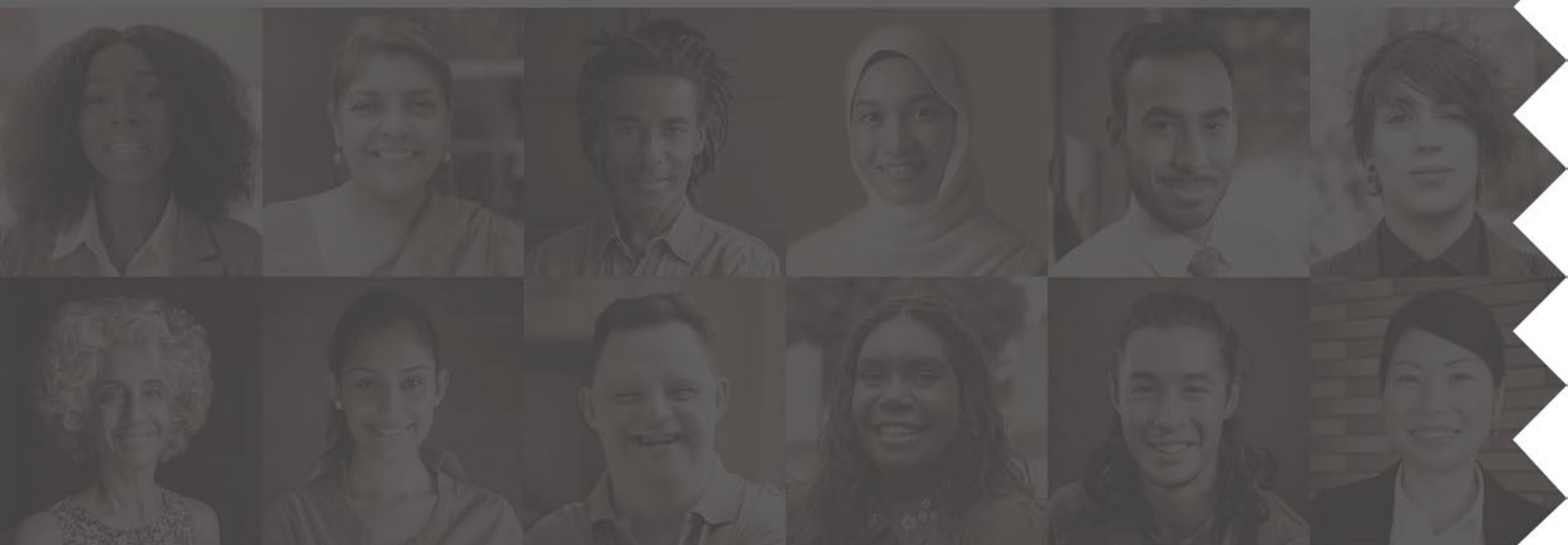




DIVERSITY
COUNCIL
AUSTRALIA

ANNUAL REPORT 2023



Diversity Council Australia Ltd
ACN 006 898 406
ABN 64 421 748 342
Customs House, Level 3
31 Alfred Street, Sydney NSW 2000
Email: admin@dca.org.au

Materials contained in this document are © Diversity Council Australia 2024

If you wish to use any of the materials contained herein, please contact DCA Ltd at the address above for consent and direction on appropriate acknowledgement

Designed by McGill Design Group: 0417 730 464

Contents

4 About us

- 5 Our belief, vision and mission
- 5 Our work
- 6 Our 2023 performance
- 9 Our 2023 highlights
- 10 Chair's report
- 11 Chief Executive Officer's report

12 Building internal capabilities

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

19 Delivering cutting-edge research and high impact member tools

- 20 Five major research projects

22 Improving member value proposition

- 23 Inspiring events
- 24 Ask DCA service revamp
- 24 Education, forums and innovations
- 25 Member initiatives

26 Broadening the D&I conversation

- 27 Advocacy
- 28 Communications
- 30 Strategic alliances and partnerships

31 Our 2023 research areas

- 32 Inclusive Recruitment at Work Tools
- 33 The Case for Inclusion@Work
- 34 Inclusive AI at Work in Recruitment
- 35 Culturally and Racially Marginalised Women in Leadership

36 Our 2023 member events and forums

- 37 Flagship event
- 37 Networks, forums and roundtables
- 41 Research events and updates
- 42 Research presented in-person across Australia
- 42 Other member events

43 Our 2023 work to broaden the D&I conversation

- 44 Advocacy
- 47 External advisors
- 48 Our members, partners and sponsors

49 Our 2023 financial results

52 Our people

- 54 The DCA team
- 62 The DCA Board of Directors



About us

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

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

Our belief, vision and mission

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

Our work

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

In 2023, we reached 1,346 members, with membership growth of 14% from the previous year. Our member organisations are estimated to employ over 2 million Australians, representing almost 20% of the national workforce.

DCA is not government funded, though we have received a federal government grant for our landmark project on creating pathways to leadership for culturally and racially marginalised (CARM) women. Apart from this, all of our income is generated from membership fees, sponsorships and services to businesses and employers, and occasional donations.

We deliver the following benefits to our members:

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

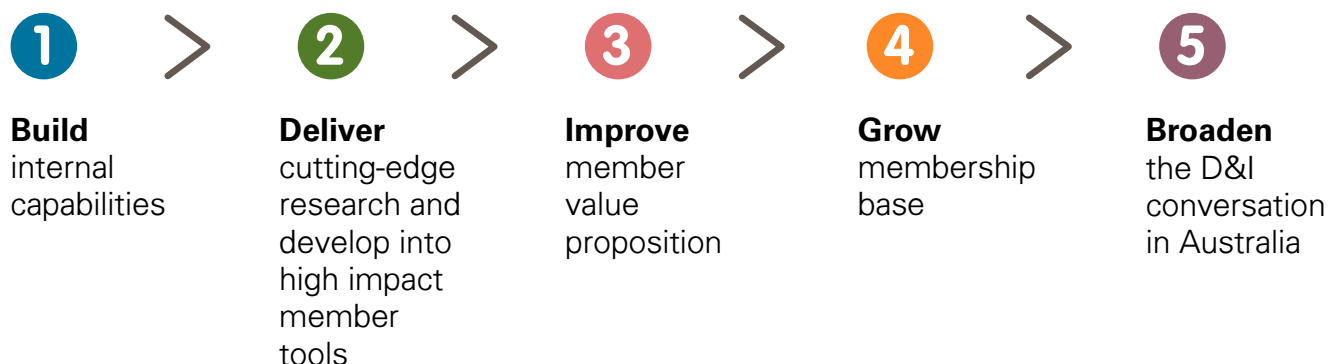
In 2023, DCA
membership reached

1,346 > 14%



Our 2023 performance

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



DCA member organisations employ over
2,000,000
 people across Australia
 ...almost 20% of the national workforce

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

Lever	2023 performance
<p>1</p> <p>Build internal capabilities</p>	<p>Bolstered IT capabilities with a significant investment in new digital platforms through a new website and customer relationship management system (CRM).</p> <p>Continued to deliver on our Innovate Reconciliation Action Plan (RAP) commitments.</p> <p>Created a new strengths-based team development framework.</p> <p>Developed people and culture processes for our employee lifecycle and to help drive engagement and high performance.</p> <p>Developed inclusive recruitment processes and practices in line with our research.</p> <p>Increased staff education on D&I, centring lived experience, with the creation of an internal D&I Advisory Panel.</p> <p>Continued to score highly for staff engagement and psychological safety metrics in our quarterly pulse surveys.</p> <p>Continuous enhancement of controls on risk management, and finance and accounting policies and processes.</p>
<p>2</p> <p>Deliver cutting-edge research and develop into high impact member tools</p>	<p>Released the following research reports and evidence-based guidelines and tools:</p> <ul style="list-style-type: none"> • Culturally and Racially Marginalised (CARM) Women in Leadership: A framework for (intersectional) organisational action • Online tool (ASSESS to RISE) that helps organisations identify the systemic barriers holding back CARM women from rising into leadership in their workplace • Inclusion@Work Index: Business case for inclusion • Inclusive Recruitment at Work online educational quiz, checklist, and factsheet for hiring managers • Inclusive Artificial Intelligence at Work in Recruitment: How organisations can use AI in recruitment to help not harm diversity. <p>Embarked on a new collaborative project between DCA, Settlement Services International and Chief Executive Women, funded by the Australian government, to build pathways to leadership for women from culturally and racially marginalised (CARM) backgrounds.</p> <p>Delivered an innovative three-module evidence-based education program designed to build understanding of anti-racism and foster racially safe and inclusive workplaces.</p>
<p>3</p> <p>Improve member value proposition</p>	<p>Delivered a new DCA website offering our members an improved user experience and comprehensively updated and expanded resources covering 11 D&I dimensions.</p> <p>Members also benefited from a new centralised member 'dashboard' that consolidates key information for members, offers self-service functionality for managing the membership and provides a new roadmap to guide them through the membership journey.</p> <p>Strong member retention and engagement was shown by:</p> <ul style="list-style-type: none"> • a 38% increase in member website users • a 40% increase in the number of Knowledge Program workshops we delivered • a 136% increase in organisational uptake of the Inclusive Employer Index.

Lever	2023 performance
4 Grow membership base	<p>Provided ongoing, quality services to retain existing members and attract new members. This resulted in 14% net growth in member numbers, 91% member retention and 26% growth in member revenue.</p>
5 Broaden the D&I conversation in Australia	<p>Significantly increased media coverage, with the total number of articles referencing DCA more than doubling since 2022.</p> <p>Substantially higher website and social media audiences:</p> <ul style="list-style-type: none"> • Webpage views increased by 38% • LinkedIn followers increased by 37%. <p>Provided input to government Inquiries, with 18 submissions to policy and legislative reviews, compared to six the year prior. DCA was actively sought by government to participate in D&I-related roundtables.</p> <p>Gave evidence at Senate hearings and Joint Parliamentary enquiries to actively pursue policy reform. For example, the Inquiry into the Paid Parental Leave Amendment (Improvements for Families and Gender Equality) Bill 2022.</p> <p>Supported our members through the Voice referendum process with practical and informative resources and guidance.</p> <p>Significantly increased participation in DCA's #InclusionAtWorkWeek 2023.</p> <p>Published and presented our work in prestigious research publications and at conferences.</p> <p>Launched the Global Inclusion & Diversity Alliance (GIDA), a community of practice for peak D&I organisations from around the world, acting together to make workplaces across the world more equitable.</p>



Our 2023 highlights



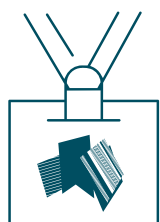
5 new research projects focused on workplace inclusion experiences across a variety of diversity dimensions



30 DCA member events held



18 submissions to policy and legislative reviews



1,346 Australian organisations are now DCA members



over 100% increase in media articles referencing DCA

281



DCA Knowledge Programs delivered

83



Inclusive Employers recognised for 2023–2024



37%

increase in LinkedIn followers

526



organisations participated in DCA's second **#InclusionAtWorkWeek**



23,205

registrations to DCA events

Chair's report

In 2023, DCA continued to be the leading authority and national voice on diversity and inclusion for workplaces in Australia. Now with a membership base of over 1,300 organisations across the nation, our research continues to make an impact nationally and now also internationally.

In our ambition to aid and support your journey towards greater diversity and inclusion, we have continued to invest in our capabilities to serve you more effectively and sustainably. This year we upgraded our digital infrastructure and launched a new website featuring a Member Hub that provides everything you need to guide you through your diversity and inclusion journey, to make the most of your membership. We also released groundbreaking research and resources including:

- our new Racism at Work training, sparking important discussions of national impact on language around racism and leading practice terminology
- a report on culturally and racially marginalised (CARM) women in leadership, alongside the launch of RISE – Realise. Inspire. Support. Energise – a new project aimed at building pathways to leadership for CARM women
- in response to national talent shortages, we promoted inclusive recruitment processes by developing new Inclusive Recruitment Tools, along with guidelines on how to use AI recruitment tools to help rather than harm diversity
- as workplaces called employees back to the office, we drew on early findings from the Inclusion@Work Index to show the benefits of flex work and demonstrate how tackling the “flex work gap” is key to eliminating the gender pay gap.

I invite you to explore this annual report and utilise the many advancements and assets DCA has produced for you over the past year.

Through my role as Chair I have had the privilege of facilitating various events including CEO Roundtables, where I have had the chance to hear from you firsthand. These have been a valuable opportunity to understand how DCA can best assist you in navigating the opportunities, complex issues and wicked problems you face, particularly amidst rising tensions surrounding human rights conflicts and increasing polarisation.

Building on this collaborative spirit, like so many of our members we worked hard to support the Voice to Parliament. We are proud of the effort and commitment our employees and members demonstrated as we stood in solidarity with First Nations Australians.



Despite the disappointing outcome of the referendum, we will continue the conversation to advocate for tangible outcomes, reflect on learnings, and reinforce our commitment to positive change.

As we traverse these challenging times, we are reminded of our mission: to encourage and enable Australian organisations to create diverse and inclusive workplaces. Your membership with DCA enables us to deliver on this mission. We remain committed to serving you, your employees, and the community with agility, humility and courage.

In 2024, my term as DCA Board Chair completes. It has been a great privilege and honour to be able to serve in this role alongside a diverse board so dedicated and determined to ensure DCA's continued success. I would like to thank them for their support and dedication. I would also like to thank DCA CEO Lisa Annese for her leadership together with DCA's employees for their commitment, fortitude and service.

Lastly, I would like to thank you, our dedicated members, partners, and stakeholders who have contributed to the success of our mission. I have no doubt about DCA's continued success and look forward to continuing our journey together in pursuit of a diverse, inclusive, and sustainable future for Australia.

Ming Long AM
Chair, Diversity Council Australia Board

Chief Executive Officer's report

This year was another landmark year for DCA, full of great achievements in research, advocacy and education. We continued to extend our influence toward a fairer and more inclusive Australian labour market in 2023, contributing to productivity and innovation.

Building upon our commitment to drive positive change, we increased advocacy work with government, delivered more thought-leading research, and actively engaged with our growing membership base to support diversity and inclusion capability.

The news wasn't all good though, as we saw Australia vote no to an opportunity for greater reconciliation with Aboriginal and Torres Strait Islander peoples. Despite the disappointing referendum result, DCA remains committed to working in collaboration with First Nations leaders and organisations across Australia to reinforce our commitment to positive change.

This year we launched RISE – a visionary change project to identify barriers and build pathways to leadership for women from culturally and racially marginalised (CARM) backgrounds. This innovative joint project between DCA, Settlement Services International and Chief Executive Women is central to our work inspiring members to adopt an inclusive approach to gender equality.

DCA's research continued to have national impact. We launched five new research projects including our groundbreaking CARM women in leadership report, and leading-practice tools designed to support inclusive recruitment. Research from our Inclusion@Work Index highlighted the benefits of flex work as we continued to tackle eliminating the gender pay gap. Notably, we drove discussions on language regarding racism and influenced leading practice terminology.

