



THE UNIVERSITY OF  
**SYDNEY**  
—  
Business School



# BENCHMARKING DIVERSITY AND INCLUSION PRACTICES IN AUSTRALIA

In partnership with



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## Acknowledgements

We would like to thank our survey respondents for their time and generosity in building an understanding of the D and I practitioner profile and the D and I strategies and initiatives shaping the climate of D and I at the workplace level.

We would also like to thank and acknowledge Diversity Council Australia (DCA), particularly the leadership of Dr Jane O’Leary, Rose D’Almada-Remedios and Lisa Annese, and the Australian HR Institute (AHRI), particularly Elizabeth Dunne and Dana Grgas. Finally, thank you to our research assistant – Julie Lawson.

## A note on our independent research

This research was supported by a University of Sydney Business School Research Group funding grant. We acknowledge the generous support of our collaborators in the research design, data analysis and conclusions of the report. The views presented are those of the independent work of the University of Sydney Business School researchers. We do not seek to represent the views of our partners here or in any subsequent publications drawing on the data collected as a part of the project.

## 1. EXECUTIVE SUMMARY

In 2018, The University of Sydney Business School Migrants@Work Research Group, Diversity Council Australia (DCA) and the Australian HR Institute (AHRI) surveyed Australian diversity and inclusion practitioners about diversity and inclusion policy and practice in their organisations. In association with our collaborators we have once again partnered in a follow up report from the 2015 survey. The purpose of the survey is to assess the emergent, changing and momentarily fixed trends and patterns in diversity and inclusion strategies and initiatives by surveying Diversity and Inclusion (D and I) practitioners every 2 – 3 years (Lombardo et. al 2009, 2010). This approach will provide us with an indication of the shifts in Australia's diversity climate over time from the perspective of the D and I professionals themselves.

The findings summarised in this benchmark report aim to:

- Establish a comprehensive biennial national status report on the context and experiences of D and I practitioners in Australian firms.
- Establish the D and I climate for such policies and initiatives in Australian organisations.
- Provide Australian organisations with invaluable data to inform their decision-making about how D and I can be best supported and promoted in their firms.
- Assist Australian organisations to meet the talent and innovation challenges into the future by capitalising on diversity and ensuring inclusion is part of the organisational narrative and practice.
- To provide a benchmark of comparison between the first survey report, 2015 and the 2018 survey findings, indicating where progress has been made and where the pain points are located.

The survey was adapted from the instrument used in a project led by UK academics Professor Mustafa Ozbilgin and Dr Ahu Tatli in collaboration with the Chartered Institute for Professional Development (CIPD), where their membership was surveyed, in 2006 and 2008 (CIPD, 2006, 2007; Ozbilgin et, al . 2007, 2008; Tatli et. al. 2006). This approach has also formed the basis of a similar survey, which has recently been administered in Canada, in a project led by Professor Eddy Ng in collaboration with the Canadian Centre for Diversity and Inclusion (CCDI).

The purpose of collaborating with international institutions is to establish an international benchmarking tool to inform “better practice” in D and I. While the context, history and politics of each country and organisational space is unique and the national and organisational discourse is shaped by these contextual nuances, learnings from the respective country outcomes will be shared with our international counterparts to understand:

- ❖ Australia's location in relation to international organisations.
- ❖ The opportunities and challenges facing D and I practitioners in implementing initiatives and strategies.
- ❖ Best practice in D and I strategies and initiatives.

From a methodological perspective, it is important to note that there have been a number of changes to the 2018 survey instruments. These changes were informed by reflections on and discussions surrounding the outcomes of the 2015 survey; discussions with our Australian collaborators; and discussions with our UK and Canadian collaborators. While we have maintained the integrity of the questions and the purpose of the survey instrument, there are some findings which are new in this round and cannot be compared with the 2015 outcomes.

The survey was administered by DCA and AHRI to their members, generating 279 responses (similar sample size to the 2015 survey, n=280).

### Survey Highlights:

D and I professionals are seen as key change agents in organisations, particularly in light of their work on progressing initiatives and being a voice for change. Some of the key outcomes that they expressed in the 2018 survey:

- ❖ While 63% reported that their organisation had a formal D and I strategy and 84% noted that they have a written policy on equal employment opportunity (EEO) initiatives and/or D and I strategies, only 22% stated that their organisation measured the impact of D and I initiatives and strategies.
- ❖ There was a notable drop in the percentage of practitioners reporting that their organisation measured the outcomes of D and I initiatives – from 41% in 2015 to 22% in 2018.
- ❖ Organisational initiatives appear to be highly focused on gender inclusion and equality – much more so than other diversity dimensions, particularly inclusion and equality for people with a disability. While 81% of practitioners agreed their organisation “encourages the career progression of both men and women”, only 39% agreed that their current organisation “encourages the career progression of people with disabilities” – and in fact, this percentage had dropped from 44% in 2015.
- ❖ There was a unanimous response regarding the need for greater support in terms of broader buy-in, resources, time, budget, data, accountability and recruitment in order to improve their effectiveness as D and I practitioners.
- ❖ There was a broadening in the role of D and I practitioners with only 19% (cf 32% in 2015) indicating that they focused solely on D and I related strategies and initiatives.
- ❖ There was a fragmentation in the reporting mechanisms regarding D and I outcomes with 68% noting that they reported internally to the board and/or the senior executive team, while only 48% reported in the organisation’s Annual Report.
- ❖ While D and I initiatives are voluntary policies located at the workplace level and monitored by a business case driver, 63% of respondents stated that there should be stronger legislative/regulatory rules around D and I management highlighting strong support for a compliance based/social justice approach.
- ❖ D and I practitioners reported that their organisation’s D and I initiatives were most likely to be very effective at minimising discrimination claims (14%), increasing quality of recruitment (12%), and increasing employee perceptions of fairness and justice (12%), and least likely to report that initiatives were very effective at increasing customer diversification (7%) and market penetration (8%) – suggesting a missed opportunity for leveraging D and I for business benefits

For more information about the survey please contact:

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## 2. PRACTITIONER PROFILE: A SNAPSHOT

The typical profile of the D and I practitioner:

- female (84% in 2015 and 84% in 2018);
- earns over \$101,000 per year (72% in 2015 and 71% in 2018);
- in middle management or above (42% in 2015 and 46% in 2018);
- has less than two year's experience in their current D and I role (60% in 2015 and 69% in 2018); and
- motivated by the business case for diversity and inclusion (69% in 2015 and 63% in 2018) as well as the social justice imperative (62% for both 2015 and 2018).

**Employment Level:** Practitioners were primarily located in middle management (46%) or the senior management/executive level (26%) and did this role as part of other job responsibilities. Their salary band reflected this with 71% having a salary over \$101,000 (32% over \$150,000).

**Motivation:** The vast majority were 'committed to the cause', with 91% describing themselves as a 'diversity champion'. The majority of practitioners agreed that they do their job because they believe in the business case and in the social justice imperative for diversity and inclusion. This role did not seem to be linked to strong career or remuneration prospects given only 8% of D and I practitioners indicated they did this job for career rewards and 1% for financial rewards.

**Recognition & Resourcing:** D and I practitioners were most dissatisfied with the amount of resources/budget they are given (45% extremely or slightly dissatisfied); the attitude of colleagues toward D and I (28% extremely or slightly dissatisfied); the attitude of executives about D and I (28% extremely or slightly dissatisfied); the attitude of superiors about D and I (27% extremely or slightly dissatisfied); and the level of responsibility and decision making they are given on D and I management practices (27% extremely or slightly dissatisfied).

**Experience:** There appears to be either a high turnover in the D and I role and/or limited D and I experienced practitioners, where 71% had been in their D and I role for less than two years and only 8% had experience of six years or more. The most common way of developing their D and I capabilities was through on-the-job informal work experience (46%) rather than formal training such as for instance tertiary studies, specific to D and I or a related field.

**Qualifications:** While D and I practitioners did not have formal D and I-related qualifications, they generally possessed tertiary qualifications, with 84% of practitioners having a bachelor or postgraduate degree, and indeed 50% having a postgraduate degree of some kind (up from 33% in 2015).

**Key Capabilities:** D and I practitioners reported that the top three capabilities they required in their role were: understanding the perspectives of diverse groups and individuals - 47%; understanding the business environment - 13%; and understanding the law - 13%.

**Demographics:** While the majority of D and I practitioners were female (84%), beyond this they reflected the diversity of Australia's general community – 3% identified as being of Aboriginal and/or Torres Strait Islander background, 7% as having a disability, 12% as being Lesbian, Gay, Bisexual, Trans gender/gender diverse, Queer or having an Intersex variation (LGBTQI), and 27% as being born overseas. Practitioners were primarily between the ages of 35 and 44 years and 27% identified as being culturally diverse.

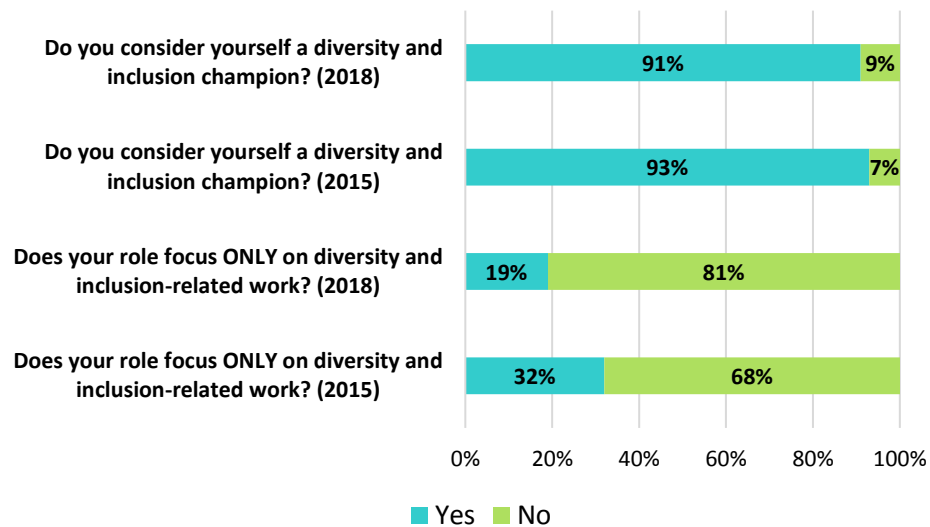
### **Shifting Trends (2015-2018)**

One notable difference between the two surveys was the shift in practitioners who reported their role focused only on diversity and inclusion-related work (from 32% in 2015 to 19% in 2018). Although we cannot explain why this shift has happened over time, it warrants further investigation reflecting a potential trend to allocate the D and I portfolio as an additional responsibility to an existing role rather than a dedicated stand-alone role.

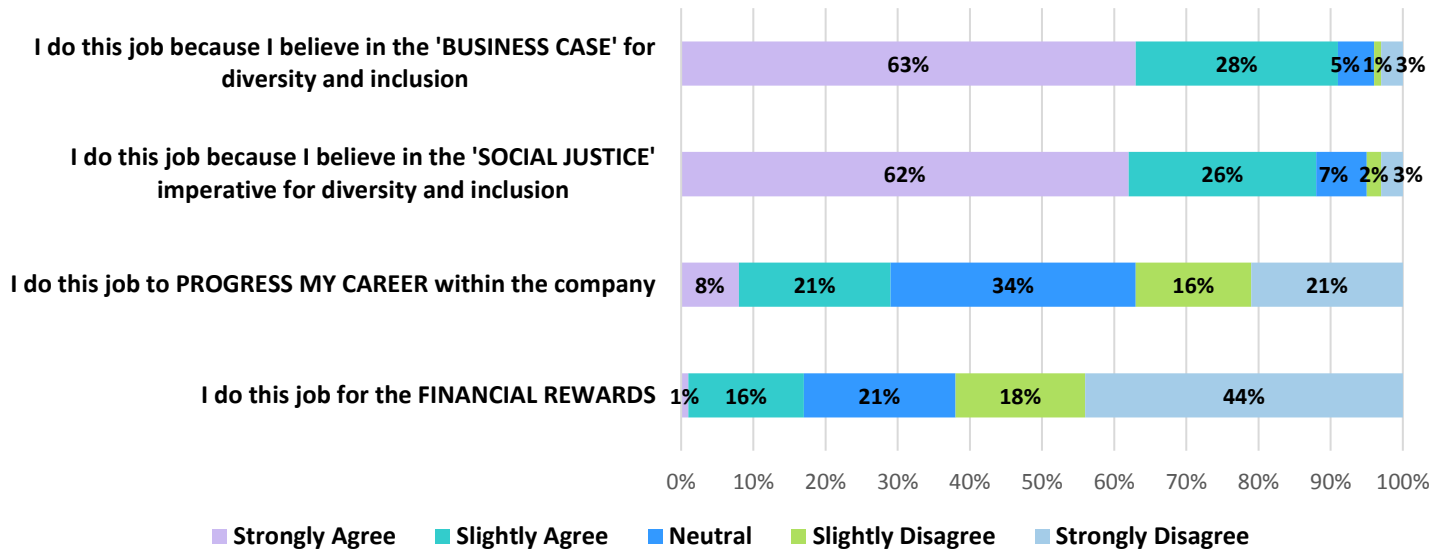
## 2.1 - At what level is your current role in the organisation?

