

ANNUAL REPORT 2020



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1. 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 800 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 or discounted 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 and regular eNews *Inclusion Matters*. 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, class 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.
- **Learning options** › Book in one of our instructor-led workshops or self-paced video eLearning series on a range of D&I topics to help you engage and educate your team.
- **Opportunity to influence** › Contribute to our advocacy on D&I in the workplace with government, regulators and the wider community.
- **Join a community** › Connect with our members-only LinkedIn group, exclusively for DCA Key Contacts, to gain further insights and network across all industries.
- **Show your commitment** › Enhance your brand as an employer of choice and demonstrate your commitment to D&I through DCA membership.

2. CHAIRPERSON'S REPORT



2020 was a momentous year for the globe and our country. It challenged us all at so many levels, including how our organisations, in both the public and private sector, responded to a dramatically changed operating environment and how to best manage and look after their

workforce. It was in this area that Diversity Council Australia determined it could make the best contribution to our members.

With member and Government support, DCA was able to transition quickly to working on-line and from home locations. I am deeply proud of the way our team responded to the challenges, and of their unwavering commitment to supporting our members where it counted most. Seminal pieces of work that focused on Indigenous experiences in our workplaces and the impact and importance of class in shaping our workplaces were produced as the DCA shifted to providing a tailored, increasingly digital, service. It is a testament to the quality of that service that, in this most challenging of years, DCA increased its membership to record levels and it is in a very strong financial position to meet the demands of the future.

This is my final report as Chair of the DCA. After six wonderful years I will stand down in 2021's Annual General Meeting. It has been a great privilege and I want to acknowledge the extraordinary contributions made by my fellow Directors, all of whom are passionate advocates for a fairer and more inclusive Australia. I also want to thank the staff of the DCA and our CEO, Lisa Annese, for what they have achieved to date and what they will contribute to the future. Finally, I want to thank you, our members, for both your support of DCA and for what you do to build true diversity and inclusion in your organisations.

Together we are making a difference.

A handwritten signature in blue ink, which appears to read 'David Morrison'. The signature is stylized and written in a cursive-like font.

David Morrison AO
DCA Chair

3. CHIEF EXECUTIVE OFFICER'S REPORT



The 2020 year was very challenging, starting out with the devastating bushfires, followed by the COVID-19 pandemic that wreaked havoc across Australia and the global economy.

DCA moved quickly to adapt its services to support members' needs, providing new COVID-19 insights and resources on flexible/remote working, wellbeing and mental health, and reaching out to all our members to see how we could support them.

While our major in-person events had to be postponed, we put all our energy into bringing leading D&I experts via webinar to discuss timely topics such as staying mentally healthy during challenging times, staying connected and productive while working from home with caring responsibilities, and tackling racism in light of the Black Lives Matter movement. These events attracted massive, unprecedented numbers of members looking for guidance during the pandemic.

It didn't take long for members to embrace the new online versions of our Knowledge Workshops with over 1200 people in attendance. We also launched Flex 101 as our first eLearning module helping organisations to get started on making flexibility work in their team.

As always, our research has been at the heart of everything we do. In 2020, DCA released the following reports:

Why we still really need workplace gender equality: For International Women's Day, we highlighted the gender inequalities that continue to limit the ability of both men and women to be respected and to contribute at work and at home.

Intersections at Work: Pride in Diversity and DCA joined forces on this project, as their respective research on LGBTQ workplace inclusion had revealed that culturally diverse LGBTQ workers had unique workplace experiences that warranted deeper investigation.

Class at Work: This research showed that for Australian workers, it's class more than any other diversity demographic investigated in DCA-Suncorp's *Inclusion@Work Index*, that is the most strongly linked to workers' experience of inclusion at work, and one of the most strongly linked to exclusion.

Gari Yala: In partnership with the Jumbunna Institute of Indigenous Education and Research, this research spoke truth to Australian employers about the experiences of Aboriginal and Torres Strait Islander staff at work. It revealed some shocking realities about experiences of racism, the lack of cultural safety and identity strain experienced by Indigenous people across Australian workplaces.

Audience engagement with our communication channels grew substantially. Member users on our website more than doubled, subscribers to our e-communications increased by two thirds and engagement across all social media audiences increased.

We were delighted to see that our Member Survey showed DCA's services had helped members through this difficult year, guiding them to improve their flexibility, support their employees, and adapt to the new work ecosystem. We are proud to have grown our membership to more than 800 members during this time.

Our financial performance was pleasing, with a higher than anticipated surplus, even after government stimulus. The focus on adapting our services to meet member needs, continued member growth and cost containment were key factors. Our balance sheet also benefited from the surpluses generated over recent years resulting in strong cash reserves.

Our new office spaces at Hub in Melbourne and Sydney didn't quite get the work out we had hoped thanks to COVID-19, but with flexible working practices already in place, DCA staff thrived, stayed connected, and as a team we are looking forward to slowly inhabiting our new offices once more.

In closing, I sincerely thank all of our wonderful members, sponsors and partners. We could not have endured this difficult year without your continual support, standing with us to navigate the unique challenges of 2020 – a year none of us will ever forget.

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

Lisa Annese
Chief Executive Officer

4. FINANCIAL RESULTS

The following tables outline DCA's statement of comprehensive income and financial position for the 2020 financial year. These should be read in conjunction with the full Financial Statements for the year ended 31 December 2020, which are available on our website at www.dca.org.au.

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER

	2020	2019
	\$	\$
Membership, sponsorship and other income	3,261,850	2,890,577
Employee benefits expense	(1,838,947)	(1,825,773)
Depreciation expense	(81,970)	(2,571)
Finance costs	(8,192)	-
Other expenses	(493,975)	(948,412)
Profit/(loss) for the year	838,766	113,821
Other comprehensive income	-	-
Total comprehensive income/(loss) for the year	838,766	113,821

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER	2020	2019 Restated
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	1,427,533	540,478
Trade and other receivables	183,658	175,724
Prepayments	95,904	96,186
Term Deposits	1,770,302	1,528,078
TOTAL CURRENT ASSETS	3,477,397	2,340,466
NON-CURRENT ASSETS		
Property, plant and equipment	244,152	193
Deposits	7,000	-
TOTAL NON-CURRENT ASSETS	251,152	193
TOTAL ASSETS	3,728,549	2,340,659
CURRENT LIABILITIES		
Trade and other payables	184,220	136,731
Provisions	255,076	215,280
Unearned income	1,635,583	1,375,157
Lease liability	94,243	-
TOTAL CURRENT LIABILITIES	2,169,122	1,727,168
NON-CURRENT LIABILITIES		
Provisions	25,615	37,199
Lease liability	118,754	-
TOTAL NON-CURRENT LIABILITIES	144,369	37,199
TOTAL LIABILITIES	2,313,491	1,764,367
NET ASSETS	1,415,058	576,292
EQUITY		
Retained earnings	1,415,058	576,292
TOTAL EQUITY	1,415,058	576,292

5. OUR BUSINESS IN 2020

Unique research

DCA works tirelessly in partnership with members and national experts to create market leading Australian D&I research. Our members get exclusive access to deeper insights, and they use it to drive business improvement.