Our 30 thought-leading events included an inspirational Oration with Professor Tom Calma AO, in support of the Voice to Parliament. DCA's CEO roundtables with the leaders from member organisations remained a cornerstone for membership engagement, fostering valuable dialogue on critical diversity and inclusion issues. Our media coverage more than doubled this year, reflecting the importance of our work during this polarising time. We also proudly launched a new DCA website, which saw a notable increase in traffic.

The growth in engagement with government inquiries reflects our rising influence in shaping D&I-related policies and practices. DCA was actively sought by government to participate in key roundtables, and we provided evidence at a range of Senate Committees and Joint Parliamentary Committees.



This year we recognised a record 83 organisations as 'Inclusive Employers' and saw 526 organisations take part in DCA's Inclusion at Work Week, proving that Australian workplaces share our mission to create just and more equitable conditions for their employees.

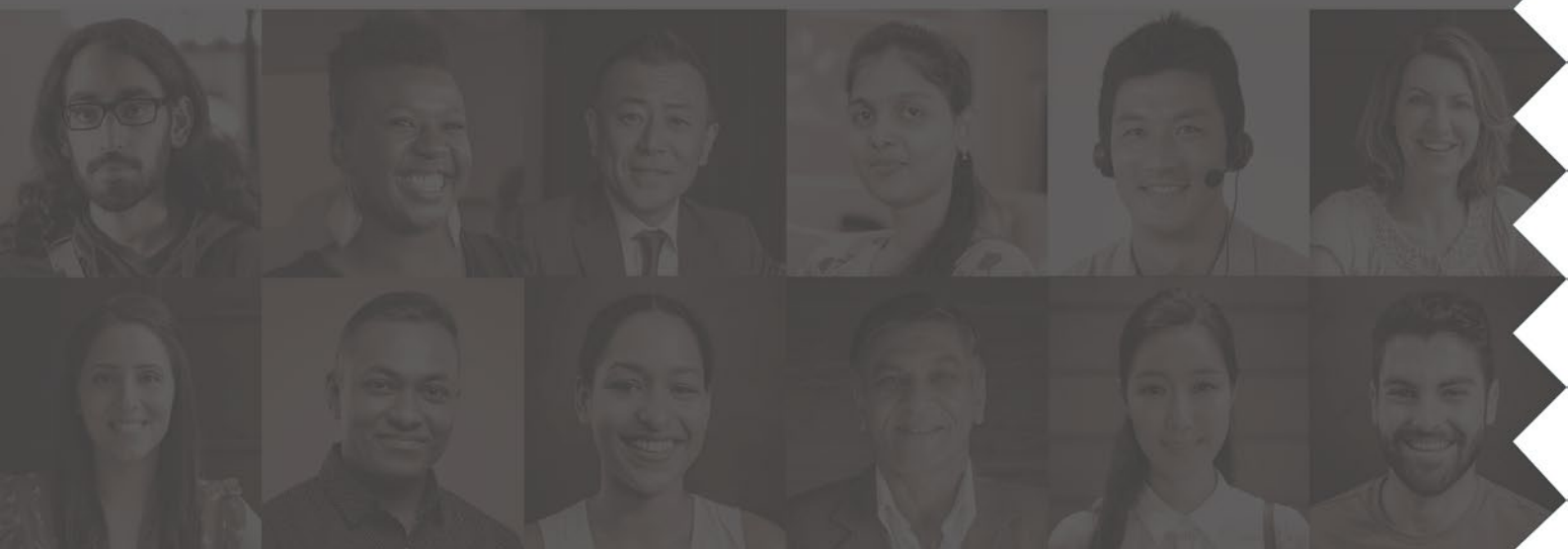
Looking ahead to 2024, we are excited to embark on new projects delving into critical issues such as the impact of AI on recruitment, inclusion in the post-pandemic workplace, centring marginalised voices, disability inclusion, and examining the role of social class and its impact on inclusion.

It's a privilege to lead an organisation of hard-working, dedicated and passionate individuals and I would like to thank every DCA team member, our Chair and Board Directors, our external Aboriginal and Torres Strait Islander Advisory Panel, and every partner and collaborator who contributed to another successful year.

Finally, I would like to express my sincere gratitude to our members, for their unwavering support and collaboration and for the work they are doing day after day, creating positive change within their organisations. Together, we will continue to drive positive change and build a more inclusive Australia for all.

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

Lisa Annese
Chief Executive Officer, Diversity Council Australia



Building internal capabilities

DCA has continued to focus on enhancing our internal capabilities through a series of targeted initiatives focused on people and culture, alongside our strategic efforts such as our Reconciliation Action Plan (RAP) and Environmental and Social Governance (ESG) statement.

Innovate Reconciliation Action Plan

Launched in February 2021, our Innovate Reconciliation Action Plan (RAP) built on our work to promote reconciliation.

DCA continues to be committed to creating an Australia where meaningful action on reconciliation is informed and led by Aboriginal and Torres Strait Islander peoples. Through our Innovate RAP 2021–2023, we developed an aspirational and innovative approach to delivering on this commitment.



Our vision

Our vision is for an Australia where:

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

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

Our activities

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

The RAP has four key focus areas:

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

Relationships

DCA was an official supporter of the From the Heart and Yes23 campaign for constitutional recognition. In 2023, we planned a range of activities in support of the Voice to Parliament and to show our members how they could get behind the Yes campaign in the referendum. In February 2023 Simone Empacher Earl, Aboriginal Liaison and Events Coordinator, and

Lisa Annese, DCA CEO, attended the two-day Yes! Campaign Lab and Campaign Launch for the Voice to Parliament referendum in Adelaide. Then in May 2023, Simone attended a three-day summit for First Nations women held in Canberra, the Wiyi Yani U Thangani National Summit. Wiyi Yani U Thangani (meaning women's voices). This was the first national summit of its kind in Australia to bring First Nations women together (cis, trans women, and non-binary and gender diverse people) into an arena of decision-making with a diverse range of private and public stakeholders.

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

In 2023, our Culturally and Racially Marginalised Women in Leadership research report re-examined the state of play for culturally and racially marginalised (CARM) women in leadership, focusing on how the intersections of two key marginalising characteristics – race and gender – are still operating in workplaces to lock CARM women out of leadership. DCA held an event to launch this research in March 2023.

In August 2023 we held our Anna McPhee Memorial Oration on the Voice to Parliament featuring Professor Tom Calma AO. This was a sold-out event with over 300 attendees.

We held an additional three events which related to our RAP:

- Activate your Voice to Support the Voice – April 2023
- RAPs, Reconciliation and the Referendum – June 2023
- First Nations Identity Strain and Cultural Load at Work – September 2023.

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

Throughout 2023, DCA staff attended over 14 different cultural events and educational programs and met with member organisations to collaborate and discuss RAP deliverables.

Respect

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

Our 2023 actions in this focus area included:

- following our cultural protocol document for internal staff, including protocols for Welcome to Country and Acknowledgement of Country
- inviting Local Traditional Owners or Custodians to provide a Welcome to Country at all DCA events
- including an Acknowledgement of Country before all broader team meetings, events and presentations
- improving our cultural learning strategy for DCA staff – and organised a cultural learning activity for the DCA team presented by Jason Timor, a talented professional from the Torres Strait Islands with Badu/Waiben Island heritage
- reviewing policies and provisions in our staff HR handbook to remove barriers towards Aboriginal and/or Torres Strait Islander staff participating in NAIDOC Week or requiring cultural leave
- adding to our internal hub of resources focusing on reconciliation reading material, videos, movies and research for all DCA staff to access
- encouraging all staff and DCA member organisations to participate in Reconciliation Week and NAIDOC Week events and days of significance
- giving staff the choice to swap the public holiday on 26 January as part of DCA's Flexible Public Holiday Policy.

Opportunities

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

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

Governance

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

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

Next steps

We have now successfully completed most of our RAP commitments. These final three commitments remain in progress:

1. Reviewing HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.
2. Reviewing DCA recruitment and selection practices to ensure that they are inclusive of, and align with, best practice for the recruitment and selection of Aboriginal and Torres Strait Islander people.
3. Reviewing and enhancing the anti-discrimination policy for our organisation.

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

Learnings

Given that our RAP working group and Reconciliation Australia had agreed to continue at the Innovate level for a further two years, the focus throughout 2023 was to create a revised Innovate RAP. By doing so, this allows us the time to:

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

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

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

Environment, social and governance

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

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

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

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

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

We support the UN SDGs and targets

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

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

Our 2023 activities supported several targets that underpin the SDGs, as we describe overleaf.



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

Sustainable Development Goal	Target	Our work
<div data-bbox="150 342 405 412"> 5 GENDER EQUALITY </div> <p data-bbox="150 427 392 539">Achieve gender equality and empower all women and girls</p>	<p data-bbox="445 342 863 427">5.1 End all forms of discrimination against all women and girls everywhere</p>	<p data-bbox="971 342 1410 454">Assisting Australian organisations to create more gender-equal workplaces remains a key priority in much of our work.</p> <p data-bbox="971 472 1418 584">Our work to address gender inequality takes an intersectional perspective so that we ensure all women and girls can prosper.</p> <p data-bbox="971 602 1430 748">Our 2023 research examined the challenges and systemic barriers facing culturally and racially marginalised (CARM) women progressing to leadership positions in organisations.</p> <p data-bbox="971 766 1434 967">This year our advocacy included written submissions and consultations responding to the National Gender Equality Strategy, support for women in VET-based careers, Paid Parental Leave and Early Childhood Education and Care reforms.</p> <p data-bbox="971 985 1437 1218">We also conducted events on the role of workplaces combatting domestic and family violence, CARM women in leadership, the RISE project, Beyond the Binary, Gender and Sexual Diversity, Positive Duty, inclusive parental leave and the National Gender Equality Strategy.</p>
	<p data-bbox="445 1256 911 1489">5.4 Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</p>	<p data-bbox="971 1256 1437 1547">In 2023, our advocacy on access to paid parental leave and universal childcare highlighted how caring for family and workforce participation both impact the gender pay gap. We advocated for reforms to promote sharing the responsibility and care of children and other family members, challenging gender norms and ensuring greater economic security for women.</p>
	<p data-bbox="445 1592 911 1738">5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>	<p data-bbox="971 1592 1386 1677">We promote women's leadership through our research, advocacy and member education.</p> <p data-bbox="971 1695 1442 2047">In 2023, the CARM Women in Leadership ground-breaking research project led to the launch of a four-year project – RISE (Realise. Inspire. Support. Energise) – aiming to work with 375 CARM women across 25 organisations to identify and address systemic barriers and implement real change. DCA is working with Settlement Services International and Chief Executive Women on this project, funded by the Commonwealth Office for Women.</p>

Sustainable Development Goal	Target	Our work
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Promote inclusive and sustainable economic growth, employment and decent work for all</p>	<p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>	<p>In 2023, our research looked at:</p> <ul style="list-style-type: none"> • inclusive recruitment tools • the use of Artificial Intelligence in inclusive recruitment • challenges and systemic barriers facing CARM women in leadership. <p>Our advocacy on access to high quality, affordable Early Childhood Education and Care and Paid Parental Leave promoted inclusive and sustainable employment and decent work conditions – especially for those working in the care and support economy.</p>
<p>10 REDUCED INEQUALITIES</p> <p>Reduce inequality within and among countries</p>	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>It is our mission to encourage and enable Australian organisations to create diverse and inclusive workplaces. We advocated for this in all our submissions throughout 2023 to support establishing a Disability Employment Centre and a strong and diverse Social Services sector, and support for Women in VET-based careers. We also provided a number of submissions supporting reforms to improve access to Early Childhood Education and Care and Paid Parental Leave for all families.</p>
	<p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	<p>In 2023, we advocated for legislation, policies and action to address discrimination in workplaces and our community.</p> <p>During the year we provided advice to the National Gender Equality Strategy, Multicultural Framework Review, Australian Public Service CALD Employment Strategy and Skilled Migration Assessment review. We also provided submissions on key law reform in anti-discrimination legislation, both state (NSW) and Commonwealth, and submissions on the 2026 Census.</p>

We will lead by example

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

Many organisations have taken steps to address the environmental aspects of ESG. But what is often lacking in the Australian business landscape is the connection between the social and environmental pillars.

This is an area where DCA can contribute our significant expertise – providing trusted advice and resources to help businesses make this connection and reach their SDG aspirations.

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

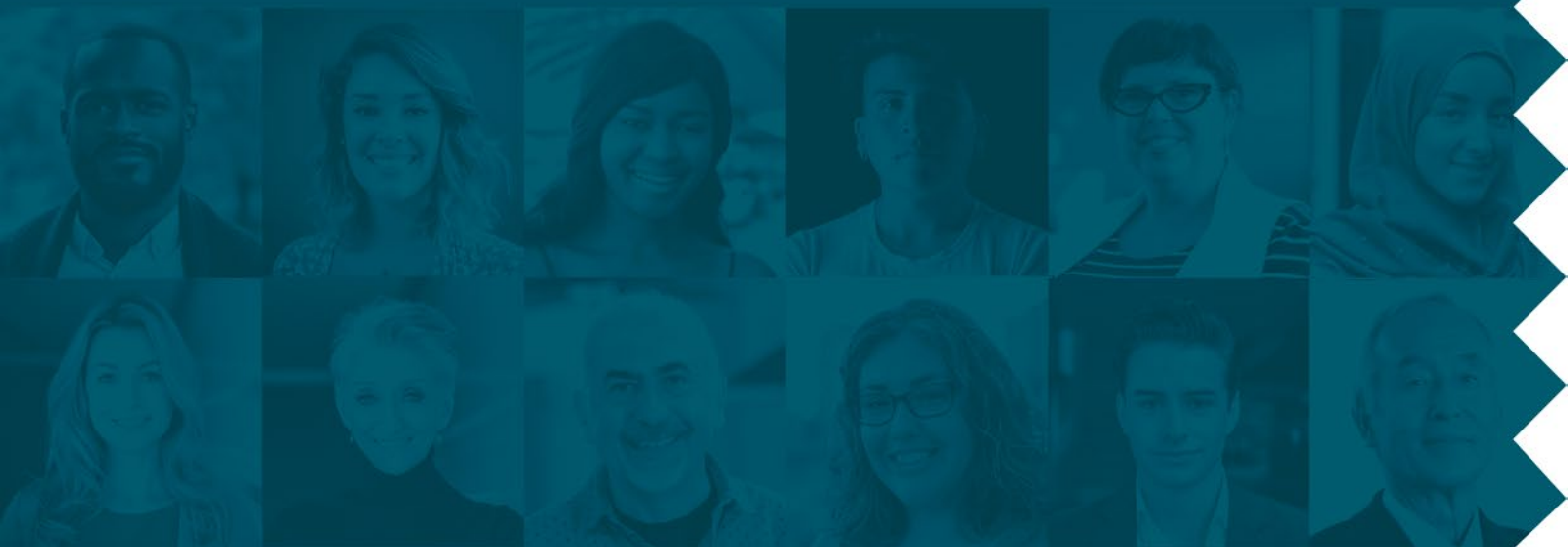
We can also:

- advocate for people who are more vulnerable to the negative impact of climate change
- provide research and guidance on the social aspects of ESG and the links between overlapping issues through the SDGs.