	2018	2015
Middle Management	46%	42%
Senior Management/Executive	26%	31%
Supervisor	13%	15%
Junior Staff	12%	9%
Board member	3%	2%

## 2.2 – Your Diversity and Inclusion Role



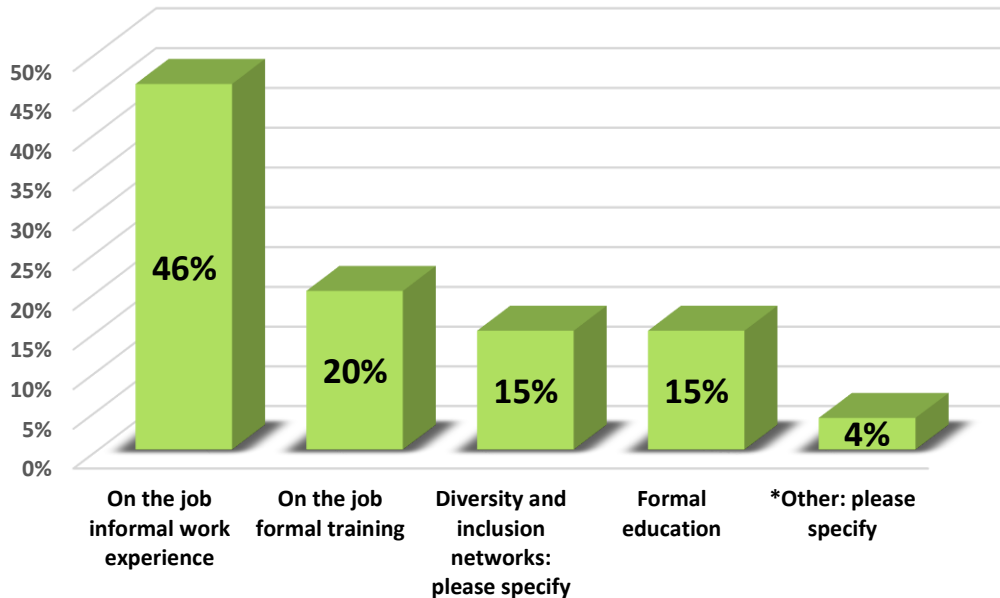
## 2.3 - To what extent do you agree with the following statements in connection with your current diversity and inclusion role?



## 2.4 - How long (approximately) have you been responsible for diversity and inclusion-related issues in your current role?

	2018	2015
Up to 1 year	39%	30%
1 - 2 years	32%	30%
3 - 5 years	21%	26%
6-10 years	4%	8%
10 - 15 years	2%	3%
15+ years	2%	5%

**2.5 - Where did you gain MOST of the expertise required for your current role in diversity and inclusion management? Please select ALL / MULTIPLE choices that apply.**



**\*Other Comments:** Working for WGEA; Consultants; Diversity partners such as DCA; Pride in Diversity; Australian Network on Disability etc; self-taught; personal passion & interest in D and I; Life; Researching; Seminars, magazines, articles; personal passion/interest; Own research and reading; Worked in Disability Employment Service; Research & Development; Informal professional networks and research; Living in a foreign country; Aboriginal mentor.

**2015 Data:**

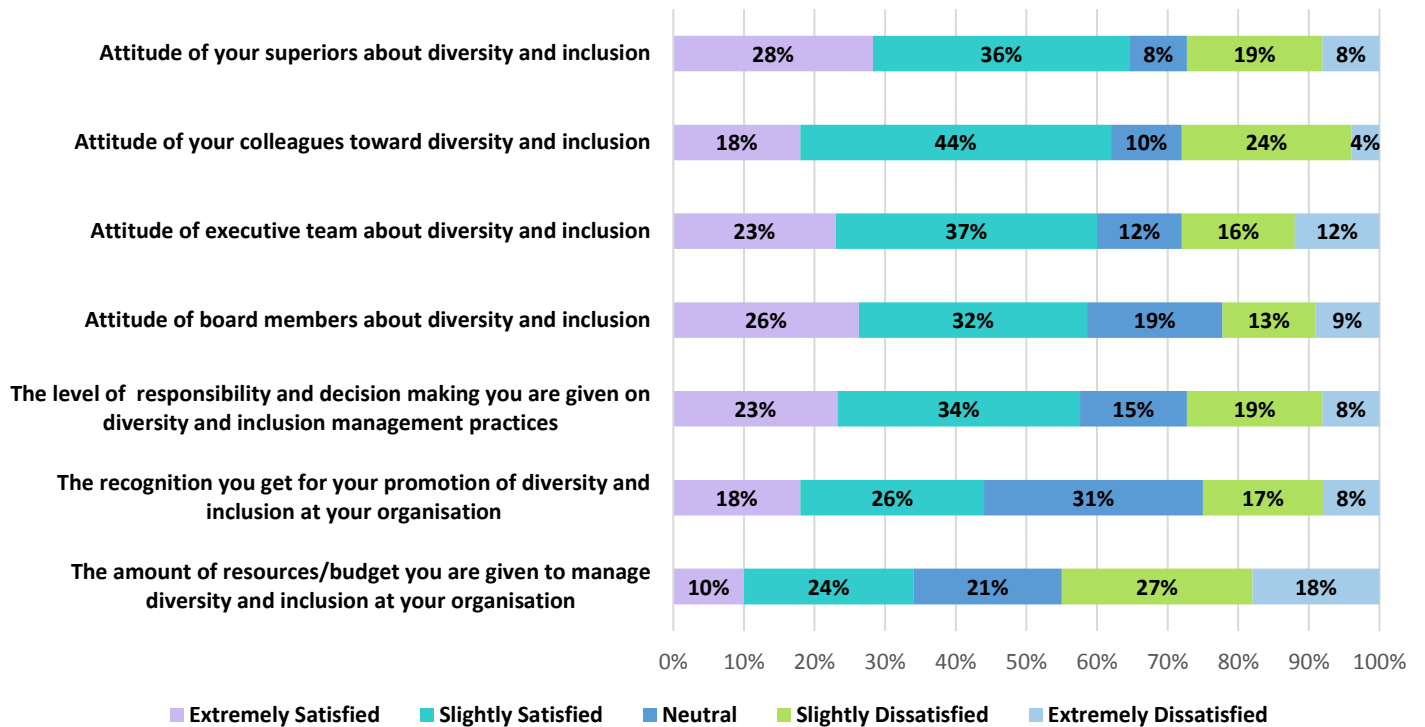
**OTJ 77%, In-house Training 46%, Formal Education 35%, External training 28%, Other 15%**

**2.6 - Which of the following bands does your annual salary fall into (full-time equivalent)?**

	2018	2015
Over \$150,000	32%	33%
\$101,000 - \$120,000	20%	22%
\$121,000- \$150,000	19%	17%
\$81,000 - \$100,000	18%	15%
\$61,000- \$80,000	7%	9%
\$41,000 - \$60,000	3%	3%
Under \$40,000	1%	1%



## 2.7- How satisfied are you with the following?



## 2.8 - Your Age

	2018	2015
Under 24	3%	1%
25-34	16%	23%
35-44	38%	34%
45-54	28%	30%
55-64	13%	11%
65+	1%	1%

2.9 - Which of the following best describes your gender identity?		
	2018	2015
Female	84%	84%
Male	16%	16%
Non binary/Gender fluid	0%	-
Different Identity, please state	0%	-
Other gender	-	.3%

2.10 - Do you identify as (Please select only ONE of the following options)		
	2018	2015
Neither Aboriginal or Torres Strait Islander	94%	96%
Aboriginal	3%	2%
Prefer not to disclose	2%	.7%
Not sure/don't know	1%	-
Aboriginal and Torres Strait Islander	0%	.7%
Torres Strait Islander	0%	.4%

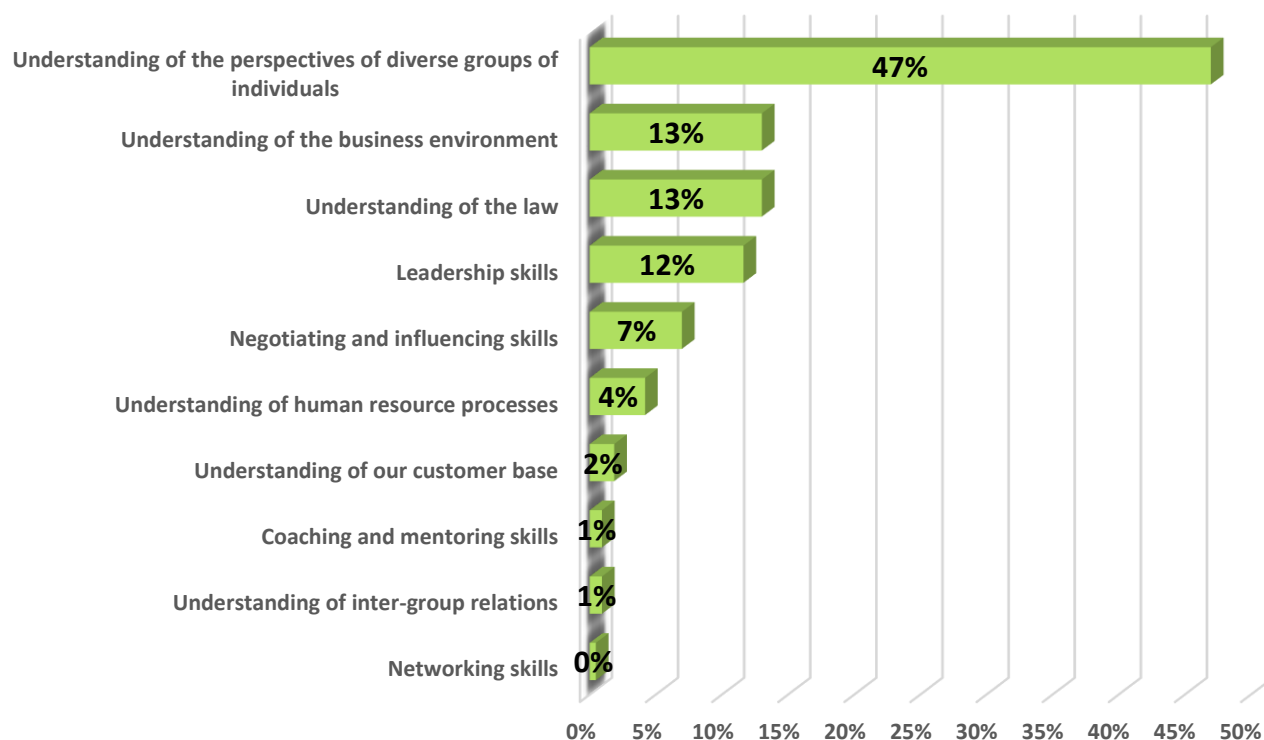
2.11 - Do you have a disability?		
	2018	2015
No	92%	92%
Yes	7%	7%
Prefer not to disclose	1%	1%

2.12 - How would you describe your sexual orientation, gender identity and/or intersex status? (Please select as many as relevant)		
	2018	2015
Heterosexual	86%	87%
Gay/Lesbian	8%	6%
Bisexual	3%	3%
Queer	1%	-
Other sexual orientation	-	.4%
Self-described, please specify (responses were female and asexual)	1%	-
Prefer not to disclose	1%	3%
Trans/Gender diverse or with trans history	0%	-
Have an intersex variation	0%	-

2.13 – What is your country of birth?		
	2018	2015
Australia	73%	77%
Overseas	27%	23%

2.14 - Do you identify as culturally and linguistically diverse?	
	2018
Yes	27%
No	72%
Prefer not to say	1%

## 2.16 - Rank the skills you think are the MOST important in your role as diversity and inclusion manager? (below lists the percentage for skills that were ranked #1)



## 2.15 - Please indicate your highest qualification

	2018	2015
Post graduate /Masters	50%	33%
Bachelor degree (e.g., BA/BSc/BCom)	34%	29%
Professional/Trade qualifications	8%	6%
High school certificate	5%	6%
Doctorate	3%	3%
Post graduate diploma	-	15%
Post graduate certificate	-	8%

**2.17 - In which industry sector does your organisation operate? Please select ONE option from the following:**

	<b>2018</b>	<b>2015</b>
Professional, Scientific and Technical Services	19%	13%
Public Administration and Safety	11%	6%
Education and Training	11%	8%
Financial and Insurance Services	9%	4%
Other Services	8%	9%
Health Care and Social Assistance	7%	12%
Transport, Postal and Warehousing	5%	5%
Construction	5%	5%
Mining	4%	10%
Information, Media and Telecommunications	4%	3%
Manufacturing	3%	4%
Wholesale Trade	3%	4%
Retail Trade	3%	2%
Administrative and Support Services	2%	1%
Electricity, Water and Waste Services	2%	3%
Arts and Recreation Services	1%	1%
Accommodation and Food Services	1%	2%
Rental, Hiring and Real Estate Services	1%	1%
Agriculture, Forestry and Fishing	1%	1%

**2.18 - How many people are employed by your organisation (overall / globally)?**

	<b>2018</b>	<b>2015</b>
Under 50	7%	8%
50-250	21%	15%
251-500	9%	9%
501-1,000	8%	9%
1,001-5,000	27%	25%
5,001-10,000	11%	9%
10,000	18%	25%