Our 2020 research offerings centred on these key D&I areas:

- **Why we still really need workplace gender equality:** It's been over 100 years since the first International Women's Day, and we've come a long way in creating gender equality – but we still have a long way to go. We revealed that, in 2020, gender inequalities continue to limit the ability of both men and women to be respected and to contribute at work and at home.
- **Intersections at Work:** DCA and Pride in Diversity released a joint report into the workplace inclusion experiences of culturally diverse LGBTQ workers that revealed culturally diverse LGBTQ workers had unique workplace experiences that warranted deeper investigation.
- **Class at Work:** This research, based on a survey of more than 3,000 workers showed that for Australian workers, it's class more than any other diversity demographic investigated in DCA-Suncorp's *Inclusion@Work Index*, that is the most strongly linked to workers' experience of inclusion at work and one of the most strongly linked to exclusion.
- **Gari Yala (Speak the truth) centring the experiences of Aboriginal and/or Torres Strait Islander Australians at work:** *Gari Yala*, which means 'speak the truth' in the Wiradjuri language, is based on a survey 1,033 Aboriginal and/or Torres Strait Islander workers across Australia and reveals some shocking realities about experiences of racism, the lack of cultural safety and identity strain experienced by Indigenous people across Australian workplaces.

For more information on our research focus areas, see section 6.

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.

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.

In 2020, the team responded to over 250 queries on D&I topics and the common themes were:

- D&I best practice around flexible work, intensified by the pandemic
- Reconciliation Action Plans for Indigenous cultural awareness and inclusion
- Measuring cultural diversity
- Pay equity, caring and parental leave
- LGBTIQ+ issues, gender identity and pronouns.

Learning

In 2020, DCA offered a suite of D&I learning solutions including face-to-face, Instructor-led online and a new self-paced video eLearning series.

Face-to-face or Instructor-led on-line

DCA ran 59 knowledge program workshops across the following topics:

- Diversity 101
- Unconscious Bias
- Inclusive Leadership
- #WordsAtWork
- Out at Work
- Engaging Men

- Cracking the Glass-Cultural Ceiling
- Flex Tools.

The year saw increased demand for content addressing anti-racism following the Black Lives Matter social movement. Hybrid workshop also grew in popularity covering topics of unconscious bias, privilege and diversity and inclusion 101.

eLearning

DCA developed a new eLearning program to enable organisations to mainstream flexibility and understand leading practice on healthy and safe remote-working environments for organisations and employees.

Speaker's bureau

DCA's senior leadership team, board members and advisors appeared at both member events and also public forums and engagements, providing key insights and expert opinions on all key diversity areas.

Virtual forums to de-brief and wrap-up in 2020

DCA held two webinars in December for key contacts of DCA member organisations to share their successes, challenges and general feedback about 2020. Each of the forums were led by DCA CEO Lisa Annese who reflected on a year that brought a variety of unique challenges. Membership & Advisory Director, Mariam Veiszadeh also presented on key learnings from 2020, an overview of DCA's upcoming research and initiatives, and DCA's vision for a diverse and inclusive 2021.

Curated resources

Website

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

Over the year, pleasingly total website users increased more than 41% and member users by 113%, reflecting a big increase in member engagement with the website during the pandemic.

We updated the website resources to reflect the times, developing an extensive library of resources on [COVID-19 flexibility and inclusion](#).

Publications

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

Key topics that headlined these editions included:

- *COVID Conversations* where business leaders shared their workforce and D&I challenges during the pandemic
- More COVID-related topics such as flexible working; tackling domestic violence during lockdown; the mental health pandemic and mental health first aid; what an inclusive recovery looks like; and navigating a return to the office
- Black Lives Matter in Australia: how we need to own our past to create a more equitable future; taking real action on racism; the campaign to support Constitutional recognition; and workplace inclusion for Indigenous Australians
- Showcasing organisations named as DCA's Inclusive Employers 2019-2020
- DCA's new Inclusion Directory Network, new Flex 101 eLearning Program and online Knowledge Programs
- Commemorating key diversity milestones including National Reconciliation Week, Wear it Purple Day and Flexible Working Day
- New topics areas such as class at work, customer diversity, and neurodiversity.

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 2020, DCA made submissions on behalf of members to three government inquiries which related to impact on D&I in the workplace (see our website for [more information on DCA's final submissions](#)):

Submission to the Census

DCA made a submission to the exposure draft of the Census and Statistics Amendment (Statistical Information) Regulations 2019 supporting the

inclusion of questions on sexual orientation, gender identity and intersex status in the 2021 Census.

Submission: religious discrimination legislation - second exposure draft 2020

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

Submission to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

DCA's submission insisted that more must be done to build inclusive workplaces across Australia to improve employment outcomes for people with disability.

Engagement with the United Nations

Communication on Engagement UN Global Compact 2020

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 2020, DCA continued to be very active in media. DCA's total media reach (that is, the size of the potential audience) was estimated at 161 million people. Highlights included the coverage of our:

- *Class at Work* research
- *Gari Yala* research.

DCA's CEO Lisa Annese was frequently quoted as an expert in articles covering these issues.

Visit the DCA website for more information on [our news](#) and [coverage of DCA in 2020](#).

Advocacy on social media

Social media audiences and engagement grew across all platforms, but especially on LinkedIn. Increased focus here saw followers increasing 58% to 12,653 and reactions up by 85%. Twitter followers increased by 13% to 7,693 with Twitter retweets up 85% and traffic/clicks up 3,800%.

Advocacy with business

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

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 and Australian Human Rights Commission

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

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

DCA was proud to partner with UTS Jumbunna Research on the *Gari Yala* research.

Pride in Diversity

Pride in Diversity and DCA continued to work together on LGBTQ workplace inclusion and partnered with them on the *Intersections at Work* research.

Inspiring events and forums

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

Nearly 30 events were delivered to our community of members across Australia. We examined the issues of the year through a D&I lens and talked about mental health first aid, racism and moving beyond tokenism, working flexibly and staying mentally healthy during COVID-19, diversity fatigue, LGBTIQ inclusion and experiences at work, and much more.

We also made available live captioning and Auslan interpreters (when requested), and recordings and transcripts were accessible to members after the event if they could not attend. And all events were available to watch back [on-demand](#).

All up, we received in excess of 17,000 registrations to attend DCA events during the year, a huge increase on the 6,000 or so received in the previous year, signalling unprecedented engagement with our members.