Next steps

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

Sustainable Development Goal	Target	Our 2024 focus areas
12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	We will develop a policy for sustainable procurement.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Following the disappointing result of the 2023 referendum campaign for an Aboriginal and Torres Strait Islander Voice to Parliament, we will continue to advocate and support inclusion and equity for Aboriginal and Torres Strait Islander people and take direction from our Expert Advisory Panel on specific initiatives. In 2024, we will establish a Disability and Accessibility External Advisory Panel. We will include relevant SDGs in the case for action in DCA research releases. We will communicate to our members about how membership supports their ESG goals.



Delivering cutting-edge research and high impact member tools

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

Five major research projects



Inclusive Recruitment at Work Tools: For Recruiters, Hiring Managers and Selection People

Using the insights gained from the 2022 evidence-based [Inclusive Recruitment at Work Guidelines](#), DCA created a toolkit to help organisations make practical, inclusive changes in how they recruit.

These evidence-based tools include:

- an interactive checklist that helps members assess the inclusiveness of their recruitment practices
- an educational online quiz that tests hiring managers' knowledge of how to recruit inclusively
- a factsheet on how hiring managers can interview applicants inclusively.

[Access the project.](#)



The Case for Inclusion@Work

This special edition infographic release uses findings from the 2023–2024 Inclusion@Work Index to illustrate the case for inclusion at work.

Our infographic demonstrates:

- what inclusion@work is and where we experience it
- inclusion is good for employee wellbeing and performance
- inclusion minimises risk.

[Access the infographic.](#)



Inclusive AI at Work in Recruitment: How organisations can use AI in recruitment to help not harm diversity

Stage three is the final phase of our AI at Work in Recruitment research. It builds on research from the initial phases, combined with expert panel advice and insights from lived experience within the field.

In this report, DCA delves into the different ways AI in recruitment can either help or inadvertently harm diversity and inclusion in the workforce, and shares guidelines to assist leaders and practitioners in selecting and deploying AI recruitment tools.

[Access the research.](#)



Culturally and Racially Marginalised Women in Leadership: A Framework for (Intersectional) Action

This report examines the state of play for culturally and racially marginalised (CARM) women in leadership, focusing on how the intersections of two key marginalising characteristics – race and gender – are still operating in workplaces to lock CARM women out of leadership.

The report then outlines what organisations can do to unlock leadership opportunities for this talented employee cohort. Importantly, the project was led, and the research was conducted, by CARM women. This research also explains intersectionality and why intersectional approaches to gender equity strategies are essential.

[Access the report.](#)



ASSESS TO RISE: An Organisational Self-Assessment Tool

ASSESS to RISE is an evidence-based self-assessment organisational tool designed as part of the four-year RISE project (Realise. Inspire. Support. Energise), funded by the Commonwealth Office for Women. This online tool assists participating organisations better understand:

- systemic barriers holding back culturally and racially marginalised (CARM) women from rising into leadership in their workplace, and
- the actions they can take to address these systemic barriers and ensure CARM women can rise into leadership in their workplace.

The aim is to deploy this tool in 25 organisations participating in RISE over the four year funding period.

[Access the organisational self-assessment tool.](#)

To learn more about these projects, see the 'Our 2023 research areas' section of this report or visit our [website](#).



Improving member value proposition

In 2023, members accessed more services than ever before. We delivered 30 events across Australia and online. All up, we received 23,205 registrations, signalling continued strong engagement with our members.

We proudly had a satisfaction rate of over 93% from our event attendees, with over 85% reporting they were likely or very likely to do something different as a result of the insights gained. Our education services and Knowledge Programs, were also in demand.

Inspiring events

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

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

The DCA Events Team delivered a major in-person event in August 2023 – **The Anna McPhee Memorial Oration on Diversity & Inclusion**.

This signature event featured an address by Prof Tom Calma AO on the Voice to Parliament referendum, its history, context and aims.

This was in addition to our standard events program in 2023, which saw us deliver a total of 30 webinars and events throughout the year.

Alongside launches of new DCA research, during the year we examined the full gamut of workplace D&I topics in our **D&I Insights Program**, including:

- building successful employee resource or affinity groups (ERGs)
- attracting neurodiverse talent
- managing elder care responsibilities at work
- supporting bereavement at work
- challenges of non-apparent disabilities at work.

Our First Nations Insights series (previously known as Indigenous Network) focused on:

- events in support of the Voice to Parliament referendum
- RAPs, reconciliation and the referendum
- identity strain and cultural load on First Nations employees.

Our Gender Equality Network examined:

- positive duty on sexual harassment
- the national strategy to achieve gender equality
- beyond binary for gender inclusive workplaces
- the impact of domestic and family violence across Australian workplaces.

Our Case Study Conversations covered:

- leading-edge leave policy initiatives
- genders and sexual diversity in the workplace
- building a culture of accessibility.

Our CEO Roundtables were held in Sydney, Brisbane, Adelaide, Perth and Melbourne and continued to attract member CEOs who shared their D&I priorities and built strong collaborative relationships.

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



From left: Lisa Annese, Professor Nareen Young, Professor Tom Calma AO, Antoinette Braybrook AO, Ian Hamm and Julie Canepa.

Ask DCA service revamp

Ask DCA is Australia's premier D&I information service, offering practitioners and business managers access to over 30 years of experience, research and practice across a range of diversity areas.

Members can email a short enquiry about any aspect of D&I practice and receive an emailed response from DCA at no cost.

While we maintained ongoing support for member enquiries throughout the year, the Ask DCA service underwent a temporary pause in June 2023.

Aligned with our commitment to enhancing digital capabilities through our new CRM system, we are now reviewing and improving our approach to Ask DCA.

Our revamped service, set to relaunch in 2024, will be refined for greater efficiency and consistency, leveraging our improved CRM capabilities.

In the interim, our Member Services team remains dedicated to efficiently addressing queries. We look forward to the relaunch of Ask DCA in 2024, poised to deliver even greater value to our members.

Education, forums and innovations

Knowledge Programs

DCA's Knowledge Programs continue to be popular and impactful with DCA Members and non-members alike. In 2023, DCA delivered 262 Knowledge Programs, a 40% increase from 2022. Of these, 66% were delivered online and 34% were delivered face-to-face.

All DCA's Knowledge Programs are delivered by our highly skilled external facilitators with strong subject matter expertise and lived experiences of various diversity dimensions.

DCA Knowledge Programs delivered by year



DCA's knowledge programs continue to receive strong, positive feedback, for example:

- 96% of participants found the programs to be engaging
- 91% of participants found them educational
- 83% of participants felt more confident in understanding the subject matter of the knowledge program attended.

DCA's Racism at Work three-module Knowledge Program commenced in 2023. We ran 27 programs after the launch, offering the program to a range of DCA member organisations. This initial success has been encouraging for DCA and we are looking forward to building upon this momentum.

Explore our [Knowledge Programs](#).

The RISE Project

In 2023, DCA, along with partners Settlement Services International (SSI) and Chief Executive Women (CEW) launched the RISE project (Realise. Inspire. Support. Energise). RISE is a groundbreaking project to build pathways and address barriers to leadership for culturally and racially marginalised (CARM) women in middle management. The project is funded by the Australian Government Office for Women through the Women's Leadership and Development Program (WLDP) and will continue until 2026.

The RISE project will work with 25 organisations across Australia, and with up to 15 women in each of those organisations (375 women in total), to identify systemic and organisational barriers for CARM women accessing executive/senior roles, and support organisations to start implementing organisational change interventions that will help address barriers.

In 2023, the CARM women-led DCA RISE team:

- established an expert panel of mostly CARM women
- designed the ASSESS to RISE Tool in collaboration with Kind Enterprises, and deployed the Tool to three organisations participating in the Pilot Phase of RISE
- designed an Action Plan template to help guide RISE participating organisations with implementing change interventions that address systemic barriers for CARM women, and deployed the Action Plan to pilot organisations
- launched the pilot phase (including recruitment and on-boarding of organisations and establishing a community of practice)
- partnered with Monash University to deploy the innovative OurVoice platform, a racially safe confidential platform for CARM women participants.

Membership initiatives

DCA places a continual emphasis on understanding the needs of members to meet their evolving requirements. This year, there was an ongoing focus on building strong relationships with DCA member organisations. We continued work towards enhancing the overall membership experience and provided opportunities for connection as a community of practice.

We ensured member communications addressed the key issues, motivations and challenges of the D&I profession in 2023 by focusing on understanding the issues of most importance to D&I practitioners in our member organisations. Membership-specific guidance was delivered to connect members with the DCA best-practice resources.

We also played a key role in assisting members to promote DCA membership within their workforce. This focus on broadening our reach within member organisations ensures better workforce uptake of events and resources – and in turn helps raise D&I capability and progress for our members.

Along with the launch of DCA's new website in 2023, members also benefited from a new centralised member 'dashboard' on the site that consolidates key information, member feedback, and offers self-service functionality for managing DCA membership.

DCA member 'key contacts' now have additional functionality for managing the admin aspect of membership, including viewing employee logins, managing staff access, invoicing, and event and training bookings.

The DCA Member Hub now includes:

- a dashboard with key links
- an easy-to-use section for updating your details
- a toolkit for making the most of your DCA membership
- a new DCA member roadmap to guide you through your first 12 months with DCA
- quick links to all your DCA event bookings.

Speaker's Bureau

DCA's senior leadership team, board members and advisors are highly regarded speakers and panellists both within Australia and internationally on a broad range of diversity and inclusion issues. DCA speakers regularly speak at both member events and also public forums and engagements, providing key insights and expert opinions on all key diversity areas.

Throughout 2023, we were delighted to speak at events and conferences for 57 organisations.

To learn more about how we delivered value for our members, see the 'Our 2023 member events and forums' section of this report or visit our [website](#).



We were delighted to speak at events and conferences for

57
organisations



DCA CEO Lisa Annese served as a panellist at the Forbes Australia Business Summit and an event hosted by Qantas on D&I.



Broadening the D&I conversation

In 2023 our advocacy and engagement with government highlighted a range of important D&I issues. This took place through a total of 18 written submissions and participation in consultations, committees and public hearings.

We contributed to broadening the D&I conversation amongst our members including through a range of member communications and events. Our research and activities appeared in over 1,900 news stories, we grew our social media reach and built partnerships with organisations across the country and the globe.

Advocacy

DCA plays an important advocacy role with government and business leaders on behalf of our members.

Part of this involves taking positive action such as promoting inclusive language practices, challenging the use of exclusionary language in organisational and public discourse.

This year, the Voice to Parliament was a key priority, as DCA recognised the potential for a more inclusive Australia and the opportunity to help promote and advance inclusion for Aboriginal and/or Torres Strait Islander peoples in workplaces. This was in line with our vision, mission and charitable purpose, and has been guided by our Aboriginal and Torres Strait Islander External Advisory Panel.

In 2023, we continued to support the UN Global Compact, and we engaged with UN Women to plan our involvement with the 68th annual Commission on the Status of Women (CSW68) to be held from 11 to 22 March 2024.

We made a total of 18 submissions on inquiries, policies and proposed legislative reforms:

- Paid Parental Leave Amendment (Improvements for Families and Gender Equality Bill) 2022
- Australian Law Reform Commission Religious Educational Institutions and Anti-Discrimination Laws Inquiry
- National Gender Equality Strategy
- Multicultural Framework Review
- Commonwealth Anti-Discrimination Law Review
- 2026 Census Topic Consultation – Phase 1
- Early Childhood Productivity Commission Inquiry
- 2026 Census Phase 2 submission.
- Stakeholder Consultation Expungement of Historical Offences Amendment Bill (Tasmania).
- Anti-Discrimination Act Review Terms of Reference submission (NSW).
- Draft Best Practice Principles and Standards for Skilled Migration Authorities.
- Response to the ACCC Interim Report (September) Childcare Inquiry.
- Response to discussion paper on the Department of Social Services on supporting a strong and diverse community sector.
- Response to discussion paper on the Department of Social Services on establishing a disability employment centre of excellence.
- Paid Parenting Amendment (More Support for Working Families) Bill 2023.
- Response to discussion paper on the Department of Employment and Workplace Relations on supporting women to achieve in vocational education and training pathways.
- Response to an employment strategy released by the Australian Public Service Commission to address challenges and barriers faced by culturally and linguistically diverse employees.
- Inquiry into the Australian Human Rights Commission Amendment (Costs Protection) Bill 2023.

You can learn more about these submissions in the 'Our 2023 work to broaden the D&I conversation' section of this report.



DCA made a total of
18 submissions
 on inquiries, policies and
 proposed legislative reforms

Communications

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



In 2023 we launched a new website that meets at least WCAG AA level under the 2.1 definition.

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

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

Website

The DCA website performed well this year, with a 36% increase in total views. The 2023 launch of our new website involved a full site content review. It now offers our members an improved user experience when accessing the very latest D&I information and resources.

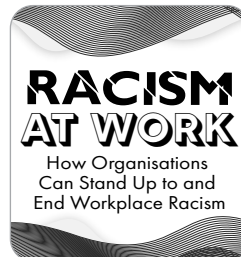
It features a comprehensively updated and expanded Resources area covering 11 diversity dimensions and we will be continuing to review and expand this content.

DCA members now have improved access to detailed member content, analysis and best practice for each dimension.

The most popular research pages were:

- the Inclusion@Work Index Hub
- CARM Women in Leadership
- Racism at Work
- Gari Yala
- WordsAtWork.

Other popular web resources were the D&I days and dates (calendar), Yes! Campaign resource Hub, Inclusion at Work Week, our blog on Words at Work (titled 'Should we use CARM or CALD?') and our D&I planning pages.



Resources

DCA works across 11 different Diversity Dimensions to offer wide-ranging information, guidance and resources to Australia. For each dimension, you will see information on leading practice, the case for action, research, additional resources and more.



2023 launch of the new DCA

website

which offers members an improved user experience when accessing resources

Inclusion Matters

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

In the lead-up to the Voice to Parliament referendum in October 2023, we issued a number of thought-provoking blogs and stories to encourage our members and readers to rally in support of the Yes vote.

Other 2023 edition highlights included:

- **Why respecting pronouns matters** – in line with International Non-binary person's day on 14 July, we highlighted the use of pronouns and respectful language as an area where organisations can help create a safe environment for employees
- **Racism still prevalent in Australian workplaces** – we examined how both the Voice to Parliament debate and outcome would impact Aboriginal and Torres Strait Islander peoples at work

- **Combatting ageism and embracing the '5-Generation' workforce** – in line with 1 October International Day of Older Persons, we brought attention to the often-neglected diversity dimension of age, featuring a blog from Emeritus Professor Rosalind Croucher AM, President of the Australian Human Rights Commission and acting Age Discrimination Commissioner
- **DCA says Yes! to the Voice** – as the campaign gathered momentum, DCA attended the launch of the Yes! campaign
- **What's in store for 2024** – we shared a wrap-up of our research, events and activities in 2023 and an outline of the year ahead in 2024.

Media coverage

We continued to grow our profile and reputation, with our research and activities more than doubling our media coverage in comparison to the previous year.

Our research and team appeared in reports by ABC News, Channel 9 News, *The Australian Financial Review*, *The Australian*, *The Sydney Morning Herald*, *The Canberra Times*, *The Age*, *Women's Agenda*, *The Mandarin*, *The Guardian* and many more.