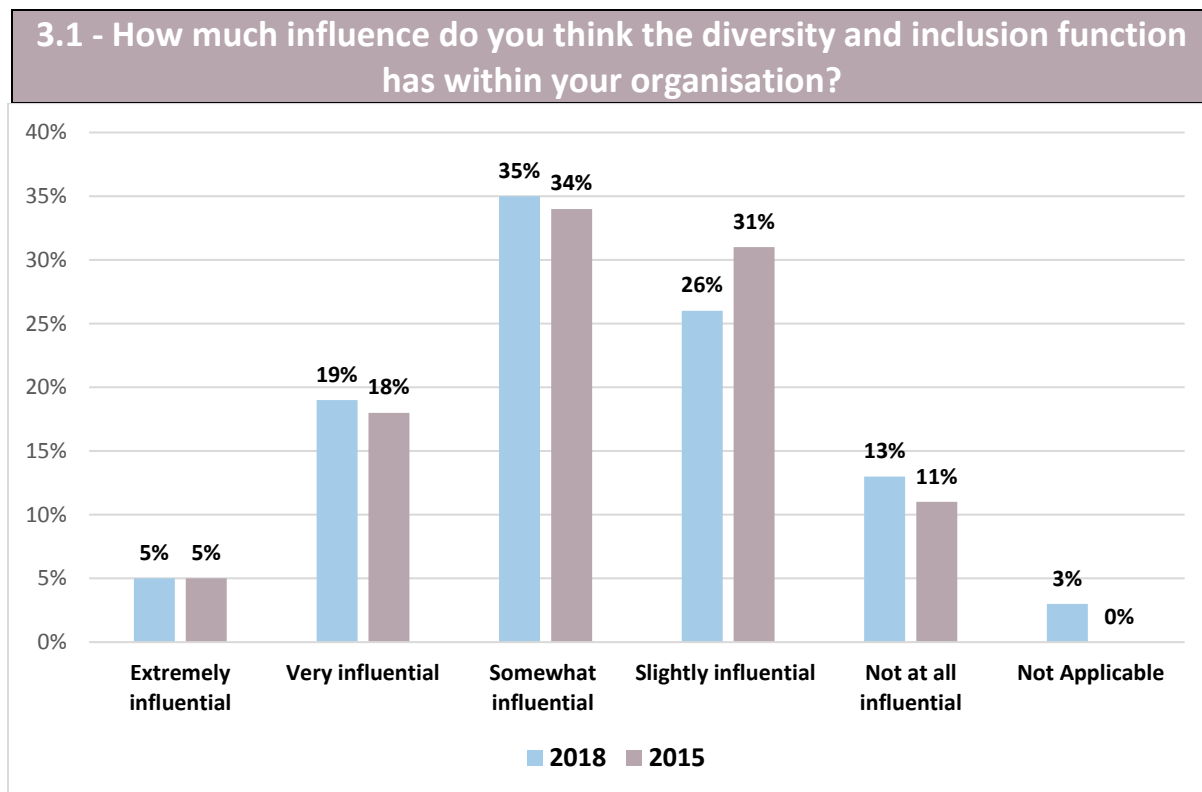
### 3. INFLUENCE

Across both years that the survey was conducted, D and I practitioners appeared to largely maintain their level of influence in their organisation.

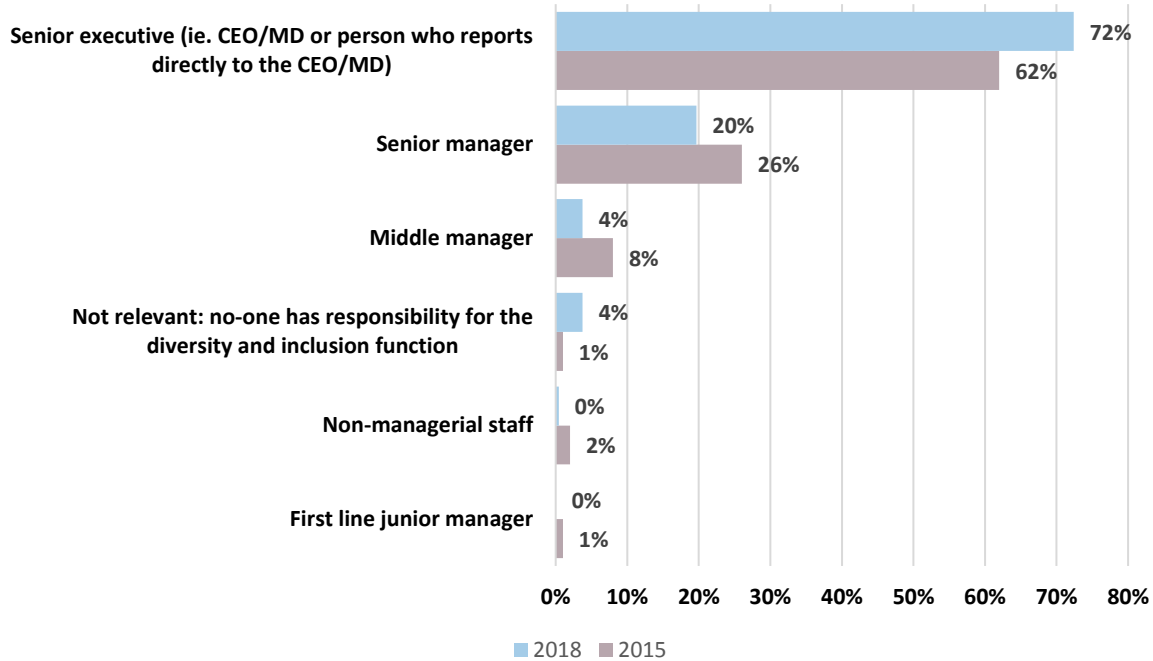
- Almost one in four (24%) D and I practitioners indicated that the diversity function in their organisation was extremely or very influential (24% in 2018 and 23% in 2015).
- Encouragingly, the level of the most senior person with responsibility for the diversity function in practitioners' organisations was high: 72% were at the senior executive level (an increase from 62% in 2015).
- A high number of practitioners (63%) also indicated that there were 1-8 staff that are formally responsible for D and I (other than themselves) in 2018; an increase from 58% in 2015.

#### **Shifting trends (2015 - 2018 )**

The percentage of practitioners who reported that the D and I function within their organisation was “not at all influential” increased from 11% in 2015 to 13% in 2018.



### 3.2 - Who is the most senior person responsible for the diversity and inclusion function?



### 3.3 - How many staff are formally responsible for diversity and inclusion programmes (other than you)?

	2018	2015
None	26%	22%
1 - 3	47%	39%
4 - 8	16%	19%
9 - 15	5%	9%
16 - 20	1%	4%
Over 21	5%	7%

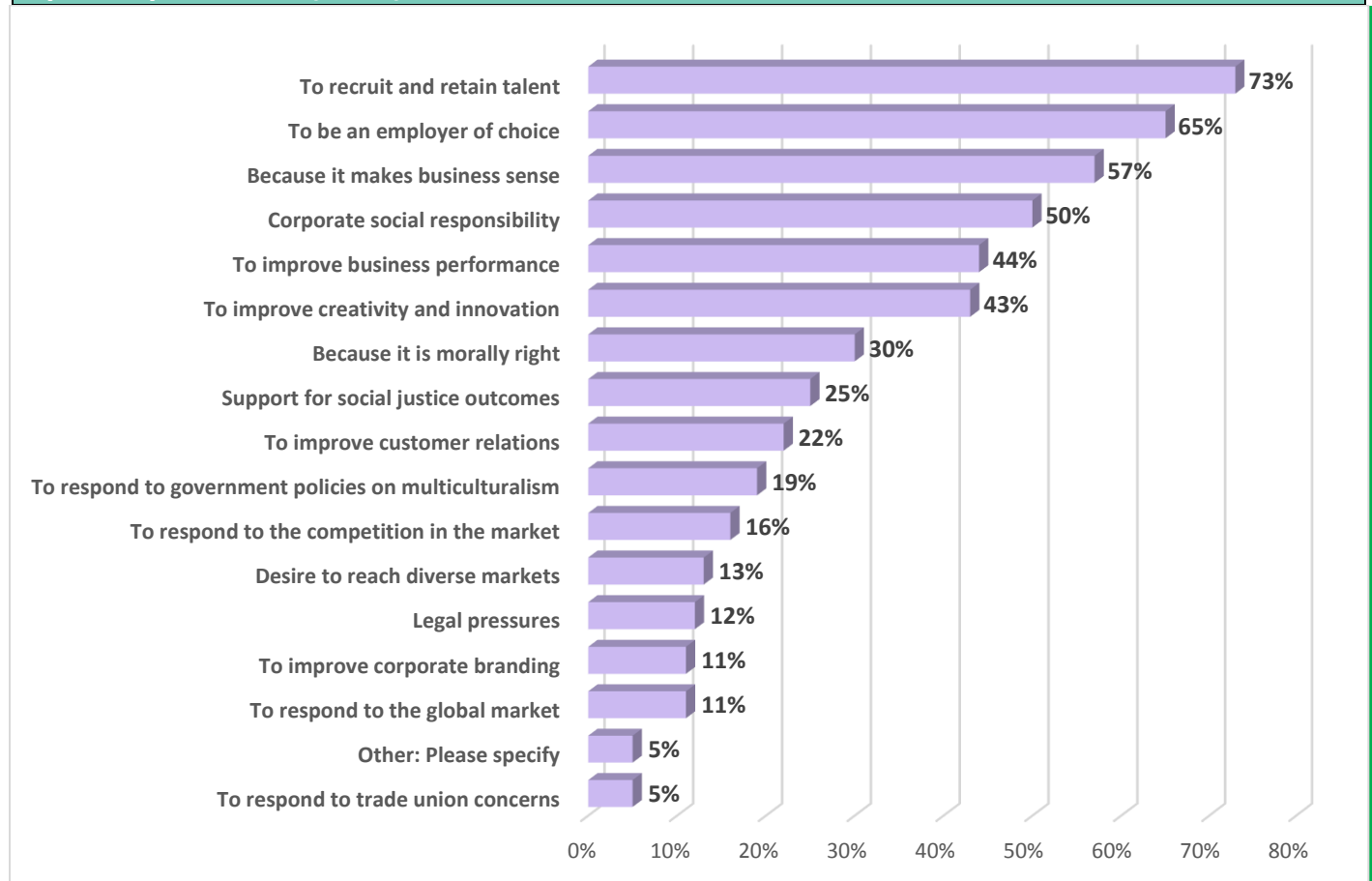
## 4. BUSINESS DRIVERS

The top two business drivers in both 2018 and 2015 for D and I practitioners in organisations were: to recruit and retain talent (68% in 2015 and 73% in 2018); and to be an employer of choice (65% in 2015 and 65% in 2018). The list of drivers are presented in Table 4.1 below.

### Shifting Trends (2015-2018)

The rankings for the top five business drivers were the same for both the 2015 and 2018 surveys: to recruit and retain talent (68% for 2015 and 73% for 2018), to be an employer of choice (59% in 2015 and 65% in 2018), because it makes business sense (58% in 2015 and 57% in 2018), corporate social responsibility (51% in 2015 and 50% in 2018), to improve business performance (51% in 2015 and 44% in 2018) and to improve creativity and innovation (35% in 2015 and 43% in 2018).

### 4.1 - What are the drivers for diversity and inclusion in your organisation? Please indicate THE TOP FIVE drivers by indicating your FIVE preferences from the list of options presented (2018)





## 5. COMMITMENT

Organisations seem to be doing better on gender inclusion and equality than inclusion and equality for other diversity dimensions – particularly in relation to inclusion and equality for people with disability. The statement with the highest level of agreement was my current organisation “encourages the career progression of both men and women” with 81% of practitioners either strongly or slightly agreeing. Conversely, only 39% of practitioners either strongly or slightly agreed that their current organisation “encourages the career progression of people with disabilities”.