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

Diversity Leadership Program

DCA's Diversity Leadership Program (DLP) events investigate cutting edge D&I topics across the full range of diversity dimensions.

The future of accessibility at work

Our first DLP event for the year in March explored the future of accessibility at work. We invited founding CEO of the Australian Network on Disability (AND), Suzanne Colbert AM to discuss how organisations can create more accessible and inclusive workplaces and what the future of accessibility looks like. Katrina Jackson (Medibank Private), Torbjorn Servin and Ed Holicky (NDIA), joined Suzanne to discuss how to create a disability confident workplace. This event was hosted by DCA Major Partner, Gilbert + Tobin.

Responding to COVID-19: Making flex work for you and your organisation

As organisations grappled with the COVID-19 outbreak, this webinar in late March looked at how they can best respond to ensure business continuity as well as the safety of staff and clients. DCA's CEO, Lisa Annese along with Research Director Dr Jane O'Leary and Member Relations and Advisory Director Mariam Veiszadeh, showcased DCA's suite of resources to assist members to embed and support flexible working and adopt a *Future-Flex* approach to mainstreaming flexible working for teams.

Staying connected and productive while working from home with caring responsibilities

This webinar in April focused on how organisations can create a sense of connection between workers and organisations. Emma Walsh (Parents At Work) suggested practical tips to stay productive and connected at work and offered ways employers could support employees, and then joined the panel discussion alongside Catherine McNair (QBE) and Stephen Barrow-Yu (KPMG and DCA Board Member).

Staying mentally healthy in challenging times

In May, Beyond Blue CEO, Georgie Harman and consultant Jill Stark together discussed how individuals can maintain wellbeing and how businesses can support their employees during tumultuous times. The webinar looked impacts of COVID-19 on mental health, maintaining perspective and balance, strategies for staying connected and how to stay mentally well while in self-isolation and quarantine, productivity at work and the role of physical activity.

Multi-faith inclusion at work

In May, we partnered with the Victorian Equal Opportunity and Human Rights Commission to explore multi-faith inclusion at work. Guest presenter Kristen Hilton, Victorian Equal Opportunity and Human Rights Commissioner outlined how workplaces can be inclusive of religious diversity, and DCA CEO Lisa Annese led the panel discussion on balancing religious expression with other human rights with Rev Lin Surch (Beyond Gender), Ryan Burke (Commonwealth Bank), Rabbi Ralph Genende OAM (Caulfield Hebrew Congregation Inc.) and Commissioner Hilton.

Diversity fatigue: What it is and how D&I practitioners can counter it

In early June, we delved into the phenomenon of diversity fatigue and how D&I practitioners can counter it. Moderated by Mariam Veiszadeh, DCA's Members and Advisory Director, guest speakers included Kate Lee (WGEO), Susan Metcalf (Chief Executive Women), Chris Lamb (now Deputy Commissioner, NSW Public Service Commission), Kylie McGavin (HSBC Australia) and Lisa Annese, DCA CEO. This event was presented in partnership with HSBC Australia - Major Partner of DCA.

Understanding and responding to domestic violence during COVID-19

Later in June, our webinar focused on raising awareness of domestic violence during COVID-19. DCA's Chair David Morrison AO and CEO Lisa Annese had candid conversations with Patty Kinnersly (Our Watch), Inez Carey (1800RESPECT), and Richard Deutsch (Deloitte Australia) about what abuse might look like during the COVID-19 crisis and what organisations can do to support at-risk employees.

Inclusive recovery post COVID-19

As the pandemic restrictions started to ease in July, businesses turned their attention to what the future of work would look like. DCA Deputy Chair Ming Long AM invited a panel of experts to consider what the workplace of the future would look like. Ming was joined by Marian Baird AO (University of Sydney Business School), Abbie Wright (Arup), Lisa Fowkes (Social Ventures Australia) and Lesh Prasad (HELP Employment & Training) to discuss how businesses can ensure that the road to recovery is inclusive.

A new world of work post COVID-19

In August, DCA CEO Lisa Annese chatted with Juliet Bourke, Partner, Human Capital at Deloitte Consulting about lessons from COVID-19. The discussion investigated new models of work, the role of flexible and more accessible work models, the future of teams, and increased inclusion in this new world of work with our panel including Dr Manisha Amin (Centre for Inclusive Design), Economist Dan Nahum (Centre for Future Work, The Australia Institute), Yvette Gray (APRA) and Juliet Bourke (Deloitte Consulting).

How organisations can move beyond tokenism to real action on racism

COVID-19 caused a disturbing rise in racism against Asian Australians while the US Black Lives Matter movement shone a light on the continued injustices and inequalities experienced by Aboriginal and Torres Strait Islander Peoples in Australia. In August, we turned our focus on how businesses can shift tokenism to become an ally for the cause and turn good intentions into measurable goals. Guest speakers included Dr Summer May Finlay (University of Canberra/University of Wollongong), Mohammad Al-Khafaji (FECCA), Ken Woo (PwC), Sam Klintworth (Amnesty International) and Dr Berhan Ahmed (African Australian Multicultural Employment and Youth Services).

Mental health first aid

In October, we investigated what mental health first aid is and how intervening and providing initial support for staff experiencing difficulties is critical, both for the individuals themselves and for organisations. Guest speakers included Kathy Bond (Mental Health First Aid Australia), Joel Clapham (HeartenUp), Dawn O'Neil AM (CogNative Solutions) and Rebecca Dunn (Gilbert + Tobin). This event was presented in partnership with Gilbert + Tobin - Major Partner of DCA.

Understanding domestic violence through an intersectional lens

As we prepared to mark the International Day for the Elimination of Violence against Women, DCA partnered with AGL to look at domestic and family violence through an intersectional lens. Dr Virginia Mappedzahama (ANROWS) outlined her organisation's research on the differing impacts of domestic and family violence on women with intersecting backgrounds and then DCA CEO Lisa Annese led a discussion on the ways workplaces can support people from diverse backgrounds who experience domestic and family violence. The panel featured Kelly Treloar (First Peoples Disability Network Australia), Ben Bjarnesen (LGBTQ Domestic Violence Awareness Foundation), Brad Chilcott (White Ribbon Australia) alongside Dr Mappedzahama.

Research events and updates

DCA research events included revisiting past reports and releasing new ones including:

Inclusion@YourWork Index webinar

In late January, DCA staged a webinar designed to provide guidance on how members could best use and understand the datasets from The *Inclusion@Work Member Index*. Presenters were DCA Research Director Dr Jane O’Leary and Daryl Nelson (Polity Research).

Research Update: *Out at Work and Inclusion for LGBTIQ+ talent at work*

In August, we revisited the findings of DCA’s *Out at Work* report and explored the challenges and opportunities that remain for greater LGBTIQ+ inclusion at work. Moderated by Stephen Barrow-Yu (Victorian Pride Centre and DCA Board Member), the panel included Dr. Raymond Trau (Macquarie University), TL Tran (ACON), Sally Goldner AM (Transgender Victoria) and Matt Callander (QBE Insurance). The event was presented in partnership with QBE.