	2023	2022
Number of articles about DCA activities	1,977	983
Advertising value equivalency (AVE)	\$12.9 million	\$8 million*

*2022 figures adjusted to reflect Meltwater's current data for the previous years, showing more articles as they have adapted to include a wider scope of content.

Some of the key stories in 2023 included:

- 'Act white': Some women left out by equity initiatives, *The Daily Mail*, 7 March 2023
- Nationals, Labor agree on getting tone right on voice, *The Canberra Times*, 6 July 2023
- Bias in regional recruitment creating barriers for diverse job seekers, experts say, ABC Online, 17 November 2023
- 'Ignorance, malice and misinformation': Senior Australian of the Year takes aim at No campaign, *The Sydney Morning Herald*, 30 August 2023
- Experts say name discrimination and hiring biases are bad news for applicants and employers, ABC Online, 1 September 2023
- My 'side step' turned out to be a demotion. Where do I go from here? *The Sydney Morning Herald*, 5 July 2023
- 'Gay glass ceiling': why more feminine men get passed over for leadership roles, *The Guardian*, 31 January 2023
- Tech has a woman problem but could recruiting with AI help? *The Australian*, 28 November 2023
- CALD: Why some say this label is failing Australians, SBS Online, 29 April 2023.

Social media

Our social media audiences and engagement grew across all platforms. On LinkedIn, our key social media platform, we increased our followers by 37%.



Followers	2023	2022	%+
LinkedIn	47,431	34,550	37%
Twitter	8,678	8,798	-1%
Facebook	4,861	4,542	7%
Instagram	2,682	2,134	26%

Strategic alliances and partnerships

We continued to grow our strategic alliances and partnerships on key D&I topics throughout 2023, broadening our sphere of influence through collaborations with like-minded organisations.

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

In December 2023, Lisa was appointed to the NSW Women's Advisory Council. The new Council is a state government initiative designed to play a key role in advancing gender equality by advising the NSW Government on issues affecting women and girls across the state.

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

DCA continued to partner with **Jumbunna Institute for Indigenous Education and Research**, **University of Technology Sydney** to deliver research presentations throughout the year.

We strengthened our relationship with **Reconciliation Australia** through ongoing engagement and our work to support the Voice to parliament referendum – both throughout the campaign and beyond the disappointing outcome.

We partnered with **Cultural Infusion** to offer members participating in our Inclusive Employers Index an interactive dashboard for their results.

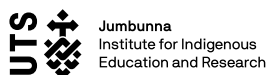
The partnership involves the technology of Cultural Infusion's Diversity Atlas platform with our Inclusion@Work survey to provide members with their data on workplace diversity and inclusion.

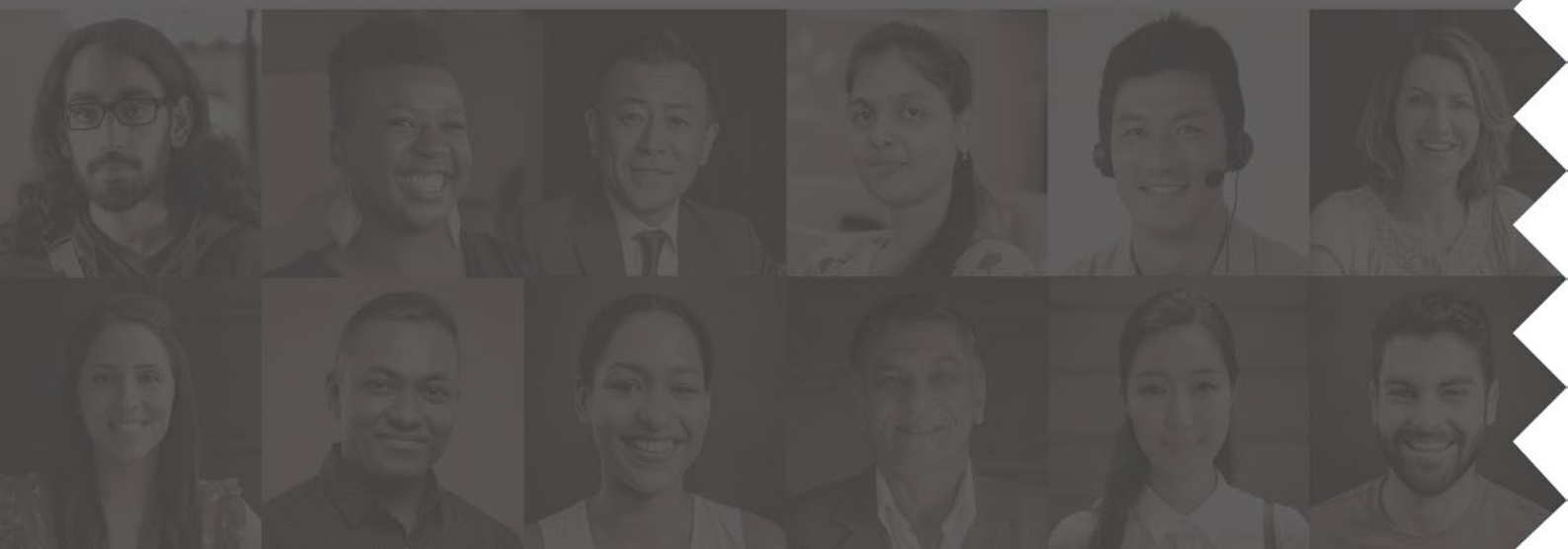
We partnered with **Monash University** in a three-year industry research project, sponsored by Hudson RPO, to explore the impact of unconscious bias on recruitment and selection decisions that use artificial intelligence. In 2023, this partnership saw us launch the final stage of this research to market – Inclusive AI in recruitment: How organisations can use AI in recruitment to help not harm diversity.

We also have a 3.5-year partnership with Settlement Services International and Chief Executive Women to launch the federally funded RISE project (Realise. Inspire. Support. Energise), which builds pathways and address barriers to leadership for culturally and racially marginalised (CARM) women in middle management.

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

To learn more about our advocacy, communications and partnerships, see the 'Our 2023 work to broaden the D&I conversation' section of this report or visit our [website](#).





Our 2023 research areas

We create groundbreaking evidence-based guidelines and resources in partnership with industry and academia that enable Australian organisations to build diverse and inclusive workplaces, and fully leverage the benefits of a diverse talent pool.

In 2023, we shared invaluable infographics and summaries with a broad audience, while delivering value for our members with our detailed research reports, guidelines, resources and related events.



Inclusive Recruitment at Work Tools: For recruiters, hiring managers and selection

Our 2022 Inclusive Recruitment at Work research found there is a significant lack of inclusive recruitment knowledge and practice in Australian organisations. This, along with biases that negatively affect our hiring decisions, prevents us from tapping into the talent available in the Australian labour market.



In response, DCA created a series of tools in 2023 to assist organisations in building their inclusive recruitment capabilities and practices. The Inclusive Recruitment Toolkit offers practical advice and guidelines to support your organisation in implementing these changes. These resources were developed for members to share with recruitment teams, directors, hiring managers and any other employees who may be involved in the recruitment process.



9 tips on Inclusive Interviewing

Interviewing is prone to bias. This resource provides 9 tips to help change mindsets and behaviours to minimise bias, and instead interview for diversity and inclusion.



Inclusive Recruitment Checklist

This Checklist helps organisations ensure their recruitment and selection processes and practices are inclusive for those in the overlooked and underleveraged talent pool, as well as all job seekers in general. It includes a separate checklist for every stage of the recruitment process to be used each time an organisation is filling a position.



Inclusive Recruitment Quiz

This Quiz assesses knowledge on best practice ways to make recruitment process more inclusive. It is education-based, designed specifically for learning purposes with results presented as a downloadable PDF report featuring not only scores, but information unpacking how you can do better.

THE CASE FOR INCLUSION@WORK


2023–2024 EDITION

The Case for Inclusion@Work

Each Inclusion@Work Index demonstrates that inclusion is much more than a “feel good” exercise – it creates a better work environment that boosts employee wellbeing, fuels performance and minimises risk. This special edition release is no different, drawing upon the 2023–2024 Inclusion@Work Index to show a strong case for Inclusion@Work.

Inclusion is good for people

Findings from our 2023–2024 Inclusion@Work Index show employees in inclusive teams are:

x10  10 times more likely to be **very satisfied** than employees in non-inclusive teams


x4  4 times more likely to feel work has a **positive impact on their mental health**


x3  3 times less likely to **leave their organisation**.


Inclusion is good for business

Employees in inclusive teams are also:

x9.5  9.5 times more likely to be in **innovative** teams than employees in non-inclusive teams

x4  4 times more likely to be in a team providing **excellent customer service**

x8.5  8.5 times more likely to be in a team **working effectively together**

x2.5  2.5 times more likely to have members **willing to work extra hard** to help their team succeed.

INCLUSIVE AI AT WORK IN RECRUITMENT

How organisations can use AI in recruitment to help not harm diversity



Proudly sponsored by
HUDSON RPO

Inclusive AI at Work in Recruitment: How organisations can use AI in recruitment to help not harm diversity

In 2021, DCA partnered with Hudson RPO and Monash University in a groundbreaking three-year research project, Artificial Intelligence (AI) at Work in Recruitment. The project was initiated in response to unprecedented levels of activity and investment in AI, occurring both globally and in Australia.

Used correctly, AI can reduce costs, save time, and create fairer outcomes. However, this project has revealed that without diversity front of mind, AI has the potential to mirror society's inequities and further bake in bias. This poses a significant challenge for leaders and HR-practitioners to not only identify which AI-tools could be beneficial to use, but also deploy tools in a way that supports D&I efforts, instead of inadvertently impeding them.

In stage three, DCA, in partnership with Hudson RPO, produced an evidence-based framework for inclusive AI in recruitment to guide practitioners in the process of selecting and deploying potential AI tools. This includes:

T.R.E.A.D. (Team Up, Reflect, Educate, Acquire, Decide):

A 5-step process to help employers 'tread carefully' when it comes to possible D&I risks in AI recruitment



Reflective assessment checklist: A checklist that enables employers to make an informed decision about how they can best proceed with deploying an AI recruitment tool, so that it helps rather than harms workforce diversity.

These were developed in consultation with an expert panel made up of stakeholders representing marginalised job seekers, employers with experience using AI, academics and tech experts.

Access the [Inclusive AI at Work research](#).

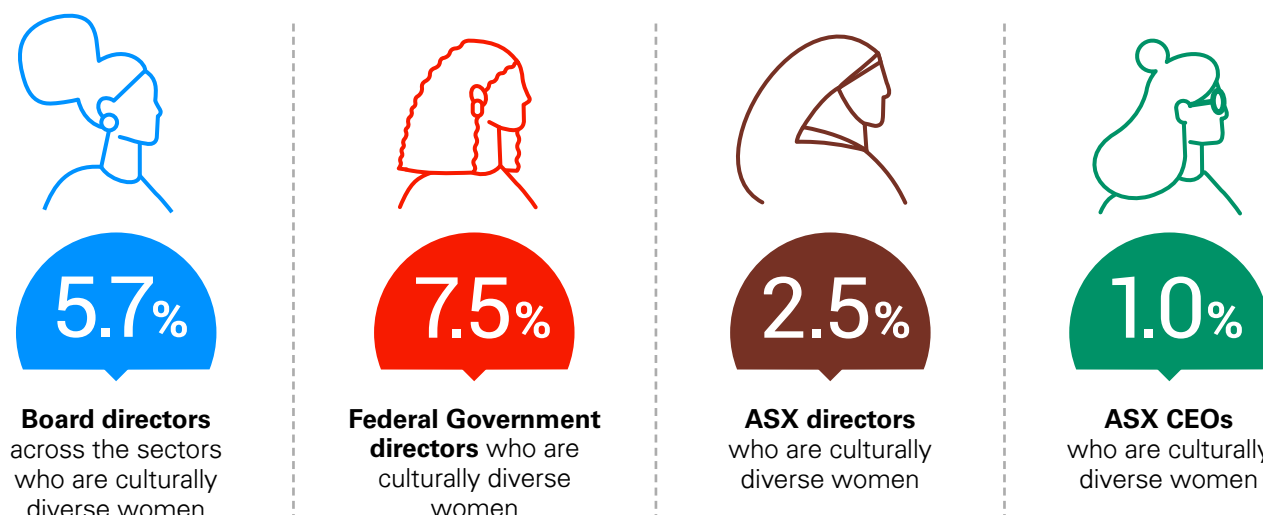
Culturally and Racially Marginalised Women in Leadership

A FRAMEWORK FOR (INTERSECTIONAL) ORGANISATIONAL ACTION



Culturally and Racially Marginalised Women in Leadership: A Framework for (Intersectional) Action

This ground-breaking report re-examined the state of play for culturally and racially marginalised (CARM) women in leadership, focusing on how the intersections of two key marginalising characteristics – race and gender – are still operating in workplaces to lock CARM women out of leadership.



Despite being ambitious, capable, resilient, and well positioned to contribute to their own and their organisation's success, CARM women continue to be scarce across senior leadership positions in Australia and internationally. DCA therefore conducted this research to understand why this was the case, what were the barriers locking this cohort out of leadership, and what workplaces should do to address this issue. Importantly, the project was led, and the research was conducted, by CARM women.

This research also explains intersectionality and why intersectional approaches to gender equity strategies are essential.

Access the [CARM Women in Leadership report](#).



Our 2023 member events and forums

Our 2023 events explored the latest trends across a range of diversity dimensions. Members enjoyed access to a community of industry practitioners and thought leaders, along with opportunities to hear from people with a wide range of lived experiences helping to expand DCA members' D&I knowledge and capabilities.

Flagship event

In 2023, the DCA Oration was the flagship in-person event delivered to DCA members in Melbourne.

The Anna McPhee Memorial Oration on Diversity & Inclusion

The fifth Anna McPhee Memorial Oration on D&I was delivered on Wednesday 30 August 2023 in Melbourne.

Professor Tom Calma AO, co-author of the Indigenous Voice Co-design Process Report and 2023 Senior Australian of the Year, delivered his Oration on the Voice to Parliament to a full house of over 290 HR, D&I and business leaders.

Professor Calma gave an inspiring Oration that emphasised the importance of the referendum for

reconciliation in Australia, the journey to this moment in history, the guiding principles behind the proposed change to the constitution and the compelling reasons for voting Yes.

This event was delivered in partnership with Cisco Systems Australia and continued to honour the contribution of the late Anna McPhee – DCA's former Chair and a passionate advocate for diversity and equal opportunity.

Networks, forums and roundtables

Case Study Conversations

DCA's Case Study Conversations are a lunch and learn style online event, one hour in duration, that take a deep dive into what DCA members are achieving by showcasing leading practice in D&I.

February's case study with **Smartgroup Corporation** demonstrated how they turned an outdated tenure-based parental leave policy into a nation-leading, generous and inclusive program that would become a major drawcard to attract and retain talent.

Our June 2023 case study featuring **Settlement Services International** shared how they started respectful conversations and spread awareness about Genders and Sexual Diversity (GSD) in their workplace.

November's case study with **Microsoft Australia** shared how they built a culture of accessibility across their business when senior leaders declared accessibility as a top priority.