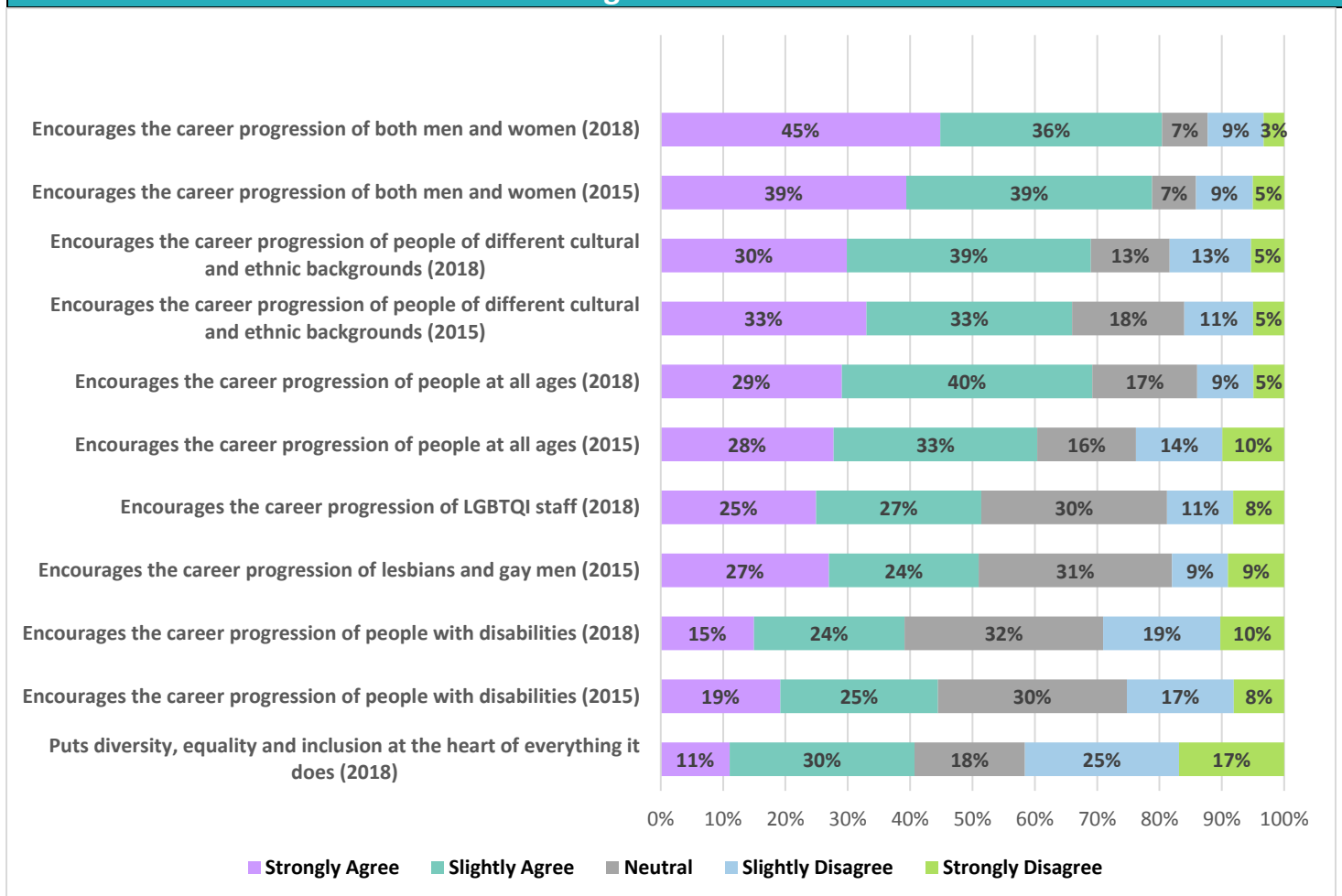
### Shifting Trends (2015-2018)

There was a slight increase in the number of practitioners that either “slightly agreed” or “strongly agreed” that their organisation encourages the career progression of both men and women (78% in 2015 and 81% in 2018).

Conversely, only 39% of practitioners in 2018 either “slightly agreed” or “strongly agreed” that their organisation encouraged the career progression of people with disabilities, and this had in fact decreased by 5% since 2015 (44%).

There was little change in the level of organisational commitment to LGBTQI inclusion between 2015 and 2018 –52% of practitioners in 2018 either “slightly agreed” or “strongly agreed” that their organisation encourages the career progression of LGBTQI staff compared to 51% in 2015.

### 5.1 - Please rate your level of agreement with each of the following statements. My current organisation...



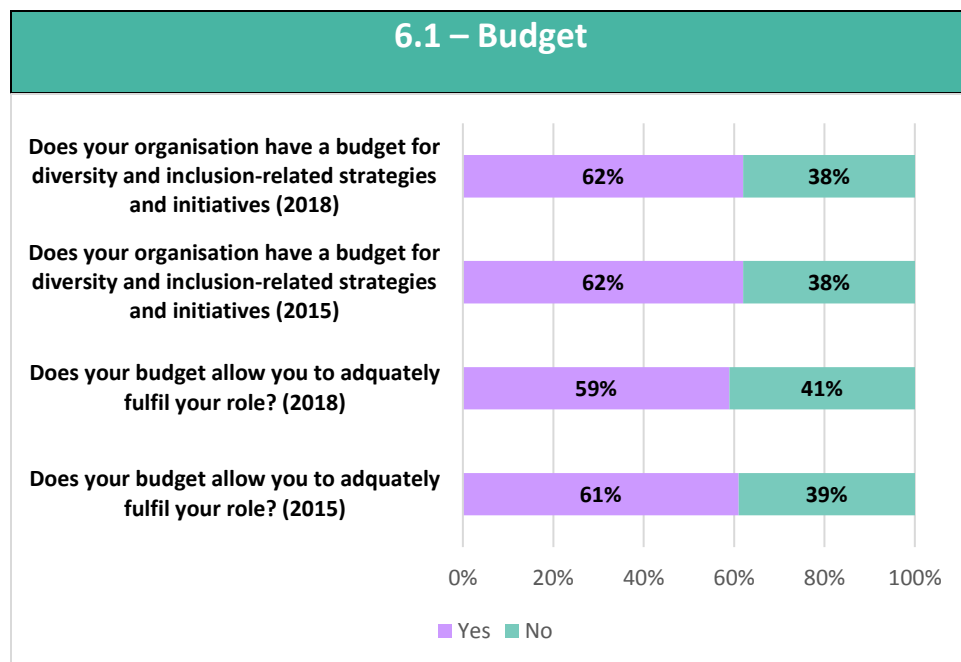
\* Note there is no data from 2015 for “Puts diversity, equality and inclusion at the heart of everything it does”

## 6. RESOURCING

Close to two out of three (62%) of the practitioners have a D and I-related budget, with 59% of respondents stating this budget is adequate.

### **Shifting Trends (2015-2018)**

As noted above, across both 2015 and 2018, approximately two out of three practitioners had a budget . The numbers were also very similar when practitioners were asked if their budget allows them to adequately fulfil their role (61% yes in 2015 and 59% in 2018). It is encouraging to see that budget resourcing does not appear to have been reduced between 2015 and 2018.



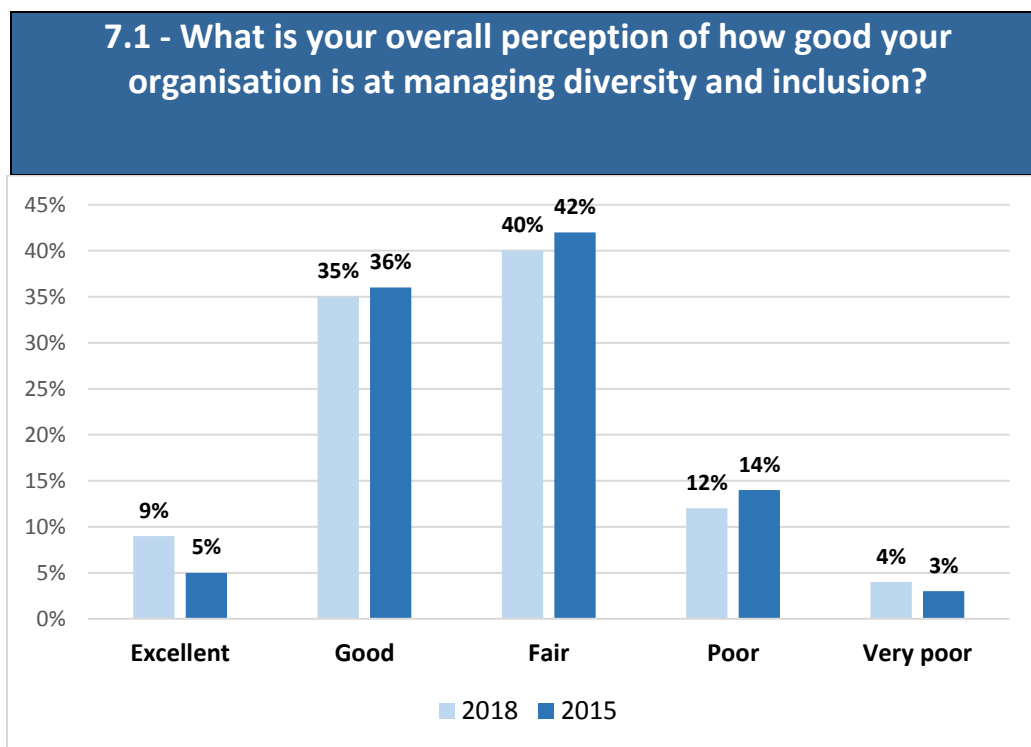
## 7. CAPABILITY (PRACTITIONER & ORGANISATION)

**Organisational Capability:** While only 9% of D and I practitioners described their organisation as being ‘excellent’ at managing diversity and inclusion, an encouraging 35% reported that their organisation was ‘good’ in this regard.

**Practitioner Capability:** One proxy for capability is experience. On this measure, D and I practitioners did not score particularly highly, with most having less than two years’ experience in their current D and I role (71%).

### Shifting Trends (2015-2018)

Between 2015 and 2018, practitioners’ overall perception of how good their organisation is at managing diversity increased in the “excellent” category (from 5% to 9%), though there was little significant improvement in reported diversity and inclusion capabilities of organisations.



## 8. EFFECTIVENESS

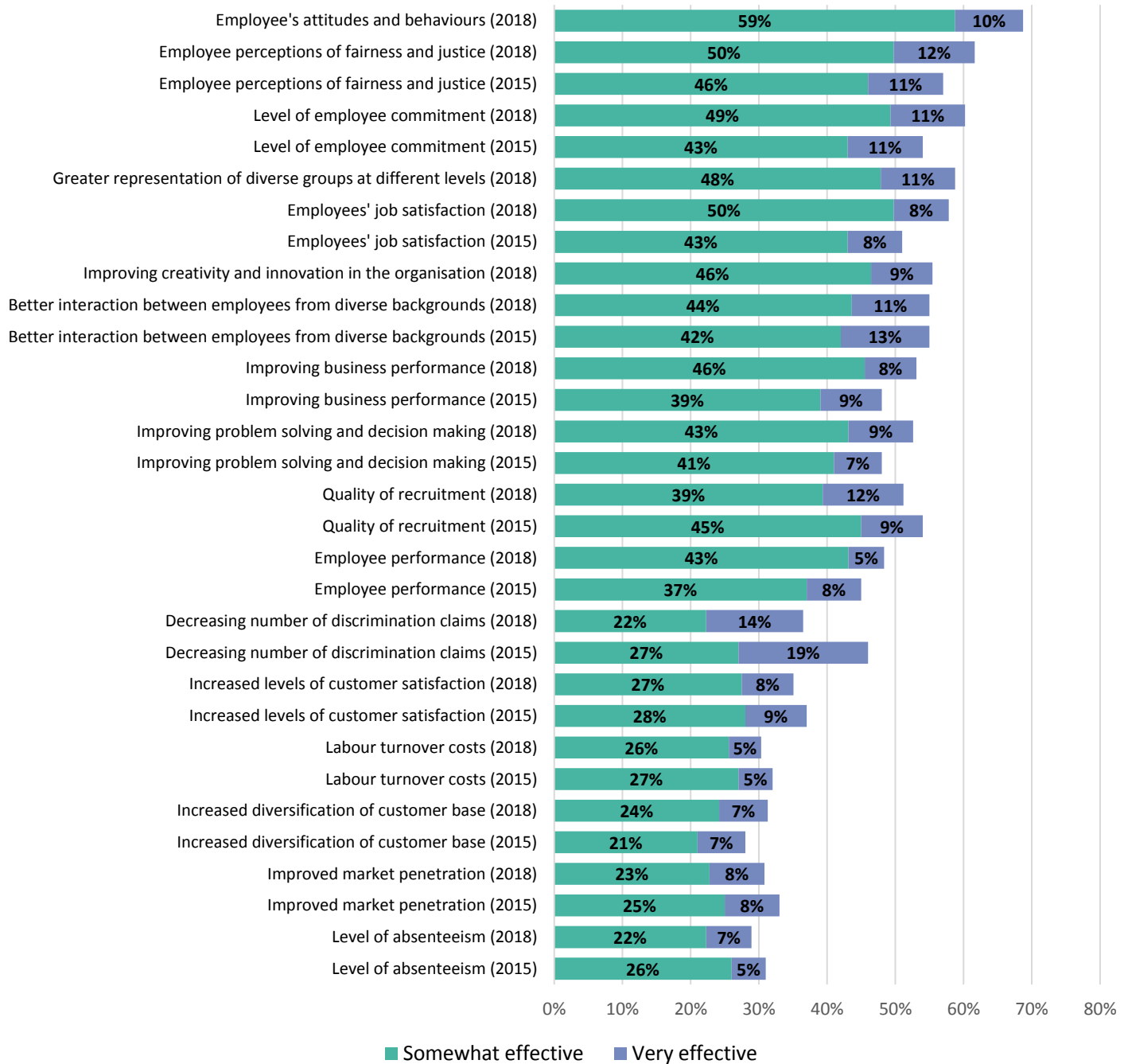
D and I practitioners reported that their organisation's D and I initiatives were most likely to be very effective at minimising discrimination claims (14%), increasing quality of recruitment (12%), and increasing employee perceptions of fairness and justice (12%). Interestingly, they were least likely to report that initiatives were very effective at increasing customer diversification (7%) and market penetration (8%) – suggesting a missed opportunity for leveraging D and I for business benefits..

Interestingly, while D and I initiatives are often introduced to increase the representation of diverse groups at different levels of the organisation and/or reduce labour turnover costs, few D and I practitioners indicated that D and I initiatives were very effective in these regards (11% and 5%).