Research Update: *Inclusion@Work Index and Counting Culture*

In October, we updated members on our latest D&I research. CEO Lisa Annese briefed members on DCA’s *Counting Culture* guide and the findings from the 2019-2020 *Inclusion@Work Index*. The discussion also featured commentary from Mayuri Manraj (Aurecon), Assoc Prof Rebecca Cassells (Bankwest Curtin Economics Centre) and Jamie Briggs (Culture Connex). The event was emceed by Gillian Forde, from Aurecon, DCA’s partner on this research update.

DCA Research Launch: *Class at Work*

In October, we launched Australian-first research uncovering findings into how class impacts on Australian workers’ experiences of inclusion and exclusion at work. The report was presented by DCA’s Research Director Dr Jane O’Leary. The panel included Dr Olivia Evans (Australian National University and report co-author), Robert Considine (Melbourne Water), Charlotte Dring (Ministry of Housing, Communities and Local Government in the UK), Dr Cassandra Goldie (ACOSS) and Chris Lamb (NSW Public Service Commission).

The project was supported by foundation sponsor Suncorp and supporting sponsor Novartis who partnered with DCA on this research project.

DCA Research Launch: *Gari Yala (Speak the Truth)*

DCA partnered with UTS Jumbunna Institute for Indigenous Education and Research to create the Gari Yala project – which fittingly means ‘speak the truth’ in Wiradjuri language – to gain an understanding of the diversity of Indigenous workers’ experiences firsthand. Distinguished Professor Larissa Behrendt (Jumbunna Institute of Indigenous Education and Research at UTS) opened proceedings and DCA Board member Kate Russell led the conversation with an expert panel of Indigenous business leaders and practitioners including Nareen Young (Jumbunna Institute), Josh Gilbert (PwC’s Indigenous Consulting), Professor Peter Anderson (QUT), Eveanne Liddle (NAB) and Topaz McAuliffe (Coles).

Foundation sponsor National Australia Bank and supporting sponsor Coles partnered with DCA on this research project.

Networks

Gender Equality Network

DCA’s Gender Equality Network is held four times a year and is sponsored by KPMG Australia.

Gender Equitable Recruitment and Promotion

Our guest keynote speaker for the event in February, Dr Meraiah Foley, Deputy Director of the Women, Work & Leadership Research Group at The University of Sydney Business School, presented her report findings on the impact of gender bias on recruitment and selection, the evaluation of credentials, the interview and salary negotiation process and the myth of ‘meritocracy’. Led by Chris Lamb (former DCA Board Member), the event featured commentary from panel members Dr Janin Bredehoeft (Workplace Gender Equality Agency), Kristen Sweeney (Mirvac), Amy Wild (Investa) alongside Dr Foley.

Sexual harassment in the workplace

This event in April looked at the Respect@Work report released by Australia’s Sex Discrimination Commissioner, Kate Jenkins. The report recommends a new focus on prevention of sexual harassment, including leadership, culture and knowledge, and risk assessment and transparency.

National Managing Partner for People and Corporate Affairs at KPMG Australia, Deb Yates welcomed the Commissioner to discuss the recommendations of the report with DCA CEO Lisa Annese.

Taking an intersectional approach to gender equality at work

Guest emcee, Amanda Webb (CEO of Xplore) took an intersectional approach to gender equality and looked at the factors that can amplify gender inequality – such as age, cultural diversity, LGBTIQ+ status, Indigeneity, disability and class. An expert panel explained why workplaces should apply an intersectional lens to their workplace programs and included: Shakira Hussein (National Centre of Excellence for Islamic Studies, University of Melbourne), Somali Cerise (Champions of Change Coalition), Kate Russell (Department of Planning Industry and Environment), Ian Hancock (KPMG Australia) and Catherina Behan (Suncorp).

Masculinity and the workplace

The final event in December looked at the role workplaces must play to move beyond narrow, restrictive gender roles for women and men and provide men greater choices about their working and family lives. DCA CEO Lisa Annese chatted with Matt Tyler (The Men's Project at Jesuit Social Services), Dr Victor Sojo (Centre for Workplace Leadership, the University of Melbourne), Jema Cameron (Programmed Group) and Michael Brandenburg (No To Violence) about what it takes to dismantle unhelpful male stereotypes and how workplaces can support men to live happy, healthy, safe and respectful lives.

Indigenous Workplace Network

DCA's Indigenous Workplace Network is held three times a year. NAB was the sponsor of the network in 2019/20 and BAE Systems Australia in 2020/21.

Progress on Constitutional Recognition & Uluru Statement from the Heart

In the first event of the year, DCA Board Member and proud Awabakal woman Kate Russell led a discussion on the critical role corporate Australia can play as an ally to the Uluru Statement from the Heart. The event featured Thomas Mayor (Co-chair of the Uluru Working Group), Danny Gilbert AM (Gilbert + Tobin), Erin Woolford (PwC Australia) and Brad Haynes (Rio Tinto).

Exploring the impacts of COVID-19 on Indigenous people and work

At the event in July, DCA Board Member Kate Russell joined representatives from government, corporate and community to look at the impact of COVID-19 on Aboriginal and Torres Strait Islander communities and Indigenous people in their workplaces, from a health and economic perspective. Speakers included The Hon Ken Wyatt AM, Minister for Indigenous Australians, Professor Deen Sanders OAM (Deloitte Australia), Mundanara Bayles (Blackcard) and Topaz McAuliffe (Coles).

Indigenous workforce engagement

Led by DCA Board Member Kate Russell, this webinar explored how Accor worked very closely with researchers at the Jumbunna Institute for Indigenous Education and Research to ask their Indigenous employees what they thought about their working lives at Accor, and what could improve and make them more likely to stay in their jobs. Nareen Young, Industry Professor at Jumbunna joined Sarah Derry and Josh Hanley from Accor to unpack the learnings.

CEO D&I Roundtables

DCA's highly successful roundtable discussions continued online in 2020, and engaged many CEOs from leading organisations around Australia. Over five events, DCA Chair David Morrison AO and CEO Lisa Annese had high level discussions with CEOs on D&I, building strong and collaborative relationships.

The first CEO roundtable was held in May 2020 in partnership with Accenture and included leaders from Downer, Grant Thornton, NRMA, NSW Police, SBS and Reconciliation Australia.

The second roundtable was held in July 2020 in partnership with Brisbane City Council and included leaders from Acmena, Australian Catholic University, Brisbane City Council, Carers Queensland, Help Employment and Training, HopgoodGanim, Incitec Pivot, and Queensland Law Society.