DIVERSITY COUNCIL AUSTRALIA

ANNA MCPHEE MEMORIAL

ORATION

ON DIVERSITY & INCLUSION



Delivered by Professor Tom Calma AO
#DCAOration

D&I Insights Program

We delivered five events as part of DCA's D&I Insights Program. These events each investigated cutting-edge D&I topics across a range of diversity dimensions.

Building successful Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs), also known as Employee Networks, or Employee Affinity Groups are voluntary, employee-led groups that serve many purposes and can provide a safe space to network, celebrate diversity and build a sense of community.

ERGs foster employee engagement and dialogue, harness employee input into D&I strategies, and can even help organisations recruit for diversity.

In March 2023, we heard from DCA members about the role of their ERGs, how they work and the benefits they have delivered, for both employees and the organisation.

Attracting, retaining, and progressing neurodiverse talent

With DCA Major Partner Gilbert + Tobin

Neurodivergent people experience, interact with and interpret the world in unique ways and have much to offer our workplaces, however many organisations do not know enough about how to create inclusive environments for different neurotypes.

Our May 2023 event explored how organisations can successfully tap into neurodivergent talent in all its forms to help these employees to flourish.

Supporting employees through bereavement

With DCA Major Partner HSBC Australia

Everybody will deal with the loss of a loved one at some point. This is a fact of life. Yet as a society, and in our workplaces, we often don't have the emotional tools, language, or even the desire to deal with death and bereavement.

In July 2023, DCA brought together experienced professionals in the field of bereavement and employers who had implemented supportive measures for their employees dealing with bereavement to provide insights on how to help employees during this most challenging of times.

Eldercare responsibilities and work

With DCA Major Partner Gilbert + Tobin

During National Carer's Week in October 2023, DCA looked at the challenges of combining eldercare responsibilities with paid work, and how organisations can be more supportive of their employees in managing these responsibilities.

Is your workplace inclusive of non-apparent disabilities?

With DCA Major Partner HSBC Australia

Following International Day of People with Disability in early December, the final event for 2023 considered the challenges faced by the three in five people, or 60 per cent of Australians, who are living with a disability that is not apparent or outwardly obvious. This event shared the unique challenges and barriers faced by people with non-apparent disabilities at work and what workplaces can do to raise awareness and foster inclusion.

Gender Equality Network

Since 2018, DCA has partnered with KPMG to present our popular Gender Equality Network featuring quarterly events in 2023.

National Strategy to Achieve Gender Equality

At our June 2023 event Senator the **Hon Katy Gallagher, Minister for Women**, shared with DCA members the Government's vision for a National Strategy to Achieve Gender Equality.

The impact of domestic and family violence across Australian workplaces

For our final Gender Equality Network event of the year, in October 2023 we examined the impact of domestic and family violence (DFV) across Australian workplaces, inviting Director of the Monash Gender and Family Violence Prevention Centre, Kate Fitz-Gibbon to present the findings from their national survey revealing the experiences of 3,002 victim-survivors who worked in Australia while experiencing DFV.

What a positive duty on sexual harassment looks like

Our April 2023 event investigated how employers can comply with their 'positive duty' obligation to prevent and respond to workplace sexual harassment in the wake of the landmark Respect@Work report and new legislation aimed at preventing sexual harassment at work.

Beyond binary for gender inclusive workplaces

Gender equality efforts have historically focused on the inequalities between men and women. However, increasingly, organisations recognise in their D&I work that sex and gender are both on a spectrum and gender equality initiatives must be inclusive of people of all genders.

In August 2023, our event explored how workplaces can be more inclusive of individuals who identify as non-binary.

First Nations Insights

DCA's First Nations Insights (previously known as the Indigenous Network), delivered three events in partnership with BAE Systems Australia.

In the lead up to the Referendum on The Voice to Parliament this series of events focused on education, advocacy and support for First Nations Peoples in the workplace.



Activate your voice to support The Voice

At our first event for 2023 featuring Kara Keys, Deputy Campaign Director, Yes23 Campaign (previously From the Heart), we spoke about how corporate Australia can get behind the Yes! Campaign for the Voice along with a panel of speakers including Thomas Mayo, Advocate for the Uluru Statement from the Heart, Ming Long AM, Chair of DCA's Board and Jason Mifsud, Head of First Nations Affairs and Enterprises, Wesfarmers.

This event received a record 2,015 registrations.

RAPs, reconciliation and the referendum

In June 2023, Reconciliation Australia provided an update to the findings of the most recent Australian Reconciliation Barometer, a biennial national research survey that identifies the attitudes and perceptions Indigenous and non-Indigenous Australians hold about each other and about key issues affecting Aboriginal and Torres Strait Islander peoples, while mapping Australia's progress towards the five dimensions of reconciliation.

The event also considered the state of reconciliation in Australia in a pre- and post-referendum environment.



First Nations identity strain and cultural load at work

Cultural load is a term to describe the (often invisible) load borne by Aboriginal and Torres Strait Islander people in the workplace, often the only person or one of a small number within the Aboriginal and Torres Strait Islander community, consistently expected to respond to all things relating to that community and speak on behalf of all its people, in addition to their own workload.

This September event was staged in the lead up to the 14 October 2023 referendum on the Voice to Parliament, to highlight, recognise and support the Aboriginal and Torres Strait Islander employees carrying that load.



DCA continues to be committed to creating an Australia where meaningful action on reconciliation is informed and led by Aboriginal and Torres Strait Islander peoples

Artwork by Rachael Sarra, First Nations woman from Goreng Goreng Country.

CEO D&I roundtables

DCA's roundtable discussions with top tier member organisation CEOs and Managing Directors were well attended in 2023.

The five events this year were led by DCA's Chair and CEO and involved high-level D&I discussions and continued to foster strong and collaborative relationships.

Sydney event – February

In partnership with EVT Limited

Leaders from EVT, Clayton Utz, Woolworths, Public Services Commission, Hearing Australia, Reserve Bank Australia, Inner West Council, Relationship Australia and NBNco discussed topics such as creating diverse and inclusive workplaces, culture, inclusive leadership and racism in the workplace. DCA's Chair Ming Long AM shared DCA's important work on the impact of social class on inclusion and details of our campaign for a Voice to Parliament.

Brisbane event – April

In partnership with Urban Utilities

Leaders from Queensland Treasury, Jobscan, Toll Group, Ethnic Communities of Queensland, University of Queensland and Urban Utilities attended and discussed how members were consulting within their organisations in response to the Yes23 Campaign and determining ways in which to support their First Nations employees. In addition, members were focused on gender equality for all genders, work in the LGBTIQ+ space as well as mainstreamed workplace flexibility.

Adelaide event – May

Hosted by Governor of South Australia, Her Excellency the Honourable Frances Adams AC at Government House Adelaide

Leaders from the SA Police, Allens, St Johns Youth Services, Relationships Australia SA, SYC Limited, RAA Group, BAE Systems, ASC Pty Ltd, SA Water, Heritage and People's Choice Limited and Government House discussed issues such as DCA's approach to supporting a Voice to Parliament guided by our Aboriginal and Torres Strait Islander External Advisory Panel, class inclusion at work, addressing sexual and sex-based harassment in workplaces, recruitment of diverse groups and building psychologically safe workplaces.

Perth event – September

In partnership with Water Corporation

Leaders from City of Vincent, Corruption and Crime Commission WA, Goldfields Australia and Water Corporation contributed to discussion on the Yes23 Campaign and creating inclusive workplaces for all genders, LGBTIQ+ staff, people with disabilities, First Nations staff and people from culturally and racially marginalised groups.

Melbourne event – November

In partnership with Engineers Australia

The final roundtable for 2023 was held in Melbourne and included leaders from Nutrien Ag Solutions, Baptistcare, Southern Cross Grammar, Australian Retailers Association, Ambulance Victoria, and Engineers Australia.



Our Melbourne CEO roundtable attendees discussed insights on how to create safe and inclusive cultures.

Research events and updates

Our five research events included revisiting past reports for interstate members and releasing three new pieces of research.

Culturally and Racially Marginalised Women in Leadership: A Framework for (Intersectional) Action

New research release in March



In March, in line with International Women's Day 2023, University of Technology Sydney Business School hosted DCA's event in Sydney to launch new research on the intersection of race and gender and the impact that has on the leadership journey of ambitious, resilient, and innovative culturally and racially marginalised (CARM) women.

This ground-breaking new DCA report, Culturally and Racially Marginalised Women in Leadership, was led and produced by a team of majority CARM women. It provides a framework for (intersectional) action on how organisations can create supportive pathways into leadership for CARM women.

The event drew strong attendance from Sydney-based members and organisations, as well as a broader online audience via livestreaming.

Inclusive Recruitment at Work – toolkit launch

New research release in July



We partnered with our sponsor Jobscan to create evidence-based guidelines to help organisations to effectively attract, recruit and select a diverse talent pool of workers, including those workers who are typically left off recruitment radars. At this online event, DCA's Research Team presented the new interactive toolkit, which built on 2022's Inclusive Recruitment at Work guidelines developed by DCA and Jobscan.

The toolkit included an inclusive recruitment checklist to make sure leading practice is followed when it comes to recruiting inclusively, an educational quiz for developing inclusive recruitment knowledge and busting common misconceptions when it comes to recruiting, and an inclusive interviewing infographic.

Inclusive AI at Work in Recruitment: Employer Guidelines

New research release in November



AI recruitment tools offer immense opportunity for organisations, but AI can be a double-edged sword when it comes to workforce diversity. As part of DCA's three-phase project on AI in recruitment, in partnership with sponsor Hudson RPO, we launched new employer guidelines at this webinar to help leaders and practitioners understand how to use AI recruitment tools inclusively.

The **T.R.E.A.D.** (Team Up, Reflect, Educate, Acquire, Decide) framework for more inclusive AI in recruitment provided practical recommendations for employers eager to deploy AI.

For newcomers, this uncharted territory can feel intimidating because they may not know where to start. For more seasoned users, it can be challenging to know whether AI recruitment is working for or against diversity.

Research presented in-person across Australia

Inclusive recruitment: Brisbane in April

DCA's CEO Lisa Annese presented our research on inclusive recruitment, produced in partnership with JobsBank, at an event in Brisbane. This event was hosted by Urban Utilities in Brisbane and outlined the evidence-based guidelines released in late 2022 assisting organisations to effectively attract, recruit and select a diverse talent pool of workers, highlighting workers who are typically left off their recruitment radars.

CARM Women in Leadership: Perth in September

DCA's CEO Lisa Annese and Board Chair Ming Long AM presented our CARM Women in Leadership research in Perth. The event explored the findings of the research released in March and shared lived experiences of leadership pathways for culturally and racially marginalised (CARM) women from two special guest panelists.

Other member events

Four other webinars were delivered on key research projects and resources for members.

Inclusive Employer Index: 9 May

DCA's Inclusive Employer Index offers organisations the opportunity to map and track the state of diversity and inclusion in their workforce, benchmarked against leading D&I employers.

At this webinar, DCA and our Index partner Cultural Infusion welcomed DCA members to join us for a session explaining the Inclusive Employer Index 2023–2024.

This webinar outlined the key components of the Index, including the benefits of participating, Index survey content and how you receive results.

We took the opportunity to explain a range of reasons why organisations should participate in the Inclusive Employer Index.

Diversity data deep dive: 25 May

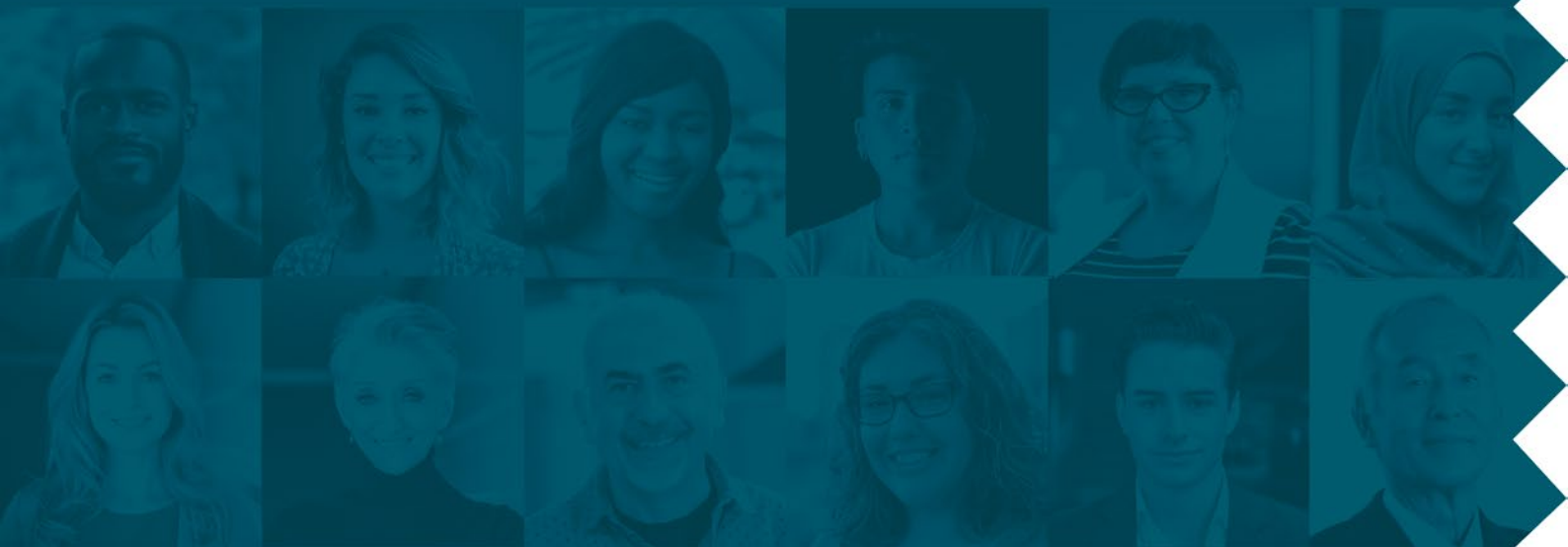
Designed for DCA member key contacts, this webinar discussed how to undertake respectful and inclusive diversity data collection to obtain genuine and meaningful data.

RISE project information session: 4 September

RISE is a project DCA runs in collaboration with CEW and SSI and funded by the Commonwealth Government Office for Women through the Women's Leadership and Development Program (WLDP) 2022–2026. The webinar provided an overview of this groundbreaking project building pathways to leadership for women from culturally and racially marginalised (CARM) backgrounds.

DCA Inclusive Employer Index results – making the most of your data: 23 October

Designed for organisations participating in the 2023–2024 Inclusive Employer Index, this webinar explored how participants can best use the dataset from the Index, interpret data tables and graphs, and use these insights to inform their D&I work. DCA's Research team provided practical and useful tips and also answered questions about the Index.



Our 2023 work to broaden the D&I conversation

Throughout 2023, our advocacy and engagement with government and business leaders continued. We maintained our commitment to sharing information about these important endeavours with our members and others via our website, social media channels and publications.

We are fortunate to be in a position to draw on the expertise of our external advisors, and deeply appreciative of the unwavering support of our members, partners and sponsors.