### **Shifting Trends (2015-2018)**

Practitioner's perceptions of how effective their organisation is at improving D and I initiatives have slightly increased at being "somewhat effective" since 2015. However, the outcomes have remained the same or even slightly decreased in terms of being categorised as "very effective". For example, employee's perceptions of fairness and justice increased from 46% in 2015 to 50% in the "somewhat effective" category (2018) but only increased from 11% to 12% in the "very effective" category. Employee performance increased from 37% to 43% in the "somewhat effective" category but decreased from 8% to 5% in the "very effective" category.

## 8.1 - How effective are your organisation's Diversity and Inclusion initiatives at improving the following in your organisation?



Please note: this question was not asked in the 2015 survey

## 9. POLICY and PRACTICE

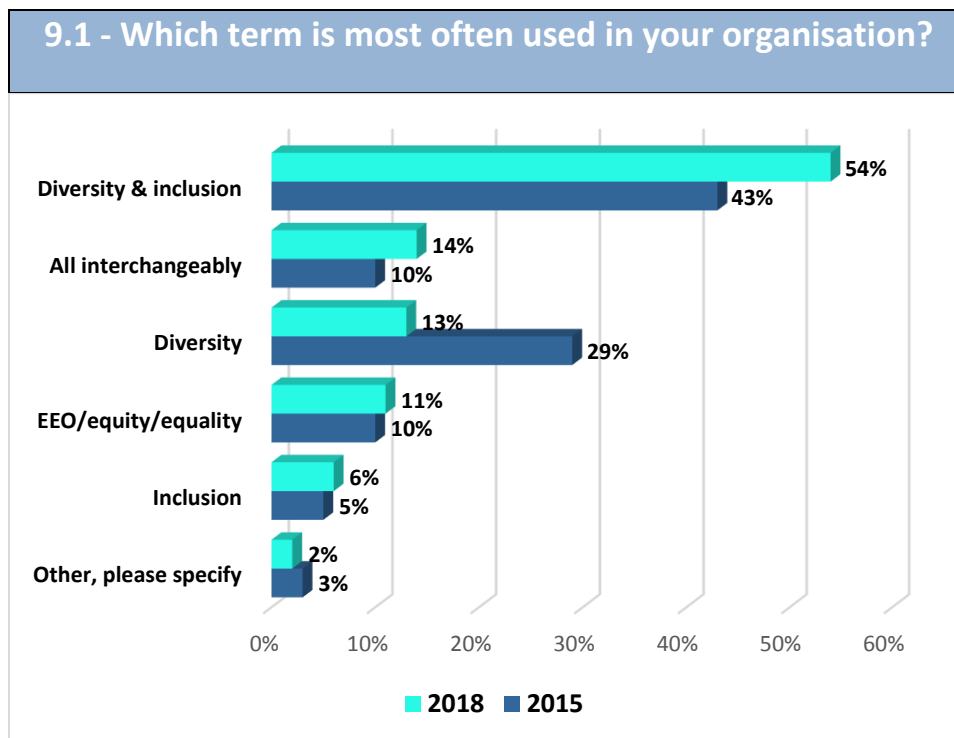
How D and I is practiced was captured in an examination of the terminology used around D and I practices, the strategic approach to D and I and a snapshot of the main initiatives employed to drive diversity and inclusion. Over 50% of respondents noted that they use the term 'D and I' in their organisation to convey the initiatives employed, followed by 'all terms (Diversity, Inclusion, EEO/Equity/Equality) interchangeably' (14%). 'Diversity' and 'EEO/Equity/Equality' were used least commonly (13% and 11% respectively).

D and I Initiatives: Almost all Practitioners reported provisions had been made for harassment and bullying policies (96%) and flexible arrangements (96%), while considerably fewer reported that provisions had been made to address the needs of culturally diverse workers (23%) or including diversity and inclusion-related goals in manager's performance assessment (28%).

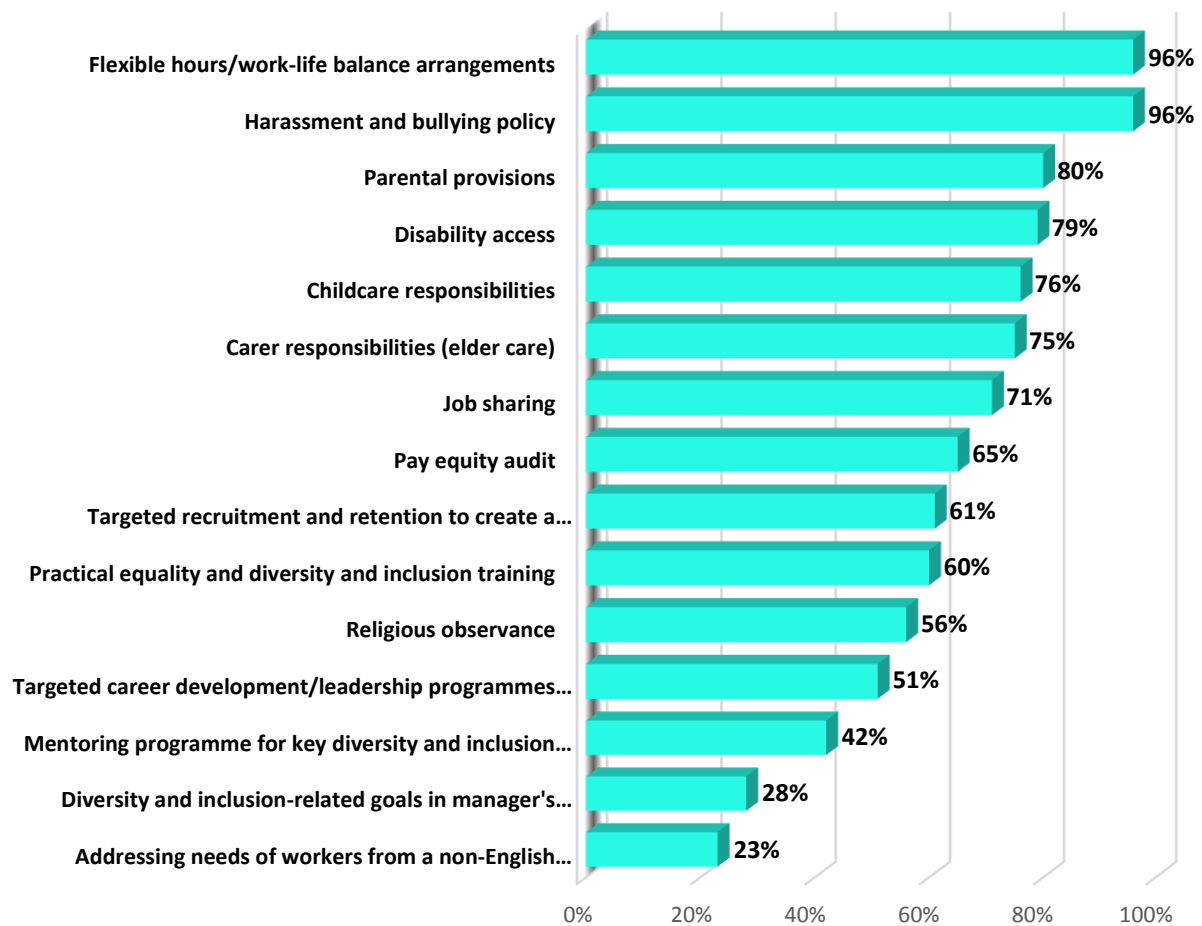
Practitioners were much more likely to report having a D and I policy than a strategy – most practitioners (84%) reported having a written policy on equality (EEO), diversity and/or inclusion, compared to 63% reporting that their organisation had a formal diversity and inclusion strategy. Of the 84% of companies that do have a formal EEO/D and I policy in place, 64% believed that their organisation was enacting this policy satisfactorily. Interestingly, 63% of practitioners think that there should be stronger legislative/regulatory rules around D and I management in Australia.

### **Shifting Trends (2015-2018)**

In response to whether organisations measured the outcomes of D and I initiatives, there was a notable 21% decrease in the percentage of practitioners that responded "yes" to this question (from 41% in 2015 to 22% in 2018).



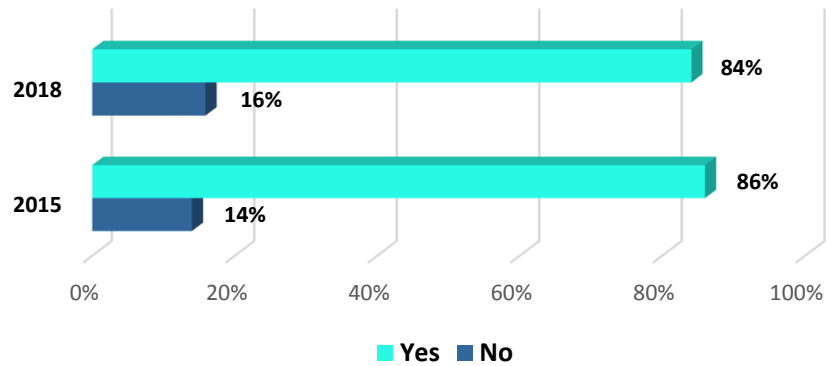
## 9.2 - Have provisions been made for the following?



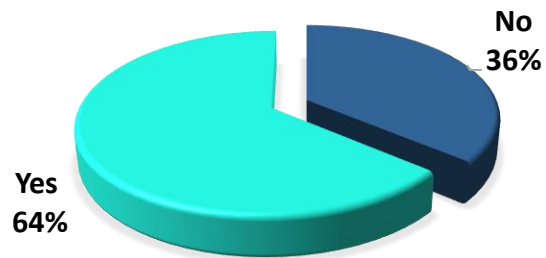
### Full text below:

- Targeted recruitment and retention to create a balanced workforce
- Targeted career development/leadership programmes for key diversity and inclusion groups (eg. culturally diverse groups, female and Indigenous employees)
- Mentoring programme for key diversity and inclusion groups (eg. culturally diverse groups, female and or Indigenous)
- Diversity and inclusion-related goals in manager's performance assessment
- Addressing needs of workers from a non-English speaking background

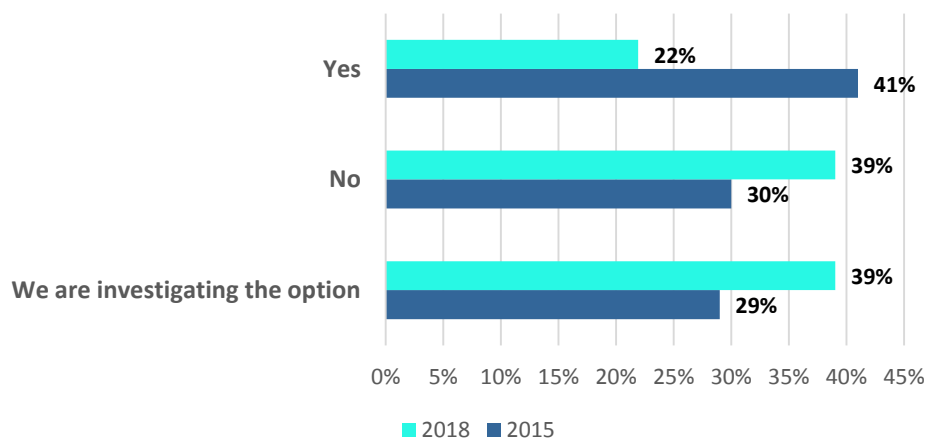
### 9.3 - Does your organisation have a written POLICY on equality (EEO), diversity or inclusion?