The third roundtable was held in September in partnership with Northrop Grumman and included leaders from Australian Bureau of Statistics, Australian Federal Police, Department of Defence, QinetiQ Australia, Sports Australia, Indigenous Business Australia and Northrop Grumman.

The fourth roundtable was held in October in partnership with Perth based Water Corporation and included leaders from Alcoa, Arup, Clough Ltd, Golder Associates, MercyCare, Department of Water & Environmental Regulation, Northern Territory Government and Water Corporation Western Australia.

The fifth and final roundtable was held in November in partnership with Transurban and included leaders from Australasian Fire and Emergency Service Authorities Council, Department of State Growth – Tasmanian Government, Hydro Tasmania, Maurice Blackburn, Transurban, Victorian Equal Opportunity & Human Rights Commission and Women’s Health Victoria.

Reconciliation Action Plan

In 2019, DCA launched its first *Reflect* Reconciliation Action Plan (RAP) and saw it through to completion in 2020. We will continue our reconciliation journey by launching our *Innovate* RAP in 2021.

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

This work was supported by DCA's former 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.

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/or Torres Strait Islander peoples in our country's history and of ensuring Aboriginal and/or Torres Strait Islander voices are central in any discussions around recognition and reconciliation.

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

The panel is made up of respected Aboriginal and/or Torres Strait Islander community members across country, with representatives throughout Australian states and territories. It 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/or Torres Strait Islander peoples, specifically with respect to better labour market engagement and recognition of the talents and untapped potential of Aboriginal and/or Torres Strait Islander peoples.

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 Business Operations, Department of Regional NSW

Professor Peter Anderson

Walpiri (NT)
Murinpatha (NT)
Inaugural Executive Director, Carumba Institute
Director, National Indigenous Research and Knowledges Network (NIRAKN)

Luke Briscoe

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

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

Jean Paul Janke

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

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

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 partners and members:

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

- Deloitte for providing us with office accommodation and IT support (up until May 2020), Cisco for providing the Webex event facility, Gilbert + Tobin, HSBC Australia and KPMG.

DCA research sponsors and partners:

- Foundation sponsor Suncorp and supporting sponsor Novartis for *Class at Work* and the *Inclusion@Work Index 2019-2020*
- Our Watch for the *Myth Busting Domestic & Family Violence at Work*
- Partner Jumbunna Institute of Indigenous Education and Research, foundation sponsor NAB, and supporting sponsor Coles for *Gari Yala*
- Partner Pride in Diversity for *Intersections at Work*.

DCA event and other sponsors and supporters:

- KPMG for the Gender Equality Network, and BAE Systems Australia and NAB for the Indigenous Network
- Brisbane City Council, Transurban, Northrop Grumman Australia, Accenture and Water Corporation WA for hosting CEO D&I Roundtables.

6. KEY DIVERSITY AREAS IN 2020

DCA's major research in 2020 focused on the workplace inclusion experiences of key diversity groups as well as uncovering an important new diversity demographic.

Our *Intersections at Work* research surveyed culturally diverse LGBTQ workers based in Australia and found that cultural background makes a difference to the workplace experiences of three quarters of those culturally diverse LGBTQ workers.

Our *Gari Yala* research uncovered the experiences of Aboriginal and/or Torres Strait Islander workers across Australia and revealed some shocking realities about experiences of racism, the lack of cultural safety and identity strain experienced by Indigenous people across Australian workplaces.

For the first time ever in Australia, our *Class at Work* research found that social class, more than any other diversity demographic investigated in DCA-Suncorp's *Inclusion@Work Index*, is the most strongly linked to workers' experience of inclusion at work and one of the most strongly linked to exclusion.

We also released new insights into gender inequalities for International Women's Day exploring how they continue to limit the ability of both men and women to be respected and to contribute at work and at home.

Inclusion for culturally diverse LGBTQ workers

DCA and Pride in Diversity released a joint report into the workplace inclusion experiences of culturally diverse LGBTQ workers.

Based on the findings of a survey of almost 200 culturally diverse LGBTQ workers, the report shows that the combination of cultural background and LGBTQ status or identity had an impact on over three quarters of respondents, with 55% reporting a negative impact.

The research also identified six common themes in how the experience of respondents played out: racism and/or homophobia; not being understood at work by people from the Anglo/white majority; the complexity of multiple and intersecting identities; working in regional or rural areas; working internationally in countries where homosexuality is criminalised; and feeling accepted at work but not at home.

Pride in Diversity and DCA joined forces on this project as their respective research on LGBTQ workplace inclusion had revealed that culturally diverse LGBTQ workers had unique workplace experiences that warranted deeper investigation.

Lisa Annese, CEO, Diversity Council Australia, added:

"Our work with people who are culturally diverse, and LGBTQ found that for some people, current workplace D&I initiatives aren't addressing the nuances of their intersectional identities. We wanted to start addressing this gap by sharing the insights of culturally diverse LGBTQ workers about the actions Australian organisations can take to create more inclusive workplaces."

Dawn Hough, Director of ACON's Pride Inclusion Programs said:

"In supporting organisations that employ over three million Australians, it has become very clear that those who passionately identify and engage with communities that reflect a culturally and linguistically diverse heritage can face unique challenges when it comes to their LGBTQ identity, being open about who they are and also in their ability to fully experience and/or benefit from the positive impact of inclusion initiatives. These unique challenges have not until now been given a great deal of attention when assessing the overall effectiveness of workplace inclusion."

Key findings:

- 55% of respondents reported that the combination of their cultural background and LGBTQ status negatively affected their workplace experience, for 20% it had a positive impact, while for the remaining 25% it had no impact at all.
- Common themes in how that experience played out included:
 - Racism and/or homophobia;
 - Not being understood at work by people from the Anglo/white majority;
 - The complexity of multiple and intersecting identities;
 - Working in regional or rural areas;
 - Working internationally in countries where homosexuality is criminalised; and

- Feeling accepted at work but not at home.
- What is locking culturally diverse LGBTQ workers out of inclusion at work, and how can we unlock this talent?
 - Ignoring intersectionality > Intersectional approaches to diversity
 - Invisibility > Boost visibility
 - Loneliness and isolation > Create connections.

Full report and findings available on DCA's [website](#).

Inclusion for Aboriginal and Torres Strait Islander workers

From the Jumbunna Institute of Indigenous Education and Research and DCA our *Gari Yala* report highlighted to Australian employers the experiences of Aboriginal and Torres Strait Islander staff.

The report, *Gari Yala*, which means 'speak the truth' in the Wiradjuri language, is based on a survey of over one thousand Aboriginal and/or Torres Strait Islander workers across Australia and reveals some shocking realities about experiences of racism, the lack of cultural safety and identity strain experienced by Indigenous people across Australian workplaces.

Nareen Young, Industry Professor, Jumbunna Institute said that it was well past time that research about Indigenous people and work actually listened to Indigenous people.