Advocacy

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

In 2023 we also engaged with UN Women to begin planning our contributions to the 68th annual Commission on the Status of Women (CSW68) to be held in New York in March 2024.

Our advocacy in relation to paid parental leave and universal access to high quality early childhood education and care were key areas of activity in 2023. We responded to the government's National Gender Equality Strategy, the Multicultural Framework Review and the Public Service 'CALD' Employment Strategy.

In addition to responding to the government's Bills on Paid Parental Leave, we provided responses to

reviews of Commonwealth Anti-discrimination Law, the NSW Anti-Discrimination Act, and the Tasmanian Expungement of Historical Offences Amendment Bill. We also responded to the Inquiry into Religious Educational Institutions and Anti-discrimination Laws.

In 2023 we also provided submissions on the 2026 Census, along with a number of discussion papers on government policy including diversity in the community sector, skills assessment processes for workers seeking entry into Australia, a disability employment centre of excellence and support for women in VET-based careers.

OUR SUBMISSIONS

Gender Equality

Our submission to the National Strategy to Achieve Gender Equality saw us survey over 800 employees from our member organisations, asking them to share their views on how the strategy could support and progress workplace gender equality. This was an unprecedented response rate to our member consultation survey. Achieving workplace gender equality is clearly an important issue for our members, many of whom have been working towards the cause for some time.

We commended the government for introducing the National Strategy as a powerful tool supporting and progressing gender equality in the workplace. In our submission we highlighted the many systemic and cultural barriers preventing Australian workplaces from progressing gender equality. Based on our member responses, we developed 28 recommendations for government to consider. You can read more about these recommendations on [our website](#).

DCA also advocated for gender equality through submissions and public hearing testimonies about paid parental leave and early childhood education and care. We supported amendments to paid parental leave which ensured that all Australians can access government-funded parental leave that is flexible, gender-neutral and promotes shared-care arrangements between parents. We welcomed the government's action on parental leave reform, which we argued encourages parents to stay connected to workplaces, addresses workplace shortages and enables more women to re-enter the workforce after having children.

These aspects all play an important role in supporting a more equal distribution of work and care amongst parents, which in turn improves the economic security of women who have children.

Similarly, we provided submissions and testimony to inquiries on early childhood education and care, advocating for universal access to affordable, high-quality early childhood education and care for all Australian families.

We argued that the lack of access to childcare remains a significant barrier to women's workforce participation and that time out of the workforce due to caring responsibilities is a major contributor to the gender pay gap.

The early childhood education and care sector, largely comprised of women, is characterised by low wages and poor working conditions. Traditional gender norms surrounding caring lead to the undervaluation of paid caring roles and low award wages.

In our advocacy in this area, we argued for the need to address these issues, including the stigma associated with childcare and caring work. We called for a re-imagining of the government's approach to funding childcare in favour of a direct funding model, similar to the way public schools are funded.

Access the [full submissions on our website](#).

Anti-discrimination

In 2023 we responded to a number of inquiries and reviews of anti-discrimination laws. We responded to the **Australian Law Reform Commission's Religious Educational Institutions and Anti-Discrimination Laws** Inquiry, drawing from earlier research and consultation with DCA members and stakeholders.

Our long-held view is that exemptions to anti-discrimination legislation can weaken protections for marginalised groups. We recommended that religious exemptions on any grounds should be limited to circumstances where there is a specific religious element to employment or the provision of goods and services. This aligns with similar requirements for genuine job qualifications in other fields.

While previously we have recommended a review of all anti-discrimination laws to provide for consistency in this area, over the past year we specifically responded to reviews of Commonwealth and NSW anti-discrimination laws.

For the **Commonwealth Anti-Discrimination** law review, we suggested using a 'soft cost neutrality' model. This approach balances the need to make the dispute resolution process fair, without unfairly burdening those involved by allowing flexibility in determining costs.

For the review of the **NSW Anti-Discrimination Act**, we made a submission on the proposed Terms of Reference. Our recommendations were aimed at updating and modernising language, as well as broadening protections to align with current community values and support of diverse communities in NSW.

We highlighted the experiences of culturally and racially marginalised people and those identifying as LGBTIQ+ individuals. We also recommended considering the benefits of aligning NSW anti-discrimination laws with those of other states and territories, as well as Commonwealth anti-discrimination law.

We also provided a submission to the **Australian Human Rights Commission Amendment (Costs Protection) Bill 2023** supporting reform that encourages applicants to make complaints without fear of incurring costs awarded against them. This Bill provided a model which adds a level of flexibility to counter situations where it would be unfair to place a cost burden on businesses genuinely trying to comply with their Positive Duty obligations.

We supported **Equality Australia's submission** to remove unfair exemptions in relation to focused recruitment of marginalised groups.

We also recommended changing provisions about exemptions for focused recruitment drives, allowing employers to conduct employment initiatives that promote substantive equality for marginalised groups.

Finally, we participated in a consultation on the **Expungement of Historical Offences Amendment Bill 2023** (Tasmania). We recommended the use of plain English to provide greater accessibility for diverse audiences, along with key support mechanisms and the availability of information and education in workplaces.

Access the [full submissions on our website](#).

Advocating for diversity

In addition to law reform, we advocated for diversity in a number of key areas in 2023, including:

- multiculturalism, cultural diversity and migration
- disability
- community services
- women in Vocational Education and Training (VET)
- data collection – Census 2026.

Our submissions were fortified by our Racism at Work guidelines and culturally and racially marginalised (CARM) women in leadership research. These enabled us to mount compelling evidence-based arguments to challenge the use of prevalent language such as multicultural, culturally and linguistically diverse (CALD) and non-English-speaking background (NESB). Instead, we advocated for adopting alternative language that recognises the significance of race and racism in people's lives. In this context, we proposed CARM as a more meaningful and accurate term for both government entities and organisations to embrace.

We responded to the **Multicultural Framework Review's draft Terms of Reference**, and later participated in a consultation conducted by the Review panel.

Our recommendations included advocating for the use of 'CARM' as the preferred term, prioritising lived experience in the composition of the panel and reference groups, and addressing racism as a specific systemic barrier preventing CARM people from participating safely in Australian society.

We made a submission in response to the **Australian Public Service Culturally and Linguistically Diverse (CALD) Employment Strategy** emphasising the importance of concepts and language used in government policies. We supported the strengths-based approach taken by the draft Strategy and outlined our pro-active and evidence-based anti-racist approach. Naming and calling out racism and its impacts in the workplace is a key theme we have called for publicly, highlighting that Australian Public Service workplaces have the opportunity to lead and role model in this regard.

We also provided a submission on the review of the skills assessment process for workers seeking entry into Australia. Our comments and recommendations on the draft principles and standards for **Skilled Migration Assessing Authorities** focused on

removing unnecessary barriers for applicants, ensuring communications are clear and accessible, and reducing bias and discrimination in the assessment process.

We provided two written submissions to the Department of Social Services in 2023. One was in response to a discussion paper on **Establishing a Disability Employment Centre of Excellence**. We strongly supported the need to address systemic barriers that people with disability face when applying for jobs – and throughout their entire employment journey. The second submission was in support of building a stronger, more diverse and independent community sector.

We welcomed the government’s acknowledgement of key areas of disadvantage requiring priority reform. We also supported their acknowledgement that different approaches may be required to support diverse workforces and to build culturally competent, appropriate and safe practices.

We participated in a consultation and submitted a written response to the government’s discussion paper on **Supporting women to achieve VET-based careers**. In this response, we highlighted the need to centre the voices of marginalised women, particularly those women with multiple marginalised identities such as CARM women, Aboriginal and/or Torres Strait Islander women, LGBTIQ+ women and women with disability.

We also outlined the importance of access to childcare and paid parental leave as key factors in a supportive environment for women to enter and progress within a VET pathway.

Finally, consultation on the **2026 Census** highlighted the opportunity we believe the government has to collect better data on cultural background and LGBTIQ+ communities. In two written submissions, and as a member on the LGBTIQ+ Expert Advisory Committee for the 2026 Census, we recommended that the Australian Bureau of Statistics (ABS) replace the current Census questions about ancestry with the first core measure from our Counting Culture research: “How would you describe your cultural background? Your cultural background is the cultural/ethnic group(s) to which you feel you belong or identify.”

This background may be the same as your parents, grandparents, or your heritage, or it may be the country you were born in or have spent a great amount of time in, or you feel more closely tied to.”

We also recommended the **ABS Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables** to support the inclusion of questions on sexual orientation, gender identity and variations of sex characteristics.

Access the [full submissions on our website](#).

Public hearings, consultations and roundtables 2023

In addition to written submissions, DCA also provides evidence at public hearings and gives advice through consultations, roundtables and committees.

Throughout 2023, DCA gave evidence at Senate hearings and Joint Parliamentary enquiries, including:

- The 2023 Paid Parental Leave Amendment Senate Hearing
- The 2023 Australian Law Reform Commission Religious Educational Institutions and Anti-Discrimination Laws Inquiry
- Australian Human Rights Commission consultation on sexual harassment/Respect at Work.

We also participated in a number of consultations/roundtables, including:

- Stakeholder consultation forum on the Expungement of Historical Offences Amendment Bill 2023 (Tasmania)
- Multicultural Framework Review Panel consultation
- WGEA Roundtable Guidance for Employers on Intersectionality
- Advocacy and Academic Roundtable – supporting women to succeed via VET
- CALD Strategy Public Consultation Roundtable (Public sector employment)
- LGBTIQ+ Occupational Health and Wellbeing Community Workshop
- Membership on the LGBTIQ+ Expert Advisory Committee of the Australian Bureau of Statistic (ABS) advising the government on the 2026 Census.

CARM vs CALD

An indicator of the extent of DCA’s impact is that we have had influence on the use of more accurate language that recognises the significance of race and racism in people’s lives. Despite the recency of DCA coining the term CARM (Culturally and Racially Marginalised), it has already been cited and used in publications such as the [Intersectionality at Work](#) report by the Victorian Government. The term CARM is also now widely used by the Australian Human Rights Commission. No doubt the term will be more widely adopted in the coming years as it becomes increasingly apparent that ‘Culturally and Linguistically Diverse’ (CALD), ‘multicultural’ or ‘culturally diverse’ does not adequately reflect people who experience racial marginalisation.

External advisors

Aboriginal and/or Torres Strait Islander External Advisory Panel

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

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

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

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

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

Research Advisory Committee

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

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

The committee helps us deliver on our research vision to work in partnership with members to generate groundbreaking diversity research that enables Australian organisations to fully leverage the benefits of diversity and inclusion.

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

More specifically, this involves:

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

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

Our members, partners and sponsors

We sincerely thank all members, partners and sponsors for their valuable support of DCA. In particular, we acknowledge the support of the following DCA members in 2023.

Major partners

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



DCA event and other sponsors and supporters

Thanks to the following members for event sponsorship and support:

KPMG – sponsor of our Gender Equality Network series.

BAE Systems Australia – sponsor of the First Nations Insights event program.

Cisco Systems Australia – sponsor of the Anna McPhee Memorial Oration on Diversity & Inclusion.

EVT Limited, Urban Utilities, Government House Adelaide, Water Corporation WA, Engineers Australia – for hosting other events during the year.

Research sponsors and partners

Inclusive AI at Work in Recruitment

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

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

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

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

RISE (Realise. Inspire. Support. Energise)

Thanks to RISE project partners, Settlement Services International (SSI) and Chief Executive Women (CEW), and to project funding body the Commonwealth Office for Women. This partnership is seeing DCA, SSI, and CEW work with 375 CARM women across 25 organisations to identify and address systemic barriers and implement real change.



Our 2023 financial results

The following tables outline DCA's statement of comprehensive income and financial position for the 2023 financial year. These should be read in conjunction with the full Financial Statements for the year ended 31 December 2023, which are available on our website at www.dca.org.au.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER

	2023 \$	2022 \$
Membership, sponsorship and other income	6,049,257	4,878,054
Employee benefits expense	(3,350,103)	(2,702,196)
Depreciation expense	(135,249)	(124,149)
Net finance income	84,549	17,630
Other expenses	(1,977,497)	(1,165,815)
Profit/(loss) for the year	670,957	903,524
Other comprehensive income	—	—
Total comprehensive income/(loss) for the year	670,957	903,524

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER

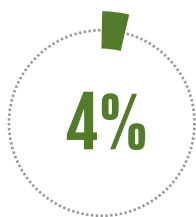
	2023 \$	2022 \$
Current Assets		
Cash and cash equivalents	2,526,620	3,297,895
Trade and other receivables	490,878	381,712
Other financial assets	3,851,091	2,672,552
Other current assets	64,692	9,500
TOTAL CURRENT ASSETS	6,933,281	6,361,659
Non-Current Assets		
Other non-current assets	199,284	42,695
Property, plant and equipment	186,992	167,412
Intangibles	24,393	36,962
TOTAL NON-CURRENT ASSETS	410,669	247,069
TOTAL ASSETS	7,343,950	6,608,728
Current Liabilities		
Trade and other payables	190,270	215,270
Provisions	264,123	276,162
Unearned income	3,016,002	2,947,019
Lease liability	143,246	106,815
TOTAL CURRENT LIABILITIES	3,613,641	3,545,266
Non-Current Liabilities		
Provisions	39,930	34,521
Lease liability	8,889	18,408
TOTAL NON-CURRENT LIABILITIES	48,819	52,929
TOTAL LIABILITIES	3,662,460	3,598,195
NET ASSETS	3,681,490	3,010,533
Equity		
Retained earnings	3,681,490	3,010,533
TOTAL EQUITY	3,681,490	3,010,533



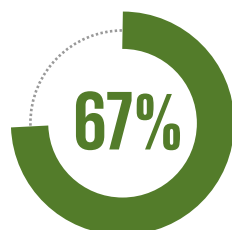
Our people

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

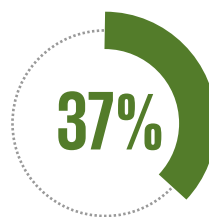
DCA Staff Diversity 2024

**Aboriginal and/or Torres Strait Islander**

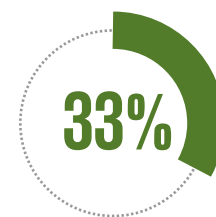
4% of our team identify as being an Aboriginal and/or Torres Strait Islander person

**Non-Main English-Speaking Background**

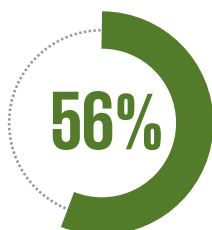
67% of our team report having one or more non-English speaking cultural backgrounds

**CARM**

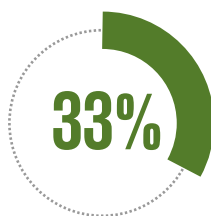
37% of our team are a person from a Culturally and Racially Marginalised (CARM)¹ group

**CALD**

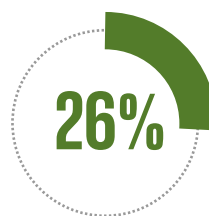
33% of our team are a Culturally and Linguistically Diverse (CALD)² person

