys R Us into Australia.

Alec finished his term on the DCA Board in September 2019.

Tim Fawcett, Director Corporate and Government Affairs, Cisco Systems Australia and New Zealand



Tim Fawcett 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 is a current director of the Diversity Council Australia and chairs the Board's Information Technology committee. He is also a director of Launchvic, the Victorian Government's lead entrepreneur and start-up support agency, and chairs the finance, audit and risk committee.

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

Tim is Chair of the IT Committee of the DCA Board

Tanya Ha, Director of Engagement, Science in Public



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 environment 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).

Tanya is on the IT Committee of the DCA Board.

Elizabeth Hristoforidis, Lead Supervisor, Close and Continuous Monitoring, Australian Securities and Investments Commission (ASIC)



Elizabeth is a collaborative, authentic, strategic, performance-oriented leader with strength in cultivating networks and partnerships and engaging effectively with stakeholders in dynamic, multifaceted environments to effect change. She has depth and breadth of leadership experience across the public, private and 'for-purpose' sectors with proven accomplishments in setting strategic direction, executing

organisational strategy, and leading transformational change. She is deeply committed to inclusion and diversity, actively promoting diversity of thought and perspective to inform decision making and also has expertise and experience in organisational culture, governance, risk management, compliance and public and regulatory policy development.

Working at ASIC since 2003, Elizabeth is an active member of its Diversity Council and Pride in Diversity's Executive Ally Network, and a former member of ASIC's Multicultural Access and Equity Committee. As the inaugural Chair of ASIC's Accessibility Committee, she led the implementation of a number of initiatives promoting increased disability awareness and confidence through ASIC's first Accessibility Action Plan. She has also played a key role in providing strategic direction on ASIC's broader Inclusion and Diversity Strategy, promoting a focus on inclusion and diversity activities in operational businesses planning processes, and mentoring emerging female leaders to help ASIC meet its gender targets. In 2019, Elizabeth became a Dr John Yu Fellow in Cultural Diversity and Leadership.

Elizabeth is currently Chair of the Board of Ensemble Offspring supporting its unwavering commitment to traditionally under-represented composers and musicians, including women and First Nations' peoples. She is also a Director of KU Children's Services, and Chair of their Marcia Burgess Foundation Committee, which focuses on supporting children with additional needs to benefit from early childhood education and care.

Elizabeth is Chair of the Finance, Audit & Risk Committee of the DCA Board.

Chris Lamb



Chris Lamb was previously the Global Head of Organisational Development at Lendlease. He had been with Lendlease for more than eleven years and was responsible for Diversity & Inclusion, Learning & Development, Talent Management and Employee Wellbeing. In 2009, Chris established Lendlease's Australian Diversity Council and in 2012 Lendlease's first Global Diversity Council with a goal to lead the Property & Construction industries in diversity practice. Lendlease's Diversity & Inclusion strategy has a particular focus on the areas of gender equity,

flexibility, reconciliation and LGBTI. In 2009, Lendlease became foundation members of Pride in Diversity with Chris joining the PiD Advisory Board and chairing their annual conference for several years. Chris has been a member of the Australian Human Resources Institute (AHRI) for over 15 years. He is a Certified Practising Fellow (FCPHR) and member of the AHRI National President's Forum and a member of AHRI's Inclusion & Diversity Reference Panel. In 2015 Chris received AHRI's Diversity Champion Award.

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

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

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

Chris finished his term on the DCA Board in June 2019.

Amanda Revis, Chief People Experience Officer of the Suncorp Group



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

Amanda has been instrumental in the development of a culture that promotes caring for others, doing the right thing and being courageous, and an operating model to deliver Suncorp's customer-focused strategy. This has involved development of leadership and talent; consolidation of people systems, processes and policies; establishment of a Group-wide Enterprise Agreement, and development of a workforce and workspace for the future.

Amanda is an advocate for diversity and inclusion. She has led Suncorp's diversity and inclusion strategy to create a culture and environment where everyone is able to be themselves and feel valued, involved, and respected for their perspectives and contribution. This has involved the establishment of Suncorp's Diversity Council, developing an environment that supports flexible working, and sponsorship of the DCA Suncorp Inclusion Index. Suncorp has been named as an Employer of Choice for Gender Equality for seven consecutive years and has achieved gender balance across the leadership community.

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

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

Amanda is a Graduate of the Australian Institute of Company Directors (GAICD) and a Member of Chief Executive Women.

At Suncorp, Amanda has been instrumental in the development of a purpose driven culture, focussed on the community, 9 million customers and 13,000 employees. She is an advocate for diversity and has overseen Suncorp becoming an Employer of Choice for Women.

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

Kate Russell, Director Business Operations, Department of Regional NSW



A proud Aboriginal woman, Kate is committed to empowering her community. She draws on her extensive background in working across all tiers of government and community sectors to promote opportunities for Aboriginal peoples. Kate promotes an intersectional perspective in all programs, policies and initiatives. She is passionate about engaging Aboriginal people and communities to co-design programs and services by using international best practice to effect change in policy.

In her current role Kate works to ensure equal outcomes and representation for the diverse communities of regional NSW. A new Department set up in 2020, Kate plays a key role in establishing the agency and is charged with optimizing processes, promoting knowledge sharing and building a collaborative culture. Prior to this she was the Director Diversity and Culture at the Department of Planning, Industry and Environment where she oversaw the design and delivery of inclusion programs across a portfolio of agencies and over 15,000 staff. Her broad expertise and experience in diversity and inclusion, organisational culture, leadership, human resources and

knowledge and project management helps to develop programs that recognise the intersectionality of experience.

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

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

Abbie Wright, Diversity & Inclusion Leader Australasia, Arup



Abbie Wright 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, and, is a recipient of the South Australia National Association for Women in Construction

(NAWIC) Crystal Vision Award in recognition of the work she champions towards gender equality.

Abbie 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, supports leaders to develop inclusive cultures which 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 Male Champions of Change (MCC) Consult Australia group and has previously sat on the MCC 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

Abbie is on DCA's Research Advisory Committee.