### 9.4 - Do you feel your organisation enacts its diversity and inclusion policies satisfactorily?

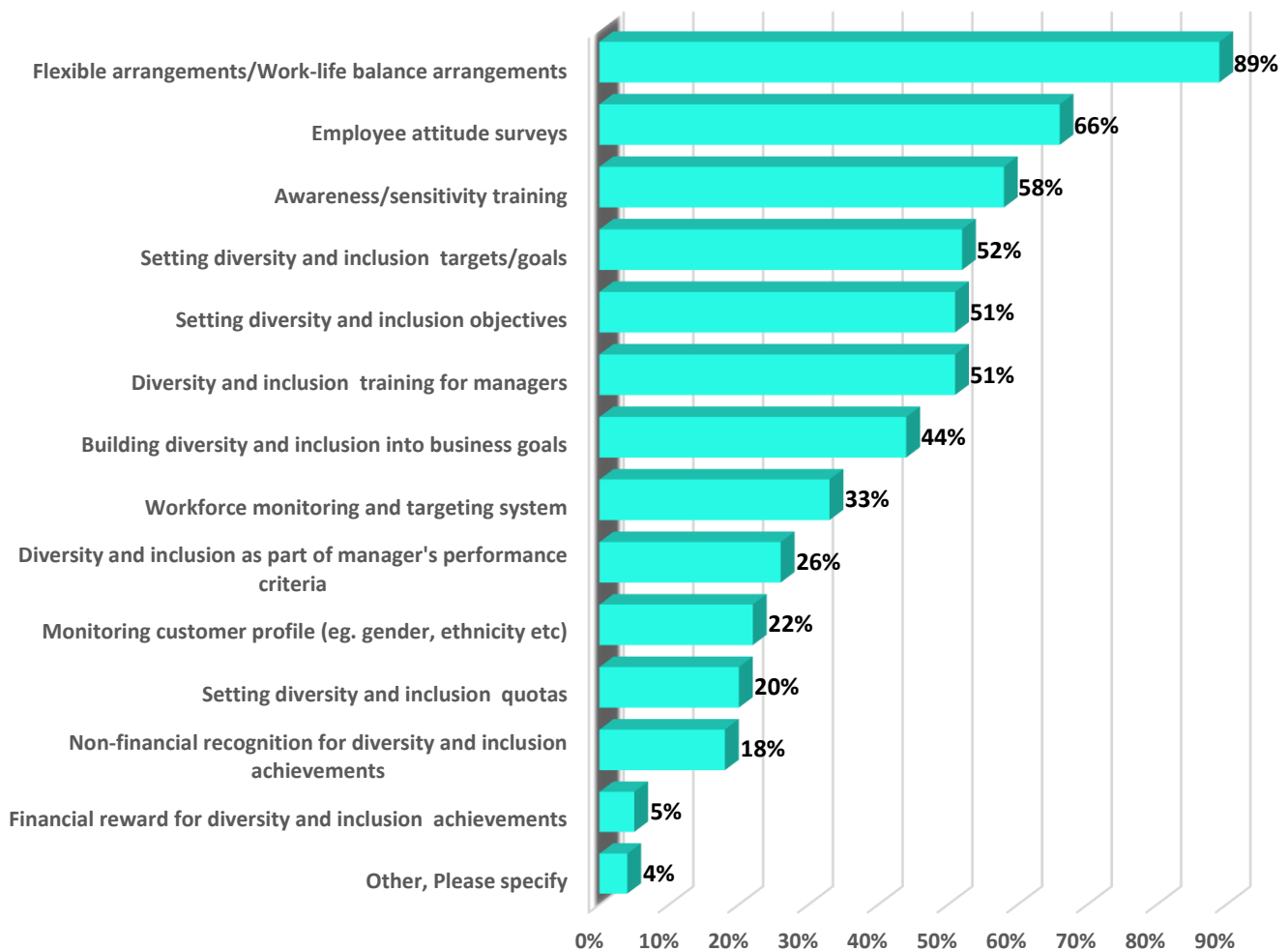


### 9.5 - Does your organisation measure the IMPACT of diversity and inclusion management initiatives?





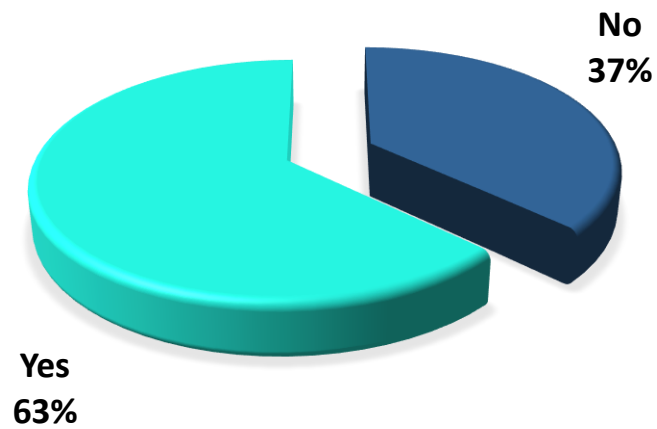
**9.6 - Which of the following diversity and inclusion activities does your organisation have? Please select MULTIPLE options, if applicable.**



**2015 Outcomes:**

Harassment & Bullying Policy 94%, Flexible Hours 91%, Disability Access 81%, Work-Life Arrangements 77%, Religious Observance 61%, D and I Training 61%, Targeted Recruitment and Retention to Create a Balanced Workforce 59%, Career Development Programs for Key Diversity Groups (eg. Culturally Diverse Groups, Female and Indigenous Employees) 55%, Pay Equity Audit 55%, Mentoring Programs for Diversity Groups 48%, D and I Networking/Affinity Groups 40%, Addressing Needs of Culturally Diverse Workers 31%

**9.7- Do you think there should be stronger legislative/regulatory rules around diversity and inclusion management in Australia?**



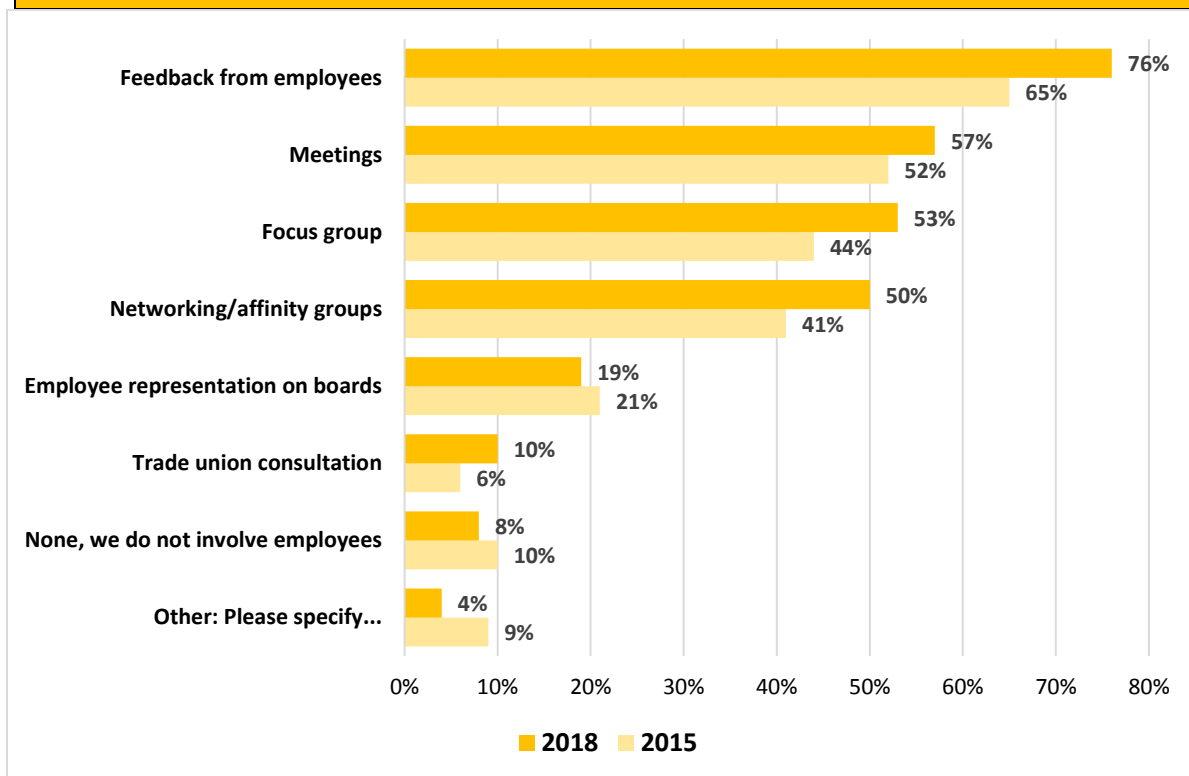
## 10. EMPLOYEE INVOLVEMENT

The vast majority of D and I practitioners (90%) indicated that employees in their organisations were consulted/involved in the design and implementation of D and I policies and initiatives – most commonly through collecting feedback from employees (method not specified, 76%), meetings (57%), focus groups (53%) and networking/affinity groups (50%).

### Shifting Trends (2015-2018)

There was an increase from 2015 to 2018 in the top four categories of employee involvement: feedback from employees from 65% to 76%, meetings from 52% to 57%, focus groups from 44% to 53% and networking/affinity groups from 41% to 50%. In addition, trade union consultation increased from 6% in 2015 to 10% in 2018. There was a decrease in employee representation on boards and the percentage of practitioners reporting that employees are not involved in the design and implementation decreased from 10% to 8%.

#### 10.1 - In which ways (if any), do you involve employees (from all levels of the organisation) in the design and implementation of diversity and inclusion policies and practices? Please select all that apply.



\*Other: Engagement and workshops on designing strategies and plans, employee engagement pool, diversity and inclusion representatives across the organisation. Employee representation on the D and I Committee. Consultation during development. Surveys. Diversity and Inclusion Council. I&D Councils and I&D Working Groups across business. D and I Employee Committees. Operation audits to ensure procedures are followed. Survey.

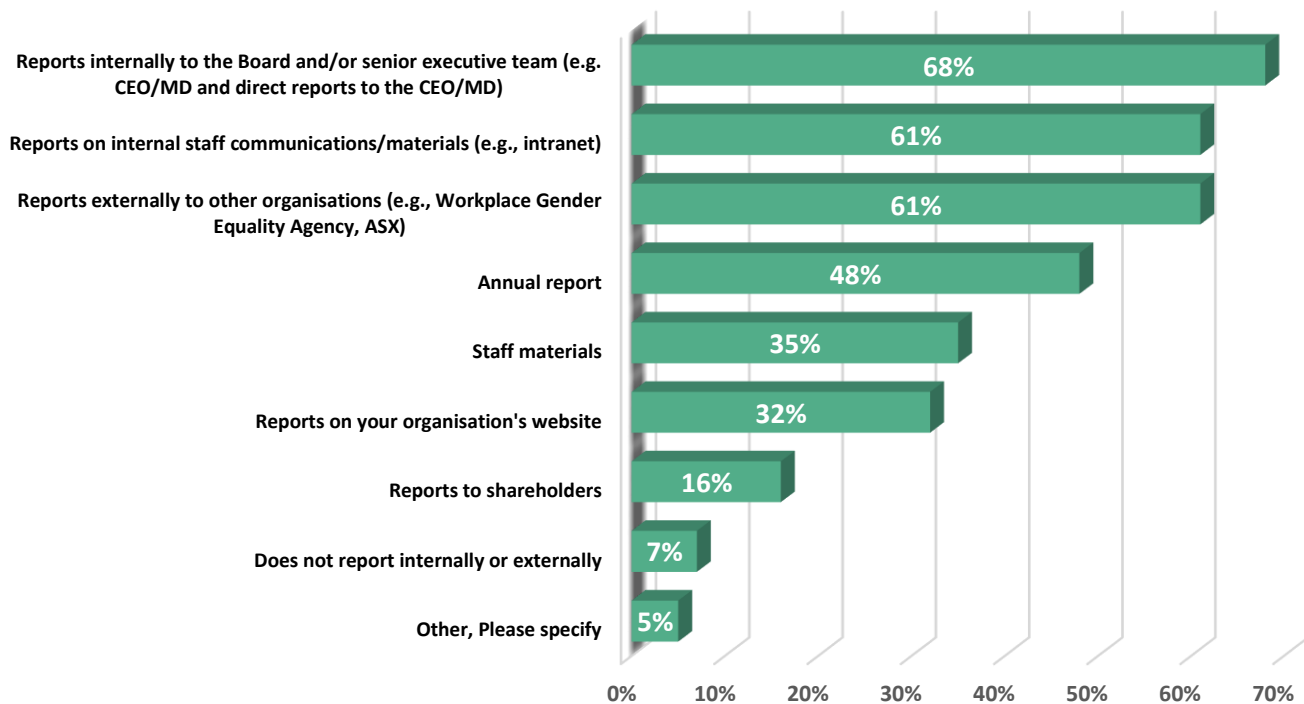
## 11. COMMUNICATION & REPORTING

The vast majority of practitioners reported internally or externally on D and I – only 7% did not. The most common avenues for reporting were (in order) reporting internally to the board and/or senior executive team (68%), internally in staff communications/materials (61%), externally to organisations such as the Workplace Gender Equality Agency or the ASX (61%). Only one in two practitioners reported on D and I in their Annual Report (48%). Of any avenue, reporting to shareholders was least likely – only 16% of practitioners indicated this occurred.

### Shifting Trends (2015-2018)

There were no notable shifts in communication and reporting trends between 2015 and 2018.

### 11.1 - Does your organisation report in any of the following ways/outlets on issues relating to workplace diversity and inclusion? You can choose MULTIPLE options, if applicable.



#### 2015 data:

Reports D and I Internally/Externally 90%, Reports Externally (e.g. WGEA) 65%, Reports Internally to Board/C-Suite 61%, Reports on Intranet 53%, Reports in Annual Report 51%, Reports on Company Website 32%

## 12. MONITORING AND EVALUATION

**Evaluating Impact of Initiatives:** As previously noted, only 22% of practitioners reported that their organisation measured the impact of D and I initiatives and strategies. **Monitoring Diversity Profile:** D and I practitioners indicated their organisations were much more likely to monitor the diversity of their workforce than their customer bases – for instance, in 2018, 90% of organisations monitored the gender of their workforce, while only 43% monitored the gender of their customer base. The diversity demographics that were most commonly monitored were consistent across both workforce and customer profiling, these being: gender (90% workforce profile, 43% customer profile), age (80% workforce profile, 42% customer profile), cultural background (63% workforce profile, 36% customer profile), and disability (56% workforce profile, 25% customer profile).

**Monitoring Other Indicators:** The most common D and I-related indicators monitored were incidents of harassment, bullying, and discrimination (89%), promotions to ensure fairness for all (68%), pay decisions to ensure fairness for all (68%).