"To improve the experience of Indigenous people at work, we need to stop asking non-Indigenous people about Indigenous people at work.

"This survey challenges that narrative for the first time on a truly national and rigorous basis and provides evidence for employers about what they can do to create workplace environments where Indigenous people can thrive."

DCA CEO, Lisa Annese said the report tells some powerful truths about exclusion and racism.

"This report reveals that Indigenous employees continue to experience significant workplace racism and exclusion and that racism is impacting wellbeing and job satisfaction.

"This racism manifested in a number of ways, including people being treated unfairly because of their Indigenous background, hearing racial slurs and receiving comments about the way they look or 'should' look as an Aboriginal or Torres Strait Islander person."

The report also provides ten truths for organisations to improve workplace inclusion for Indigenous staff.

"This research sets out a framework of actions for organisations to improve inclusion for Aboriginal and Torres Strait Islander staff," said Lisa.

"These actions are based in evidence and designed for workplaces that are ready to listen to Indigenous staff, and willing to act on what they tell them."

This research was sponsored by NAB and Coles.

NAB Group Executive, People and Culture, Susan Ferrier said that while organisations such as NAB have made progress, there is still more work to be done, with more than a quarter of those surveyed saying they didn't feel safe identifying as Indigenous within their workplace.

"We owe it to our Indigenous colleagues to give them the support they need to be strong and proud voices, especially while at work. As an employer, we need to be doing absolutely everything to support that."

Coles CEO, Steven Cain, said, "As Australia's largest private employer of Aboriginal and Torres Strait Islander people, we understand the importance of working better together and creating safe, welcoming and inclusive work environments."

Key findings:

- This research drew on the insights and experiences of 1,033 Aboriginal and/or Torres Strait Islander workers. It found:
 - 28% work of our respondents work in culturally unsafe workplaces.
- Indigenous employees face significant workplace racism and exclusion:

- 38% reported being treated unfairly because of their Indigenous background sometimes, often or all the time
- 44% reported hearing racial slurs sometimes, often or all the time
- 59% reported experiencing appearance racism – receiving comments about the way they look or ‘should’ look as an Aboriginal or Torres Strait Islander person.
- Racism impacts wellbeing and job satisfaction – Aboriginal and/or Torres Strait Islander workers who experienced unfair racist treatment were:
 - 2.5 times less likely to always be satisfied with their job, compared to those who rarely or never experienced unfair racist treatment
 - 3 times less likely to always recommend their workplace to other Indigenous people
 - 2 times as likely to be looking for a new employer in the next year.
- Current workplace supports are ineffective:
 - Only 1 in 3 had the workplace support required when they experienced racism
 - Only 1 in 5 worked in organisations with both a racism complaint procedure and anti-discrimination compliance training that included reference to Indigenous discrimination and harassment.

Full report and findings are available on DCA’s [website](#).

Class inclusion

DCA’s *Class at Work* research found strong evidence that people from self-identified lower classes experience more exclusion, discrimination and harassment at work than people from higher classes.

The research, based on a survey of more than 3,000 workers showed that for Australian workers it’s class more than any other diversity demographic investigated in DCA-Suncorp’s *Inclusion@Work Index*, that is the most strongly linked to workers’ experience of inclusion at work and one of the most strongly linked to exclusion.

DCA CEO, Lisa Annese, said that this research shows that class counts a lot, and we need to start talking about it.

“As someone who has been an advocate for workplace equality for over two decades, I know that class is something that we haven’t considered. This research shows that we can no longer ignore class and need to start addressing it to build truly inclusive workplaces”, said Lisa.

“Our research looked at nine diversity demographics including Aboriginal and/or Torres Strait Islander background, age, caring status, class, cultural background, disability status, gender, religion, and sexual orientation and gender identity.

“Class was the diversity demographic most linked to workplace inclusion – there were clear differences between self-identified lower- and higher-class people on every question we asked.

“Class was also one of the diversity demographics most strongly linked to exclusion (discrimination, being ignored and not getting the same opportunities as others), the others being Aboriginal and/or Torres Strait Islander background, disability status, sexual orientation and gender identity, and religion.

“What’s more, we found a significant difference in men’s and women’s experience of class. Lower class women were more excluded but more supportive of diversity and inclusion (D&I) in their organisation. In contrast, lower class men were less included, less supportive of D&I and in less D&I active organisations.”

The research also showed that there was a strong business case for ‘class inclusion’ in Australian workplaces.

“DCA has a wealth of research that shows that inclusive teams perform better. This research shows for the first time in Australia that diverse teams that are inclusive of all staff – whether lower, middle, or higher class – are

more effective and innovative, and more likely to provide excellent customer service,” concluded Lisa.

Key findings

Boosting Performance Through Class-Inclusion:

- Lower class workers who are in inclusive teams were:
 - 17 times more likely to be in a team that works effectively than lower class workers in a non-inclusive team (53% in inclusive teams compared to 3% in non-inclusive teams)
 - 15 times more likely to be in a team that is innovative (47% in inclusive teams compared to 3% in non-inclusive teams)
 - 10 times more likely to be in a team providing excellent customer service (65% in inclusive teams compared to 6% in non-inclusive teams).

Lower Class Workers Are Less Likely to Experience Inclusion:

- **Fair Treatment.** Only half of lower-class workers indicated that they trusted their organisation to treat them fairly (53% strongly agree/agree), and this percentage was significantly lower than middle class workers (73% strongly agree/agree) and higher-class workers (82% strongly agree/agree).
- **Opportunities.** Lower class workers were less likely to report they felt they had the same opportunities as anyone else with their abilities and experience (55% strongly agree/agree) compared with middle class (73% agree/strongly agree) and higher class (82% agree/strongly agree).
- **Diverse Perspectives.** Lower class workers were significantly less likely than middle class and higher-class workers to report that their manager actively sought out diverse perspectives from all employees (46% versus middle class 64% and higher class 73%).

Lower Class Workers Are More Likely to Experience Exclusion:

- **Discrimination/Harassment.** More than two-fifths of lower-class workers (43%) reported having personally experienced discrimination and/or harassment in the workplace in the last 12

months, compared to 22% middle class workers and 26% of higher-class workers.

- **Non-Inclusive Teams.** 27% of lower-class workers work in non-inclusive teams, compared to 10% of middle-class workers, and 5% of higher-class workers.
- **Being ignored.** Lower class workers were more likely to report being ignored (17% strongly agree/agree) compared to middle class workers (6%) and higher-class workers (7%).
- **Missing out on opportunities and privileges.** Lower class workers were more likely to report missing out on opportunities and privileges (22% strongly agree/agree) compared to middle class workers (9%) and higher-class workers (9%).
- **Left out of social gatherings.** Lower class workers were more likely to report being left out of social gatherings (20% strongly agree/agree) compared to middle class workers (6%) and higher-class workers (7%).