**Multilingual**

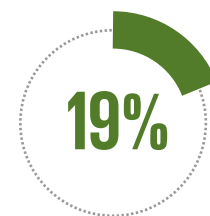
56% of our team are multilingual

**Born Overseas**

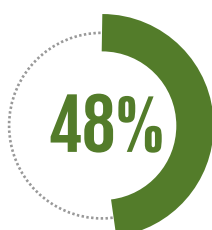
33% of our team were born overseas

**Non-Christian Religion**

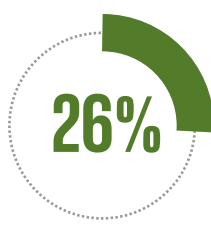
26% of our team have a non-Christian religious affiliation

**Christian Religion**

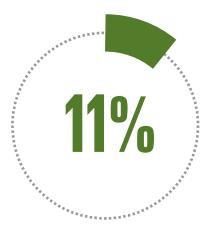
19% of our team have a Christian religious affiliation

**Caring Responsibilities**

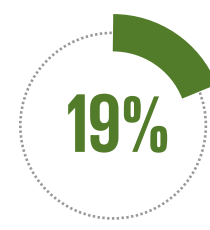
48% of our team have caring responsibilities

**With Disability**

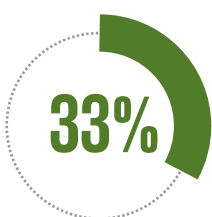
26% of our team have a disability

**Younger Workers**

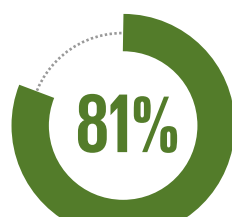
11% of our team are under 30

**Older Workers**

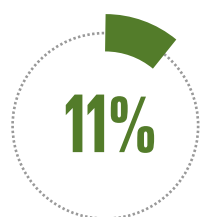
19% of our team are over 55

**LGBTIQ+**

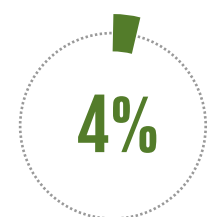
33% of our team describe themselves as LGBTIQ+

**Women**

81% of our team describe their gender as a woman

**Men**

11% of our team describe their gender as a man

**Non-Binary**

4% of our team describe their gender as non-binary

1. Culturally and Racially Marginalised (CARM) people in Australia are people who are typically racialised as Black, Brown, Asian, or any non-white group, who face discrimination or marginalisation due to their race and/or racialised religion.
2. Culturally and linguistically diverse (CALD) is a much broader category than CARM, as it includes people who are typically racialised as white, are from a non-Anglo Celtic cultural background, and may not use English as their main language (themselves, their parents, or ancestors). For example, a Ukrainian migrant or someone who is born in Australia from Ukrainian parents.

The DCA team

LISA ANNESE

Chief Executive Officer

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

Under her leadership, DCA delivers innovative diversity practice resources for Australian businesses and supports them in improving their inclusion capability. She has led a broad array of groundbreaking, evidence-based research, including Australia's first national index on workplace diversity and inclusion, seminal research on the economics of the gender pay gap, and original work on Counting Culture and building Asian Leadership Capability, as well as research supporting individuals being 'Out at Work', mainstreaming flexible work and myth-busting workplace responses to sexual harassment and domestic and family violence.

In 2024, Lisa was reappointed to the Respect at Work Council by the Attorney-General and is also on the Fair Work Commission's working group, implementing the legislative reforms from the Respect@Work Act. In 2018, Lisa was named one of the AFR's 100 Women of Influence. In 2019 she was elected to the Board of Amnesty International Australia and, in 2021, to the Board of non-partisan organisation Women for Election. She is also a member of Chief Executive Women.

In 2024, Lisa was also appointed to the NSW Women's Advisory Council.

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

She has advocated for policy action in areas including:

- making workplaces safer via changes to the Sex Discrimination Act 1984 and Fair Work Act 2009
- government-funded paid parental leave
- accessible, affordable child-care
- closing the gender pay gap
- achieving Australian Marriage Equality

- maintaining protections in the Race Discrimination Act 1995 (Cth)
- strengthening the Workplace Gender Equality Act 2013
- greater representation of women and girls in STEM careers
- reducing the incidence of sexual harassment and violence against women
- increasing multi-faith inclusion without regressive religious freedom laws.

Other career highlights include:

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

LAIBA AHMAD

Events Administrator

Laiba (she/her) has recently joined DCA in 2024 as an Events Administrator, collaborating with the events team. Currently pursuing a Bachelor's degree in Humanitarian and Development Studies alongside a Bachelor of Applied Data Science, Laiba has accumulated diverse experience in health promotion advocacy, community-based volunteering, disaster management, and project monitoring and evaluation within various NGOs and not-for-profit organisations.

In her role at DCA, Laiba contributes to the organisation and management of online and face-to-face events, as well as data management for monitoring and evaluating events, utilising feedback from attendees to inform future improvements in event management.

Beyond her professional endeavors, Laiba identifies as a Muslim Pakistani young woman, aspiring to advocate for the inclusion of her community in the workplace and society. Her goal is to contribute to positive change and serve as a representative for diversity and inclusion.

FIONA AUSTIN-WEBER

Member Relations Director

Based in Naarm (Melbourne), Fiona (she/her) joined the DCA team in 2019. As Director of Member Relations, Fiona leads a dedicated team focused on providing support and guidance to DCA member organisations. Their mission: to ensure that every member fully leverages DCA's extensive range of best practice resources, thereby maximising their D&I success.

The key focus of Fiona's role is the continuous improvement of the member value proposition and steering its strategic direction, to deepen member engagement and ultimately empower and inspire DCA's member community in raising their D&I capability and creating more inclusive workplaces.

With professional experience spanning both not-for-profit and corporate sectors across Europe and Australia, Fiona brings expertise in learning and development, recruitment, project management, and consulting.

Her extensive career path continues to be underpinned by an enduring commitment to workplace fairness and ensuring equitable access to meaningful employment for all employees.

She is particularly passionate about championing and leveraging the strengths and skills of neurodivergent employees in the workplace.

DR ROSE D'ALMADA-REMEDIOS

Senior Research Manager

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

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

JACQUELINE BRAW

Senior Advocacy and Government Relations Manager

Jacqueline (Jac, she/her) has recently come from Aboriginal Affairs NSW in the Aboriginal Cultural Heritage Directorate and, prior to this role, worked at NSW Police as a senior LGBTQIA+ Policy and Projects Officer. She has spent most of her career in the public sector although has worked in NGOs such as ACON (formerly AIDS Council of NSW) and a peak body for co-operative housing. She has an Honours Degree in Psychology and a Master of Social Policy.

Jac's role as Senior Advocacy and Government Relations Manager is to assist DCA to identify opportunities to contribute to government strategies, inquiries and programs based on evidence-based research and DCA membership experience. She will be working across all teams in DCA to utilise the breadth of knowledge and skills held by teams to ensure that governments are well informed of the latest research and practice to create more inclusive and supportive workplace environments across Australia.

Jac's parents survived the Holocaust in Europe, arriving by ship to Australia with practically nothing (their bags were stolen at the dock) and no English language. This background, and her experience as a same-sex parenting activist, adds to her professional D&I experience, motivating her to help create a more inclusive Australia.

ALI COULTON

Media Advisor

As Media Advisor, Ali (she/her) is responsible for platforming DCA as a leading voice in the D&I space by creating and maintaining media relationships, developing and executing media plans, producing media content and response, and ensuring all media and comms activity is grounded in DCA's ground-breaking research.

Prior to joining DCA, Ali has worked primarily as a journalist across print, digital, TV and radio platforms such as The Hoopla, The ABC and, most recently as the editor of leading travel trade publication *Travel Weekly*.

Ali has undergraduate degrees in Communication and Media Studies and International Studies. She lives on Gadigal land with her giant orange cat named Melon.

SHEETAL DEO

Senior Project Manager

Sheetal (she/her) is passionate about leveraging platforms and privilege to connect ideas, people and opportunities that amplify and empower underrepresented experiences. She has a Bachelor of Arts degree in philosophy and political science from the University of the Fraser Valley (Canada) and a Juris Doctor, Master of Laws and Graduate Diploma of Legal Practice from Bond University (Australia).

She is the Principal and Founder of Shakti Legal Solutions; an award winning innovative low-bono law firm designed specifically to improve access to legal assistance for everyday people through a unique 'pay what you can' model. She also works with the College of Law as an adjunct lecturer, and volunteers her time on various not-for-profit organisations and boards, including the Centre of Legal Innovations Emerging Leaders Advisory Board and the Queensland Law Society. Sheetal was awarded the 2022 Multicultural Queensland Awards for her outstanding contribution as a new Queenslander.

SIMONE EMPACHER EARL

Aboriginal Liaison and Events Manager

Simone (she/her) 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 management, 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 First Nations 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, a Certificate in Aboriginal Culture and a Certificate in Aboriginal knowledge for the workplace.

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

In her spare time, she focuses 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 First Nations community groups.

YVETTE EDWARDS

Member Relations Coordinator

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

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

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

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

VERONICA EULATE**Social Media Content Strategist**

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

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

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 and amplify the visibility and inclusion of marginalised voices in public life.

Hailing from Washington D.C., with Bolivian roots, Veronica has an undergraduate degree in Communications and a Masters in Social Policy.

SUE FLOCKART**Senior Events and Sponsorship Manager**

Sue (she/her) is DCA's Senior Events and Sponsorship Manager, responsible for developing and implementing DCA's comprehensive calendar of events, procuring and managing stakeholder and sponsor relationships and working collaboratively with her team, and alongside DCA's Communications, Member Services and Research teams to ensure that all DCA events are delivered to a high standard and offer a combination of face-to-face, hybrid and online events throughout the year.

The DCA events program involves a wide and diverse range of D&I practitioners, peak bodies, academics and individuals with lived experience to bring to life our research launch events, corporate networking events, thought leadership programs and major events such as DCA's Diversity Debate and D&I Oration and all DCA events are designed to ensure that our members have access to cutting-edge D&I thinking with a focus on commercial applications for member businesses within the workplace to drive best practice.

Prior to joining DCA in February 2012, Sue worked within the broader exhibition and events industry. Her breadth of experience as a senior events manager includes 5 years running highly regarded trade exhibitions for Life InStyle and 10 years running major corporate, sporting and tourism events, for a global sports marketing company, International Management Group (IMG).

Prior to that Sue started her career as Membership Coordinator for peak tourism industry Victorian Tourism Operators Association (VTOA), now Tourism Alliance Victoria, a not-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) and lives in Bayside Melbourne, with her family.

DR ANNIKA KAABEL**Research Manager**

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

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

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

REBECCA KEARNEY**Communications Advisor**

Rebecca (she/her) forms part of the Communications team at DCA, focusing on research project communications, website management, analytics and providing support to the broader DCA team.

A true language enthusiast, Rebecca holds a bachelor's degree in Applied Foreign Languages and International Economic Affairs from the University of Toulouse. She has a background in translation and communication in education and sustainable business and is passionate about sustainable development.

Originally from Stockholm, Sweden, Rebecca now lives in Sydney and is an active member of her local community.

STEFANIE KESSLER**Member Insights and Strategy Director**

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

Stefanie was General Manager Fundraising at Assistance Dogs Australia where she grew revenue by 50%. Before that, as Indigenous Community Volunteers' General Manager of Fundraising, she worked with charities to raise much-needed funds to support First Nations people, she people with disabilities and environmental causes.

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

Stefanie has three adult daughters and four grandchildren and lives in Sydney with her partner.

DANIEL KEYZER**Communications Advisor**

Daniel Keyzer (he/him) is part of the Communications team at DCA, focusing on creating, curating, and sharing impactful social media content across DCA's platforms. Daniel brings to the DCA the diverse perspective of living with a disability. Daniel has also been working at the Australian Broadcasting Corporation since 2012 and is currently a part of the ABC's Factual division, where he is part of a team supporting its development producers and content makers to make a diverse range of programming and content, including programs highlighting the unique stories of Australians living with disabilities. Daniel is very passionate about advocacy and politics, having previously worked with and/or campaigned for various members of state and federal parliament.

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

Nicole (she/her) joined DCA in September 2019 as the Office Manager and Executive Assistant to the CEO.

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

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

ANDREA MALTMAN RIVERA**Content Producer, Membership**

Andrea Maltman Rivera (she/her) is a journalist, podcast producer, writer and communications specialist. She joined DCA in November 2017 and brings a bang to their communications and publications, ensuring they engage and attract members to all areas of diversity and inclusion.

DR VIRGINIA MAPEDZAHAMA**Member Education Director**

Dr Virginia Mapedzahama (she/her), PhD Sociology, is the Member Education Director at DCA. She is a first-generation Black African migrant woman and a critical race Black feminist scholar in the broader field of sociology of difference. Her research interest is in understanding the social construction of all categories of difference. She explores this interest in the context of subjective experiences of race, racism and ethnicity, migration, diaspora, Blackness and Black subjectivities, sexuality, hybridity, intersectionality and gendered violence. Virginia has published extensively in these areas as well as the broader fields of cross-cultural identities, African feminisms, post-colonial feminisms, the new African diaspora in Australia and African women diaspora.

JOEL MCCARROLL**Education Programs Coordinator**

Joel (he/him) has a background in designing and coordinating programs in the not-for-profit sector, working with Jewish and First Nations organisations. He has a Bachelor of Arts (Social Justice) from Macquarie University.

As Education Programs Coordinator, Joel (he/him) is responsible for the administration and management of DCA's education programs and is committed to assisting in delivering high quality and evidence-based D&I training programs to member and non-member organisations.

Joel's Jewish upbringing has imprinted on him strong values and interests in social justice, First Nations justice and a desire to help create a more equitable world around him.

JENNY MINA

Communications Director

Jenny (she/her) is our Communications Director at DCA, responsible for leading external communications. Her background includes over 30 years' experience in corporate affairs, change communication, issues management, media and brand strategy, and sustainability communications.

Jenny has worked at a senior management level across corporate, government, consulting and non-profit sectors. Prior to joining DCA, she led communications for Ambulance Victoria's Equality and Workplace Reform program. In the years prior, she managed consulting practice with a strong focus on sustainability and corporate social responsibility for a range of corporates including Bega, Bunnings, ANZ and NAB.

In the not-for-profit sector, Jenny has managed Communication and Business Development for Launch Housing to support their mission to end homelessness, served as Communications Manager for SANDS Australia, and managed marketing and communications for the Parenting Research Centre and their flagship project the Raising Children Network. She has also managed communications departments in local government. Earlier in her career Jenny was a senior communications manager in the airline industry with Ansett, and worked with the consultancy Porter Novelli with a focus on government and public education campaigns.

She is passionate about using her skills to make a positive difference and has served as a sessional lecturer in Strategic Communications for the Master of Communication at RMIT University, and guest-lectured in undergraduate and postgraduate courses.

Jenny holds a Master of Marketing from Melbourne Business School, University of Melbourne and a Bachelor of Arts in Public Relations, RMIT University.

PURNIMA NANDY

Program Manager

Purnima (she/her) is a first-generation migrant Indian-Bengali woman from the land of Rabindranath Tagore. As a program manager with DCA, Purnima is responsible for all matters related to Member Education programs management and delivery.