**Complaint Monitoring:** Three quarters of practitioners reported that they monitored D and I-related complaints. Most commonly complaints were monitored in relation to gender (61%), age (50%), Aboriginal and/or Torres Strait Islander status (49%), and least likely to be monitored in relation to religion (13%), sexual orientation and gender identity (14%), parental status (17%), disability status and socio-economic status (25%)

### Shifting Trends (2015-2018)

As previously noted, there was a notable drop in the percentage of practitioners reporting that their organisation measured the impact of its D and I initiatives – from 41% in 2015 to 22% in 2018.

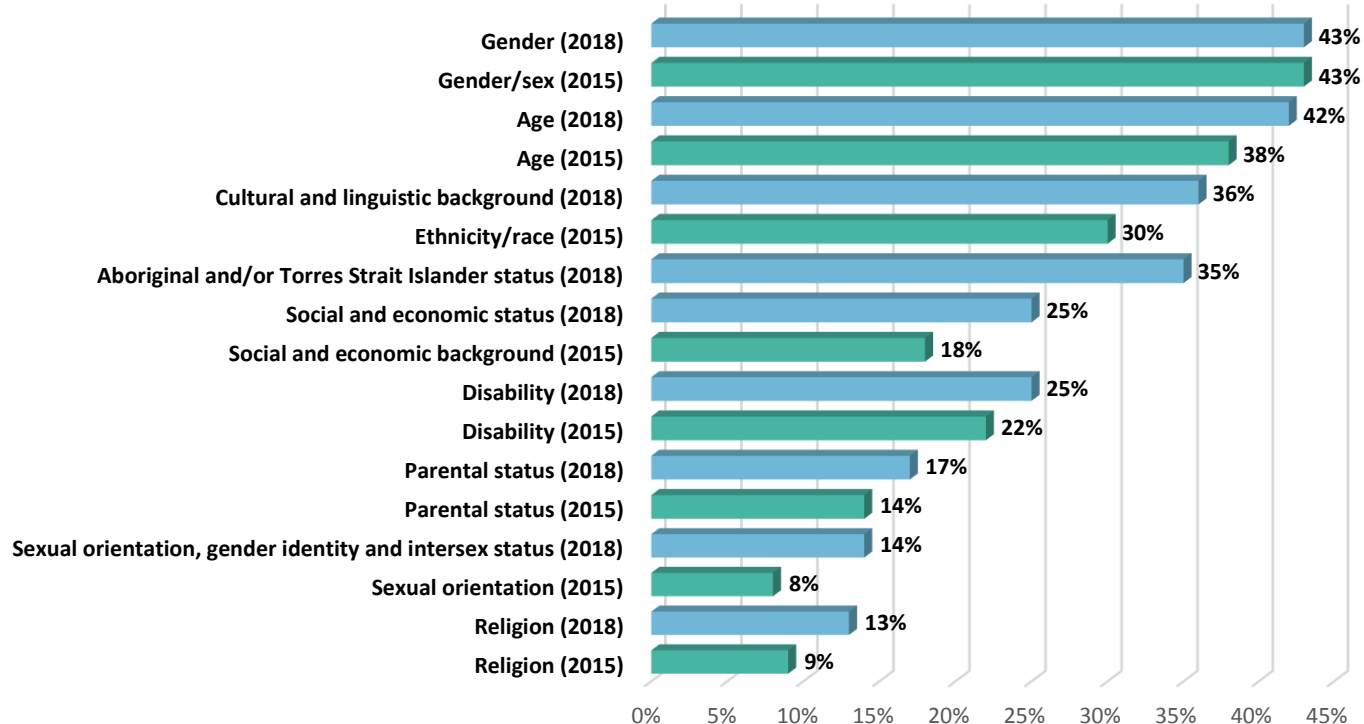
Overall, workforce and/or customer diversity monitoring changed little between 2015 and 2018 and where changes were apparent this usually involved a particular diversity demographic being more likely to be more monitored.

For monitoring the diversity of the customer profile, gender/sex, age and ethnicity/race remained the top three categories that were measured. The biggest increase was in the measurement of “social and economic background”, which increased from 18% to 25%.

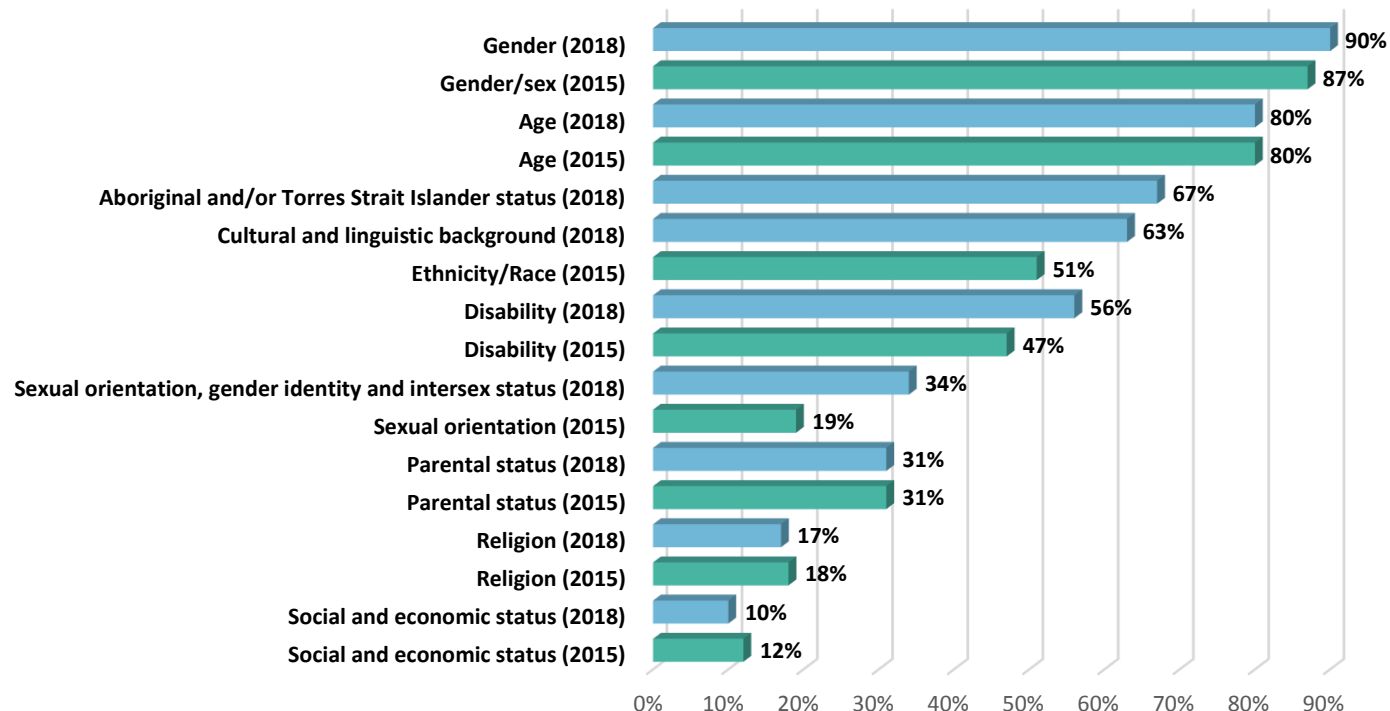
For monitoring the diversity of the workforce profile, gender/sex, age and ethnicity/race were also the top three categories that organisations monitored. Sexual orientation and gender identity increased from 19% to 34% and disability increased from 47% to 56%.

Encouragingly, there was a notable increase in the monitoring of employee engagement by diversity demographics from 61% (2015) to 68% (2018); pay decisions to ensure fairness for all from 58% (2015) to 68% (2018); and selection of under-represented groups from 35% (2015) to 41% (2018).

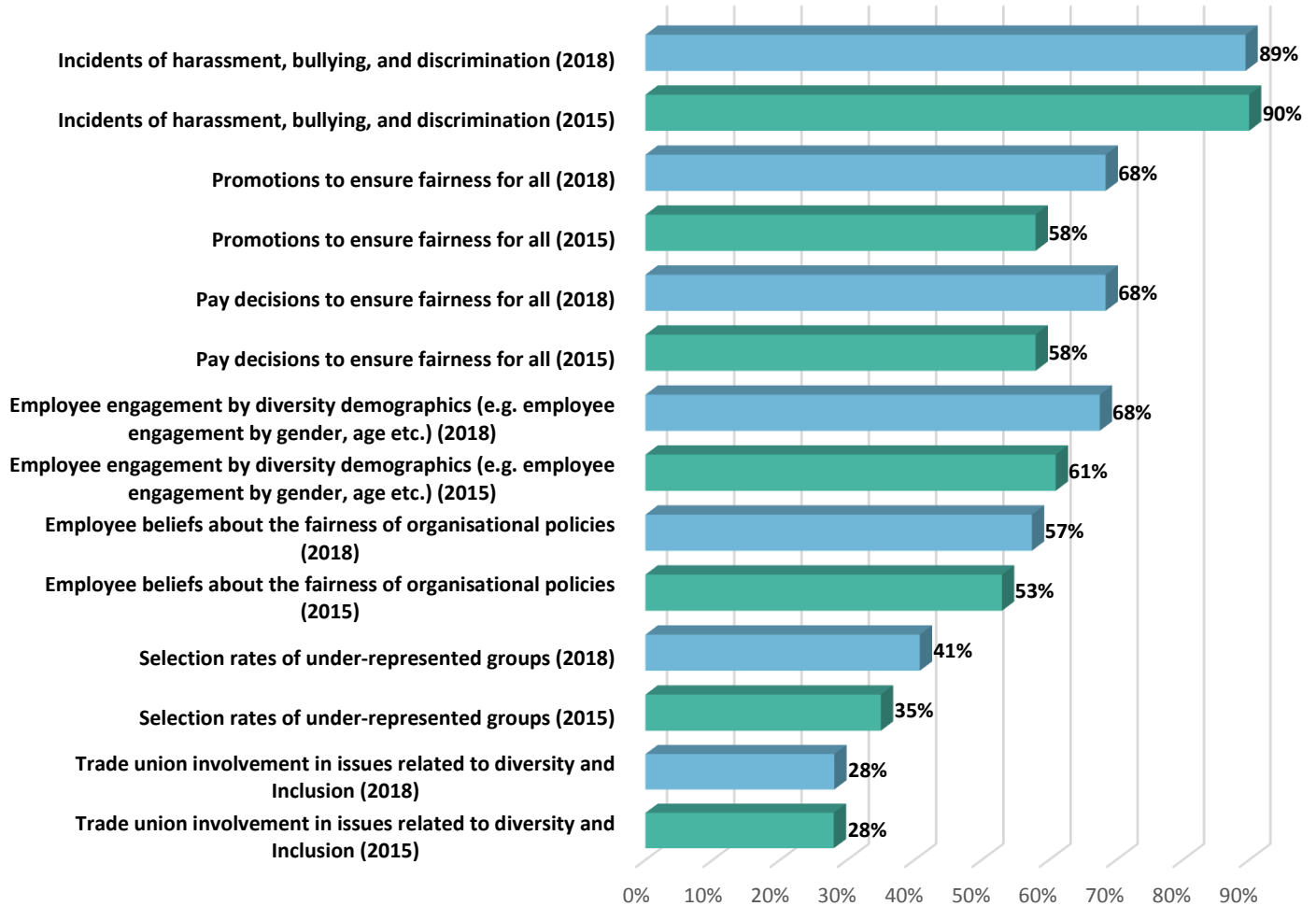
**12.1- Does your organisation monitor the diversity of your CUSTOMER profile? Please select from the following categories all that are monitored.**