When Gender and Class Combine:

- **Lower class women more excluded but more supportive of D&I.** 45% of lower-class women reported having experienced discrimination and/or harassment of some type in the past year, compared to 39% of lower-class men, 24% (female) to 21% (male) of middle-class workers, and 25% (female) to 27% (male) of higher-class workers (note that the differences between middle class and higher-class workers are not statistically significant). They were also among the most supportive of D&I, along with all other women (49% of lower-, middle-, and higher-class females, compared to 37% of lower-class males, 36% of middle-class males, 45% of higher-class males).
- **Lower class men less included, less supportive of D&I and in less D&I active organisations.** Lower class men were among the least supportive of organisations taking action on D&I, and they were also the least likely to work in organisations taking action on D&I (43% of lower-class males worked in D&I active organisation, compared to 50% of lower-class females, 57% of middle-class males and females, 65% of higher-class males, and 62% of higher-class

females). In addition, lower class men were much less likely than other men, and all women, to report being in inclusive organisations and inclusive teams and to have an inclusive leader.

Full report and findings are available on DCA's [website](#).

Gender equality

For 2020 International Women's Day, DCA challenged the idea that workplaces no longer need to address gender equality.

Drawing from academic and industry research, DCA released an infographic highlighting some examples of where gender inequalities still limit men and women in the workforce.

DCA CEO Lisa Annese said:

“Over 100 years on from the first IWD, we've gone a long way in creating gender equality – but we still have a long way to go.

“In 2020, gender inequalities continue to limit the ability of both men and women to be respected and to contribute at work and at home.”

Lisa said that the research showed there is a link between messages we receive in childhood and the career trajectories we take.

“Research has shown that before they are two years old, children are aware of gender stereotypes.

“Those gender stereotypes influence everything from what toys children play with, to what subjects they choose at school, having life-long impacts on career choices.

“And gender stereotypes continue to hold us all back throughout our lives, for example with women taking on the bulk of unpaid caring and social pressures on men to be providers and main income earners.

“We know from DCA's research that workplace diversity and inclusion initiatives benefit men and women. And when both men and women have access to flexible work options, they are more able to share responsibilities at home.

“Ultimately then, gender equality at work means improvements in all of our lives, at work and at home.

“So, this International Women's Day is a good reminder that we do still need workplace gender equality so we can lead more equal lives at work and at home,” concluded Lisa.

Full infographic and findings are available on DCA's [website](#).

7. 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 has been the Chief Executive Officer of DCA since 2014. In this role, she leads the debate on diversity and inclusion in the public arena, and as a result, appears regularly in the media.

Under her leadership, DCA delivers innovative diversity practice resources for Australian businesses and supports them in improving their inclusion capability. She has led a broad array of ground-breaking, evidence-based research, including Australia's first national index on workplace diversity and inclusion, seminal research on the economics of the gender pay-gap and original work on building Asian leadership capability, as well as research supporting individuals being "Out at Work" and mainstreaming 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, Member Engagement and Projects Manager

As the Member Engagement and Projects Manager based in Victoria, Fiona guides and supports a wide range of organisations as they navigate implementing workplace diversity & inclusion through DCA's membership resources. She also creates learning and communications content and delivers D&I Knowledge Programs.

With a professional background in training and development, recruitment, operations, consulting, marketing and communications, she has held roles in Australia, the UK and Germany, in both not-for-profit and corporate sectors.

Her particular focus is how organisations can best engage and utilise the strengths of neuro-divergent employees in the workplace.

Cathy Brown, Director, Policy and Projects

Cathy works with a range of diverse stakeholders to lead DCA projects consistent with the strategic vision of the organisation, including the positioning of DCA both nationally and internationally as a best practice thought leader on diversity and inclusion.

As part of her role, Cathy leads DCA's government relations function, consulting with DCA members, writing submissions, liaising with government stakeholders, and providing strategic advice to the DCA Board. Cathy has

given evidence to Parliamentary inquiries and worked with members and government officials at all levels.

Cathy was previously DCA's Research and Policy Manager. She headed the research project *Out at Work*, which explored the experiences of LGBTIQ+ Australians at work and provided a framework of action to create inclusive workplaces for LGBTIQ+ people.

Cathy has 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.

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

Karla 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 has completed 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 led the DCA Reconciliation Action working group to successfully create and launch the first Reflect RAP for DCA and continues in this role as the Chair of the working group. Simone has completed a Diploma of Aboriginal Studies for Professional and Community Practice, Certificate in Aboriginal Culture and a Certificate in Aboriginal knowledge for the workplace.

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

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

Yvette Edwards, Membership Services Coordinator

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

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

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

Veronica comes to DCA with a background working in health policy and planning, with a focus on HIV and other health issues facing lesbian, gay, bisexual, transgender and intersex (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, Sue's role is to work in partnership with DCA members to present a comprehensive Diversity & Inclusion events calendar, including face to face events, 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 & Partnerships 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.

Annika Kaabel, Research Manager

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

Annika comes to DCA from an academic background having most recently been employed as a researcher and lecturer at University of Sydney Business School, Macquarie University, and Estonian Business School.

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

Nicole Luxmoore, Office Manager & Executive Assistant to the CEO

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

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

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

Andrea Maltman Rivera, Media and Communications Advisor

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

As well as writing and editing DCA's editorial suite, she is working with fellow team members to produce a podcast that features high profile politicians,

journalists, athletes and experts, whose stories reflect the wider social issues facing Australia today.

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

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

Dr Jane O'Leary, Research Director

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

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

Jane has a PhD, undertaken through the University of Queensland Business School. Her thesis investigated how Australian managers can most effectively manage workforce diversity. Jane also has a Master of Education degree, which 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 responsible for putting in place the internal systems and external communications strategies to ensure DCA can deliver services effectively and attract and grow its membership base.

As Communications Director, she oversees all DCA's communications to strengthen the DCA brand and position it as the leader on D&I. She works with her team to produce regular publications and special campaigns, the DCA website, our presence on media and social media, as well as the DCA events program. Since acting in the role of CEO prior to the appointment of Lisa Annese in 2014, she has taken on the Operations portfolio and works with the CEO to improve systems, policies and processes (including the IT environment and CRM) to ensure DCA is able to deliver services effectively and improve its performance.

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

From 2018 to 2020, Catherine has been a judge for the Gender-wise Philanthropy Award in the Australian Philanthropy Awards. She has a Bachelor of Commerce degree from the University of Melbourne and a Master of Arts degree in Communications from Monash University.

Kelly Te Heuheu, Digital Communications Advisor

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

A seasoned communications and marketing professional, 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, social media platforms and 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.

Consultants/Facilitators

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.

Andrew Legg, Research Manager

Andrew Legg has been working on a contract basis with DCA since 2015, providing assistance and guidance with data analysis and interpretation on various projects. He 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 master's 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.