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

Her postgraduate degrees are in management and communication studies and she is currently pursuing her PhD in migrant women, career and identity in Australian workplaces. Her work and research is driven by her own lived experiences and her passion in this field.

Outside of work, she also volunteers her time with UN Women Australia as a chapter member. Purnima lives in beautiful and sunny Meanjin lands with her daughter and husband.

TODD O'BRIEN

Digital IT Product Manager

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

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

Todd holds a Bachelor of Media and Communication from QUT and a Master of Business Administration (MBA) through La Trobe University.

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

ANGELICA OJINNAKA

Education Manager

As the Education Manager, Angelica (she/her) supports DCA's Education team in the design, management, and ongoing review of DCA's education offering to its members.

Angelica comes to DCA as an experienced researcher, educator, and advocate. Angelica served as the 2022 Australian Youth Representative to the United Nations. She has a strong background on subject matter areas including reducing inequalities experienced by historically marginalised communities, wellbeing and mental health, youth participation, girls and young women's safety, anti-discrimination, and multicultural affairs. Angelica holds a Master of Research specialising in public health and sociology, and has taught in tertiary education settings on culture, diversity, and health.

Outside of her work at DCA, Angelica is engaged in community work and advocacy. Angelica has also been named as one of the United Nation's 23 Young People Leading Resilient Recovery in the Decade of Action.

DR JANE O'LEARY

Research Director

Jane O'Leary (she/her) established DCA's research function in 2008. She oversees DCA's mission to work in partnership with Australia's leading employers to design and deliver diversity and inclusion research that 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 focuses 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 D&I. She held the senior policy position in EOWA, with responsibility for developing the policy framework for interpreting and administering the amended Affirmative Action (Equal Employment Opportunity for Women) Act 1986 and overseeing the development of accompanying educational guidelines for employers. On the basis of her work in this role, she was awarded a Medal for Significant Contribution to the Australian Public Service in 2001.

CATHERINE PETTERSON

Operations Director

Catherine (she/her) is Operations Director responsible for developing and implementing the systems and platforms to ensure we can deliver services effectively, build our capabilities and grow our membership base. She works to improve systems, policies, processes and governance – that includes responsibility for IT and People & Culture functions, as well as overseeing our comprehensive event program.

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

Catherine has a strong background in corporate communications and her expertise spans communicating to a broad range of audiences from business through to consumers, employees, investors, shareholders and the media. Before DCA, she worked at public relations firm Hinton & Associates, providing strategic financial and corporate communications advice to listed companies. She also had a long stint at ANZ Bank in a variety of senior communications roles including in corporate affairs, internal communications, investor relations and major project communications.

During her time at ANZ, Catherine was awarded a Silver Serif Award from the Society of Business Communicators for publication of ANZ's internal magazine, Scope.

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

KATH SCIACCA

Member Relations Manager

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

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

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

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

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

SHALANITHARUMANATHAN**Project Manager**

Shalani (she/her) brings a diverse range of experiences to the RISE project management team. Her experience includes six years of crafting state-of-the-art industrial telecommunication solutions which include network design, router configuration, and data center design for global clients. Through the Teach for Australia Leadership Development Program, Shalani championed for equity in education in low-socioeconomic communities as a STEM educator for three years. She is fiercely passionate about diversity and inclusion, and in particular, initiatives that support culturally and racially marginalised (CARM) communities.

In addition to this, she volunteers as a teacher to support communities from low-socioeconomic backgrounds and champions girls in STEM pathways. She is a recipient of numerous Best Executive Awards and a CEO Merit Award by Telekom Malaysia.

In her free time, Shalani enjoys bushwalking and gardening. She is a flower enthusiast and enjoys identifying native flowers.

EMILY TYNAN**Research and Projects Manager**

In her role as Research and Projects Manager, Emily (she/her) supports DCA's research projects and manages the website resources content.

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

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

The DCA Board of Directors

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



MING LONG AM
Chair, DCA Board

Ming (she/her) is a well-known and respected leader with non-executive experience in a broad range of industries including financial services, real estate, and investment management.

Ming has held senior executive and leadership positions, including CEO and CFO roles, in listed and unlisted companies through organisational restructuring, M&A and has significant experience leading through challenging economic conditions.

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 D&I.

She is a Fellow of Chartered Accountants Australia & New Zealand, a Graduate of the Australian Institute of Company Directors, and a member of Chief Executive Women. She is currently a non-executive director of Telstra, IFM Investors, QBE Insurance (Auspac), and CEDA. She is a member of the Climate Governance Initiative Australia Council with the AICD and a member of ASIC's Corporate Governance Consultative Committee.

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



CHRIS LAMB
Deputy Chair, DCA Board

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

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

Chris previously served on DCA's board from 2010–2019 and was a foundation member of the Pride in Diversity (PiD) Advisory Board in 2010, serving until 2020. In 2015 Chris received AHRI's Diversity Champion Award and in 2018 he completed further postgraduate education in Aboriginal Studies. Chris is also a Non-Executive Director of Netball NSW.

Chris is a registered psychotherapist and sees clients in private practice several evenings each week to play his part in increasing access to mental health support services.

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

Chris is Chair of the People & Culture Committee of the DCA Board.



MANISHA AMIN

Chief Executive Officer, Centre for Inclusive Design

Manisha (she/her) has worked in innovation, design, environmental advocacy, and with not-for-profits for the past 30 years. She is passionate about social justice and human rights and has skills in the areas of strategy, policy, program design, co-design, and inclusion. She is also the host of With, Not For, a podcast helping companies with practical insights into inclusion by design.

Manisha is the CEO, and chief strategist and visionary, of the Centre for Inclusive Design (CfID), a social enterprise leading the conversation in the power of thinking from the edge. In short, Manisha brings a wealth of experience in the understanding and implementation of inclusive design and human-centred strategy and facilitation. She also has the demonstrated ability to build strategic partnerships and manage complex stakeholder relationships.

Manisha currently sits on the Boards of Bambuddah Group, and Nautunki Theatre Company, as well as the SBS Community Advisory Panel. She was a former Board member and Deputy Chair of ADHD Australia.

Manisha is on the People & Culture Committee of the DCA Board.



JULIE CANEPA

Director Digital Transformation & CIO Advisor, Customer Experience, Cisco Asia Pacific, Japan, and China

Julie Canepa (she/her) leads Cisco's Digital Transformation and customer experience strategy across the Asia Pacific, Japan, and China region. Julie is a seasoned business partner for Cisco's customers, bringing her extensive experience as a chief information officer across eight years to help businesses unlock their technology to drive desired business outcomes and strategy.

Working as a CIO Advisor, Julie draws on her 28 years of industry experience to help organisations drive, and thrive, with their digital transformation initiatives – focusing on technology, process, and people. Currently, Julie counts many companies in the ASX as part of her remit, along with strategic regional customers across a diverse range of industries including finance, public sector, service provider, retail and more.

Prior to this, Julie was the Chief Information Officer for Cisco across Asia Pacific, Japan, and China. In this role she led Cisco's internal enterprise transformation focusing on growth, productivity, and user experience across a broad technology portfolio and by leading digital IT initiatives throughout APJC. Her strong commitment to operational excellence and aptitude for partnering cross-functionally resulted in great synergies between business and IT. Julie is proud to be named as one of the top 50 CIOs in Australia by CIO Magazine for five years running in recognition of the large-scale transformations she has led in the areas of Commerce, CRM, cloud, hybrid work and data/analytics. Julie shares her passion for technology through active involvement in the IT industry including keynote speaking and media engagements.

With a special interest in promoting STEM education and championing diversity, equity, and inclusion, Julie is executive sponsor for 'Women of Cisco' Australia and New Zealand. She has supported key programs during her tenure, including 'Mentor Me', an annual program which provides over 1,100+ university women with access to mentors through a structured program, and she has championed Cisco's top talent program which has accelerated women in the organisation into leadership roles. She established, and is executive sponsor of, Cisco's Cancer Support Network for Asia Pacific, and is active with Cisco's First Nations Allies Network and ANZ Sustainability.

Julie proudly serves on the Board of Directors for Diversity Council of Australia and is Chair of the IT Committee. Julie mentors many young professionals in the IT industry, including women looking for practical guidance and support, and has served as a member of the Industry Advisory Board at the University of Sydney's School of Computer Science. Julie is a mother to three children and lives in Sydney.



PETER CHUN

Chief Executive Officer, UniSuper

Peter (he/him) joined UniSuper as Chief Executive Officer (CEO) in September 2021. As CEO, Peter is responsible for developing, leading, and implementing corporate strategy and culture, and is accountable for the overall services and operational management of UniSuper nationally.

With over 30 years' experience in financial services across the retail and industry fund sectors, his leadership is helping to shape the future for one of Australia's largest super funds. UniSuper now has more than 634,000 members and over \$130 billion in funds under management (at 31 December 2023).

Migrating from Hong Kong to Australia in 1978 at the age of eight and not speaking English, the requirement to assimilate and learn to be part of the "Australian" culture was deeply ingrained in Peter as to how to adjust to this new life. Experiencing life in Australia, Peter is deeply passionate about diversity and inclusion and actively engages in opportunities to address equity and belonging in business and in the community.

At UniSuper, he's driving a culture of equity by sponsoring the gender strategy and initiatives that involve; investing in training programs targeted for women, regular remuneration review by role, employing a balance of genders at all levels and actively promoting women in leadership roles. He is personally committed to fostering a diverse and inclusive workplace and delivering on a diversity, equity, and inclusion strategy for UniSuper employees and members, and asks that those he leads make the same commitments to diversity and inclusion.

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

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

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



ELIZABETH HRISTOFORIDIS

Director, Ashurst Risk Consulting

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

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

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

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

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



CRAIG MUTTON

Chief Digital Officer and Vice President Digital, University of Canberra

Craig (he/him) is Chief Digital Officer and Vice President Digital at the University of Canberra. He is a member of the University executive, and is responsible for championing digital and innovation capability uplift, technology and engineering delivery, and ultimately reimagining the student and staff digital experience.

Craig's career spans more than 25 years across the private, public and higher education sectors. Possessing deep skills in business, corporate and digital strategy, digital and information technology, enterprise transformation, cyber security, data analytics and data science, as well as service design and enterprise agility.

Craig has held previous non-executive director roles at Hepburn Health Service (2016-2019) and Castlemaine Art Museum (2016-2023). At Hepburn Health he was Chair of the Audit and Risk Committee, as well as a member of the Clinical Governance and Credentialing Committee. At Castlemaine Art Museum, Craig was Chair (2018-2022), and member of the Audit and Risk Committee. Craig is a Graduate of the Australian Institute of Company Directors (GAICD).

Craig holds a Bachelor of Computing (CompSc) from Monash University, a Masters of Project Management from RMIT University and a Masters of Business Administration (MBA) from Melbourne Business School. Craig lives in Canberra with his husband, Adrian.

Craig is on the IT Committee of the DCA Board.



ANNIE PETTITT

Acting Director, NSW Treasury's Women's Economic Outcomes Team

Annie (she/her) is currently the Acting Director of NSW Treasury's Women's Economic Outcomes Team, where she is responsible for providing specialist advice, developing strategic policy initiatives, and collaborating across government to improve women's economic outcomes.

In 2022, Annie led the drafting of New South Wales' inaugural gender budget statement, the Women's Opportunity Statement, which followed the NSW Government's Women's Economic Opportunities Review. Annie also oversaw NSW Treasury's First Nations Expenditure and Outcomes Budgeting reports, and has been Co-Chair of NSW Treasury's Diversity, Inclusion and Belonging Network since 2021.

Prior to joining NSW Treasury, Annie held executive leadership roles in the non-government and public sectors and led her own consulting practice supporting Non-Government Organisations (NGOs) to improve their diversity and inclusion and employee wellbeing policies.

Annie worked for seven years in senior leadership roles at the Australian Human Rights Commission, where her work focused on integrating human rights and diversity and inclusion into school curricula, and public service, vocational training and business sector policies and processes.

Annie previously served as a board member of the Women's Rights Action Network Australia for five years, during which time she was also Co-Convenor of the Women's Rights (CEDAW) Report Card to the United Nations.

Annie holds a PhD in Criminology (human rights and policing), which she completed at Monash University in 2009. Annie lives in Sydney with her wife and their two young children.

Annie is on the People & Culture Committee of the DCA Board.



HARRY ROLF

Centre Manager, ANU Tech Policy Design Centre

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

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

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

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

Harry is on the IT Committee of the DCA Board.



KATE RUSSELL

CEO, Supply Nation

Kate Russell (she/her) is a proud Awabakal woman from Lake Macquarie and is committed to empowering her community. Kate draws on her extensive experience working across public and community sectors and is driven by a desire to promote opportunities for Aboriginal and Torres Strait Islander peoples – making sure to approach all programs, policies and initiatives through an intersectional lens. Kate is passionate about engaging Aboriginal and Torres Strait Islander people and communities to co-design programs and services using international best practices to make tangible changes in policy.

As a consultant, Kate has worked across multiple policy areas to support the delivery of outcomes and community benefits, with a focus on people and culture programs. Prior to this, she held senior roles at the Department of Planning and Environment, where she oversaw the design and delivery of programs across a portfolio of agencies and over 15,000 staff.

Additionally, Kate has spent time working at the Department of Foreign Affairs and Trade in Sydney and Canberra and for the Catalan Department of Education in Spain. Kate returned to Australia to work in the community sector to focus on Aboriginal employment and leadership development, and eventually joined the NSW State Government in 2016. Kate's broad expertise and experience in diversity and inclusion, organisational culture, leadership, human resources and knowledge, and project management enables her to develop programs that recognise the intersectionality of diverse experiences.

Currently, Kate is a Board Director at the Diversity Council Australia and has previously served as a Director for Yilabara Solutions and Interrelate. In July 2023, she commenced her role as Chief Executive Officer at Supply Nation, the Australian leader in supplier diversity. Kate holds a Bachelor of International Studies (Distinction), an MBA and an Executive Masters of Public Administration.

Kate is the Chair of DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel.



ABBIE WRIGHT

Associate – Equity Diversity & Inclusion, Arup

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

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

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

Abbie proactively raises the profile of EDI within the engineering consultancy industry. She is an Implementation Leader for the Consult Australia Champions of Change Coalition (CCC) and in 2023 was shortlisted for a Consult Australia award for the work she has led to adopt a prevention-focused, trauma-informed and person-centered approach to respectful workplace behaviour. Abbie leads Arup's anti-racism approach which was awarded the Consult Australia People First award in 2024. In 2016, Abbie led Aurecon's inclusive workplace effort, resulting in an AHRI Most Inclusive Workplace award and industry recognition through the Aurecon #Unconventional campaign. Abbie was previously a member of the South Australian Property Council Diversity Committee.

Abbie is on the DCA Research Advisory Committee. She has proactively contributed to and supported the WordsAtWork, Cracking the Cultural Glass Ceiling and Racism at Work research programs. Abbie is on the Research Committee and the People & Culture Committee of the DCA Board.



KARLA DUNBAR

Company Secretary

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

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

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



© 2024 Diversity Council Australia Ltd

Hub Customs House, Level 3 & 4, 31 Alfred Street, Sydney NSW 2000

Phone: (02) 8014 4300 Email: admin@dca.org.au

www.dca.org.au