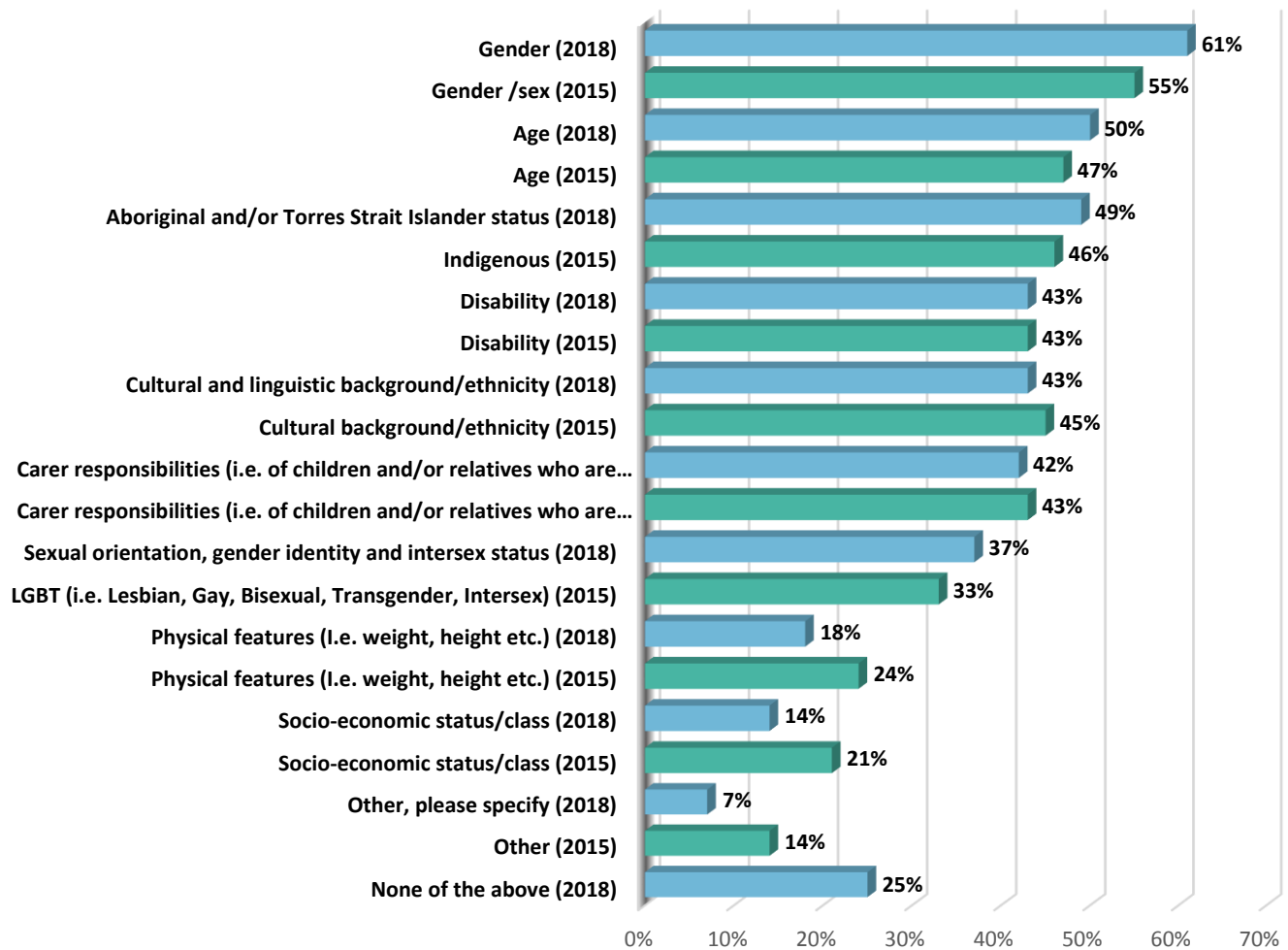
**12.2 - Does your organisation monitor the diversity of your STAFF profile? Please select from the following categories all that are monitored.**



### 12.3 - Does your organisation monitor the following trends?



## 12.4 - Which of the following types of EEO/diversity and inclusion -related complaints does your organisation monitor? Mark as many as apply



Full Text: Carer responsibilities (i.e. of children and/or relatives who are elderly or have a disability).



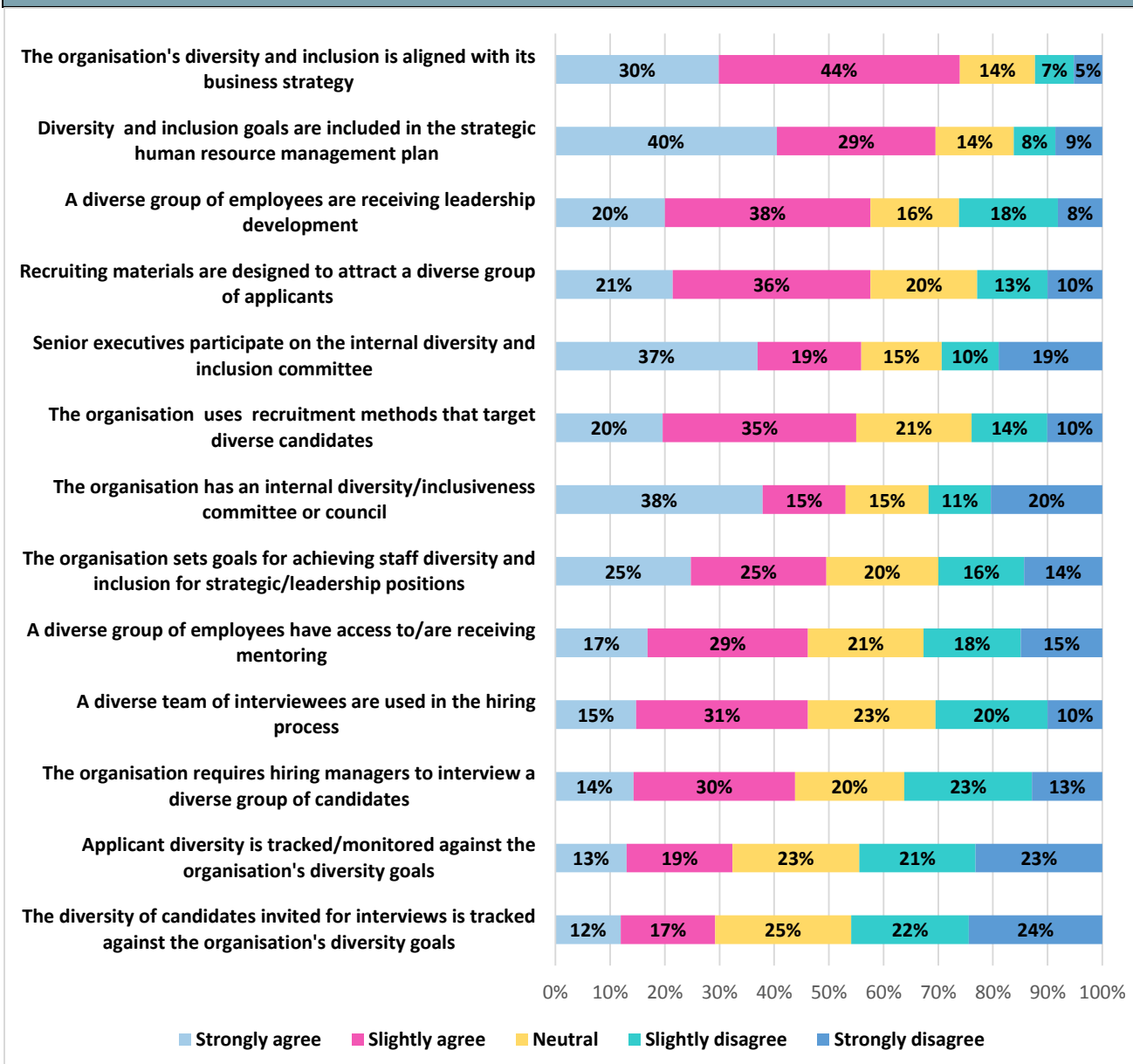
## 13. CUSTOMER CONNECTION

In most organisations, D and I seemed to be viewed primarily as an internal human resource management issue rather than an external broader customer issue. Where D and I was considered in relation to customers, initiatives tended to focus on monitoring the diversity of their customer profile rather than anything beyond this.

Practitioners reported that the top three drivers for diversity and inclusion in their organisation were: 'To recruit and retain talent' (73%); 'To be an employer of choice' (65%); and 'Because it makes business sense' (57%).

None of the top business drivers for D and I related to customers. Customer-related business drivers featured much lower down the lists: 'To improve customer relations' (22%); 'To improve corporate branding' (11%); 'Desire to reach diverse markets' (13%); and 'To respond to the global market' (12%).

### 13.1 - Please use the following scale to rate your level of agreement with each of the statements listed



## 14. FEEDBACK FROM D and I MANAGERS

The closing survey question asked respondents to consider: “If you could identify ONE thing that would improve your role as a diversity and inclusion manager, what would it be?” Out of 173 responses that were received, the most consistent issue mentioned was “buy-in” from all levels of the corporation. One practitioner stated:

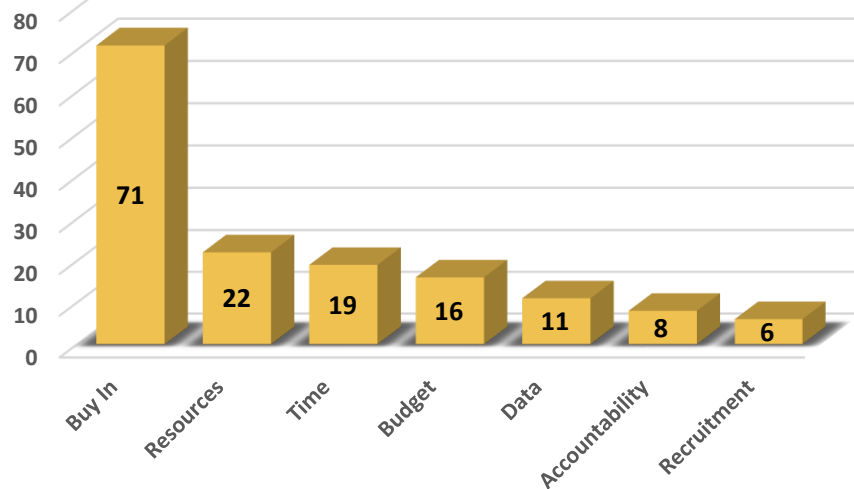
***“The Executive team leading from the front rather than paying lip service. I would like to see each Executive have a hard KPI which requires them to champion, support and lead the D and I agenda rather than be something they can opt out of.”***

Another respondent mentioned:

***“People's attitude towards diversity in the workplace, and the lack of buy-in for an inclusive workforce from those that have never experienced exclusion.”***

Other major frustrations included lack of resources, time, budget, data accountability and recruitment as highlighted in the chart below:

14.1 - Top seven responses to the question: “If you could identify ONE thing that would improve your role as a diversity and inclusion manager, what would it be?”



The following sample of comments below by D and I practitioners offer insight into their thoughts and feelings:

Buy In from Senior Management
<i>"Increased commitment from senior management - not just believing in diversity and inclusion but being compelled to DO something about it."</i>
<i>"It's hard to engage and motivate the business/inclusion networks to be involved and to do the heavy lifting as they are all so busy and stretched in their roles. Their time is volunteered, which can be limiting, yet we'd see such great traction if we could work alongside them more closely."</i>
<i>"Having others within the organization assist me with diversity and inclusion so that a committee could be formed to discuss the issues and develop more initiatives and training on this key area. Through having multiple people working towards this goal, initially with senior leaders, it would begin to drive this space, however as it progresses it would be beneficial to get other staff members on this so that everyone can have input into how they want the diversity and inclusion space to look."</i>
<i>"A designated committee with representatives from all levels of the organisation."</i>
<i>"Be more authentic about making the changes for internal employee benefit not just because it's what the client expects and the competitors are doing."</i>
<i>"Being enabled to put some creative ideas into action."</i>
Resources
<i>"More resources (budget and people) dedicated to improving integration of D and I objectives into existing practices, plans, programs and processes. As well as developing, implementing and measuring new initiatives."</i>
Time Constraints
<i>"Staff having the time to be able to work on diversity and inclusions initiatives. A lot of the time they have the passion but due to resourcing issues don't have the time to be able to commit."</i>
Budget Constraints
<i>"We are owned by a multi-national company, so providing Australia with its own council and budget for D and I would be a huge step forward. I would be able to make a greater impact in my role if this happened."</i>

***"The ability to invest more money in education and awareness training for a deeper layer of management. As we have only recently launched our program, awareness and initiatives training has been limited to senior roles, however, the impact of initiatives would be greater achieved with middle management awareness training on the importance, impact and benefits of being inclusive leaders."***

#### **Data**

***"Access to more information on how having a diverse workforce improves creativity, innovation, performance. I think generally our business believes it makes common sense, but we don't really have the facts to say why it is so critical from a business performance perspective."***

***"The lawfulness and mainstreaming in Australia of requesting candidates and employees to identify themselves as of a diverse background so that we can properly monitor many of these things."***

***"Collecting better data (from recruitment candidates and non-anonymised data from workforce to allow deeper analysis)."***

#### **Accountability**

***"The authority to make decisions and hold leaders accountable for not observing targets."***

***"Getting people to stick to the agreed actions of the strategy, getting those goals delivered before moving onto more new ideas."***

#### **Recruitment**

***"Recruitment practices - we need more diversity."***

#### **Being Included**

***"Allow me to do my job. Despite attempts at changing wording of job advertisements, standardising selection criteria, and aligning interview questions with core competencies required for job performance, the executive team (including our male champion for change) insist on making decisions based on intuition which allows large amounts of bias into the process and results in 'diverse' individuals to not be selected. Those who are, are rarely ever made to feel included."***

## 15. CONCLUDING REMARKS

The 2018 survey illustrated the practitioner experience and the D and I climate in Australian organisations as perceived by those responsible for implementing and managing these initiatives and strategies. Such insights can provide important information on what is working and what isn't and how D and I initiatives can be better tailored to ensure inclusion and equality in the Australian workplace.

### Key Recommendations:

- ❖ Ensure access to senior partnership ranks and elicit buy-in for D and I strategies
- ❖ Position D and I as a business tool to increase customer diversification and market penetration – rather than only as a tool to assist with staff attraction and retention
- ❖ Provide greater resourcing to D and I practitioners to measure the real impact of D and I in initiatives
- ❖ Go beyond having a written D and I policy to creating a formal D and I strategy
- ❖ Invest in measuring the impact of D and I initiatives
- ❖ Consider inclusion and equality beyond gender – in particular for people with disability
- ❖ Support the D and I practitioner's ability to effect change and to promote accountability in the organization
- ❖ Support stand-alone D and I roles instead of allocating the D and I role as an additional responsibility to the HR portfolio – this will ensure there is time to adequately collaborate with internal senior management and staff and external stakeholders while championing the implementation and management of D and I initiatives.
- ❖ Provide a transparent process of reporting while considering the areas of improvement.

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