8. 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 AM



Ming is a well-known and respected leader with non-executive experience in a broad range of industries including financial services, real estate, and member organisations. 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 an ASX-100 or 200 listed entity in Australia. She led the establishment of the Property Male Champions of Change in 2015, was named as a 100 Woman of Influence, was a finalist in the Telstra Business Women's Awards and in 2020 was named a Member of the Order of Australia for significant contribution to the financial and real estate sectors, and to diversity and inclusion. She is a Fellow of Chartered Accountants Australia & New Zealand, a Fellow of Finsia, a Graduate of Australian Institute of Company Directors and a member of Chief Executive Women. She is currently Chair of AMP Capital Funds Management Limited, and a non-executive director of QBE Insurance (Auspac), CEDA, 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, Assistant Secretary, Department of Foreign Affairs and Trade (DFAT)



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

Stephen's long-term career has been within Financial Services. He was at NAB for many years, where he held 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, originally from the UK, he has also lived in Hong Kong and Dubai. Prior to this, Stephen worked for the Hong Kong and Shanghai Bank (HSBC), based first in Hong Kong, where he led the regional performance management, talent and organisational development agendas across Asia. He returned to London with HSBC in 2001, taking on a number of group-wide roles, most notably as Global Head of People Strategy, Talent and Resourcing. During this time Stephen had a

truly global role, working extensively in the US, Canada, South America and in Europe.

Stephen is an inaugural Director on the Board of the Victorian Pride Centre (VPC), an initiative of the State Government of Victoria to build and run Australia's first LGBTI Pride Centre. He also serves on the Advisory Board of the University of Sydney Business School, Work and Organisational Studies. He holds a BSc. (Hons) in Management Science, and a Masters in Organisational Psychology. Stephen is married to Lawrence, and has a two-year old daughter, Charlotte.

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

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.

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 who delivers public value by cultivating organisational and sectoral capability aligned with good practice and stakeholder expectations. With strength in sustaining networks and partnerships and engaging effectively with stakeholders in dynamic, multifaceted environments to effect change, she has depth and breadth of experience across the public, private and 'for-purpose' sectors with proven accomplishments in setting strategic direction, executing organisational strategy, and leading transformational change.



Elizabeth embraces the value of a diverse workplace, shaping and modelling inclusive leadership behaviours to steer the collective capability that sets high-performing teams apart. She is deeply committed to inclusion and diversity, actively promoting diversity of thought and perspective to inform decision making, and has extensive experience in culture, conduct, governance, risk management, compliance, regulation, supervision 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. She has played a key role in influencing ASIC's successive inclusion and diversity strategies, promoting a focus on inclusion and diversity activities operationally, and mentoring emerging female leaders to help ASIC meet its gender targets. As the inaugural Chair of ASIC's Accessibility Committee, she led the implementation of ASIC's first Accessibility Action Plan, increasing disability awareness and confidence. Elizabeth is a member of ASIC's Indigenous Employee Managers Network, promoting cultural safety practices. She is also a former member of ASIC's Multicultural Access and Equity Committee and, in 2019, 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 a former Chair of Shopfront Arts Co-op, giving a voice to young people through creative expression.

Elizabeth has held previous positions at Macquarie Group and was an Associate to the Honourable Justice Neville John Owen at the HIH Royal Commission.

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

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

Amanda Revis, Managing Director of Insight Consulting



Amanda Revis is a global executive with 37+ years of commercial experience across Financial Services, Consulting, Television and Manufacturing.

Amanda is currently Managing Director of Insight Consulting, a consulting business focussed on advising organisations on cultural change, organisation development, leadership and talent. She is also a coach of individuals and teams.

Previously, Amanda was Group Executive with the Suncorp Group for over 10 years, reporting to the Group CEO and a key member of the Executive Leadership Team.

In her most recent role as Group Executive People and Culture at Suncorp, Amanda led an operating model transformation, delivering new ways of working, including organisation design and capability development to support Suncorp's digital and customer strategy. As Chief People Experience Officer at Suncorp, Amanda had accountability for Group-wide Human Resources, Real Estate, Automation and Strategic Partnering.

Amanda was instrumental in the development of the Suncorp culture which promotes caring for others, doing the right thing and being courageous. 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 the workforce and workspace for the future.

Amanda is an advocate for diversity and inclusion. She 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. Amanda was a founding member of Suncorp's Diversity Council and a strong advocate for the development of a work culture that supports flexible working, fairness and equity.

Suncorp has been named as an Employer of Choice for Gender Equality for eight consecutive years, achieved the Australian HR Award for Best Workplace Flexibility in 2015 and the AHRI Mature Age Award in 2019 and has been recognised in 2021 as a leading ASX company in achieving gender balance in Australia.

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

Amanda was General Manager People and Performance in Westpac Retail, Business and Institutional Banking, led the people aspects of the start-up and early growth of FOXTEL, and for eleven years worked in HR and Finance roles with the Mars Group in the UK, Middle East and Asia. Amanda is a Graduate of the Australian Institute of Company Directors (GAICD) and a Member of Chief Executive Women.

Amanda is on the IT Committee of the DCA Board.

Kate Russell, Director Office of the Group Deputy Secretary- Place, Design and Public Spaces, Dept of Planning, Industry and Environment



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

In her current role Kate works across multiple projects and policy areas to support the delivery of outcomes and community benefit. 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 and Interrelate. She is a graduate of Bachelor of International Studies (Distinction), completed an MBA in 2013 and graduated with an Executive Master of Public Administration in 2020. She 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 of the DCA Board.

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 Champions of Change Coalition (CCC) 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 has proactively contributed to and supported both the DCA *WordsAtWork* and *Cracking the Cultural Glass Ceiling* research programs.

Abbie is on DCA's Research Advisory Committee.

Shawn Wilkey D&I Director, Department of Defence



Shawn is a diversity and inclusion specialist, who has over 15 years' experience working in government and sport to address discrimination and enhance inclusion for individuals and communities experiencing intersecting forms of exclusion, discrimination, inequity and injustice. He is passionate about bringing business, government and the community together to create shared value and collective impact.

Shawn is currently the Director of Diversity and Inclusion at the Department of Defence, responsible for enterprise-wide strategies, policies and programmes to build Defence capability through inclusion. Previously, he served in executive roles at the Department of Premier and Cabinet in Victoria, as the Director of Service Systems Reform and Director of Strategy and Development. His main responsibilities included enhancing the social service system for individuals with complex needs facing entrenched disadvantage and supporting the Aboriginal community through Australia's first treaty process.

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

Shawn has previously sat on committees for the Institute of Public Administration Australia (Victoria), the Victorian Women's Trust, and several sporting clubs.

Shawn holds an undergraduate degree in Business, and master's in public administration, and Business Administration. He is currently completing a Master of Law (Juris Doctor).