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**AHRI**  
Australian HR Institute™

INCLUSION AND  
DIVERSITY RESEARCH  
REPORT 2016

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# EXECUTIVE SUMMARY

Over the past decade AHRI has conducted a number of member surveys on particular areas of workplace inclusion and diversity; for example, on gender equity, parental leave, parents returning to work, older workers, disability employment, and youth employment.

However, this study is the first time AHRI has explored issues through a survey of members relating to the general area of workplace inclusion and diversity.

The questionnaire on this topic attracted a respondent sample of 913 AHRI members who were surveyed during August and September 2016.

The findings reveal that nearly nine out of ten respondent organisations offer flexible hours to their staff. The respondents also report that the main areas of inclusion and diversity practised in their organisations are to do with flexible work arrangements in general, and recruitment practices that relate to inclusion and diversity.

In terms of focus, gender issues dominate inclusion and diversity strategy in three quarters of respondent organisations.

On the debit side, there is broad agreement that respondent organisations are not strong on supporting working mothers, equal pay for equal work, or support for younger employees.

There is also broad agreement that the main obstacle in the way of achieving inclusive and diverse workplaces is lack of leadership. A majority of respondents believe that active CEO support is critical to achieving success in this policy area, and accordingly they report that winning CEO support is their greatest accomplishment in furthering inclusion and diversity accountability.

For similar reasons, a majority of respondents believe the CEO is the critical person with respect to responsibility for inclusion and diversity policy and its implementation.

While there may be an issue with a proportion of the sample limiting inclusion and diversity to gender issues, some of the qualitative responses also make some insightful observations about other disadvantaged groups, including the view that it is becoming an ever expanding list of people belonging to groups who are seen as, or who see themselves as, “different”.

On that point, AHRI largely tends to take the merits of workforce inclusion and diversity as a given. That said, there is evidence from respondent commentary that the social unrest being widely fomented in the public arena is not necessarily seen for what it is in some workplaces and inclusion and diversity may become increasingly difficult to achieve.

Although the answer to that turns on the widely accepted advisability of the standard business case in favour of inclusion and diversity, in particular that there is merit in the employee profile of a workplace reflecting its customer demographics, some workplaces may come under pressure to abandon the strategy as a worthwhile pursuit.

Observations by a number of respondents allude to resistance among males, in particular, to workplace inclusion initiatives. Mindful that 78 per cent of the respondent sample identifies as female, those observations may in some cases apply just to gender equity initiatives. However, the qualitative comments are often ambiguous and leave open to interpretation whether that resistance applies to disadvantaged groups across the board.

Clearly, the issue is one that AHRI will revisit. It is also an area, as the data indicates, in which access to useful case studies is called for.

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AHRI would also like to thank its Research Advisory Panel members and the members of the Inclusion and Diversity Panel for their input into this survey.

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# OVERVIEW

This report is based on the findings of a survey of members of the Australian HR Institute that was conducted online during August and September 2016. A total of 913 respondents participated in the survey. The survey questionnaire was circulated to the AHRI member database.

All responses were treated anonymously.

## DEMOGRAPHICS

Approximately two thirds of the respondent sample (63 per cent) identified themselves as being from organisations with more than 250 employees, and nearly one in five were from listed companies (17 per cent), as indicated in Figures 1 and 2.

FIGURE 1: ORGANISATION SIZE

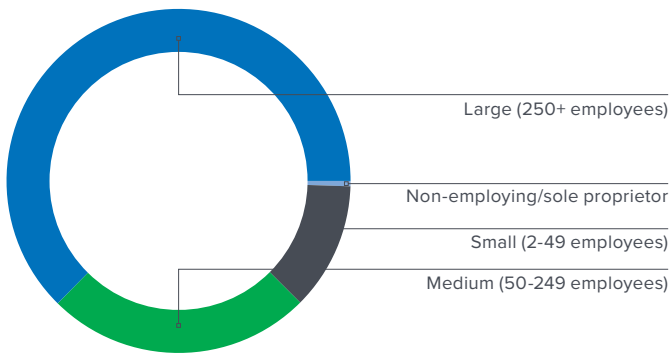
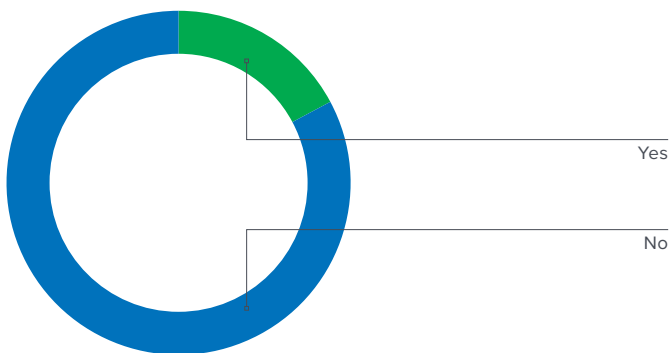
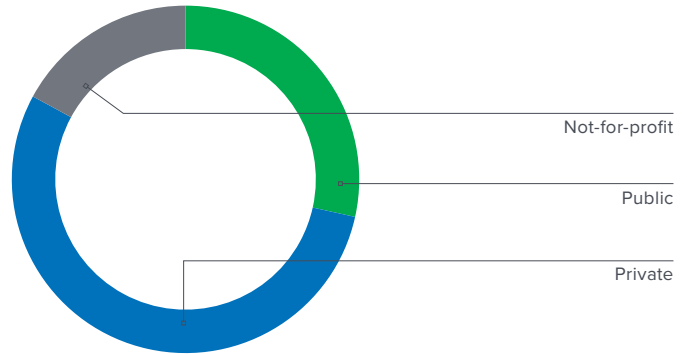


FIGURE 2: IS YOUR ORGANISATION AN ASX LISTED COMPANY?



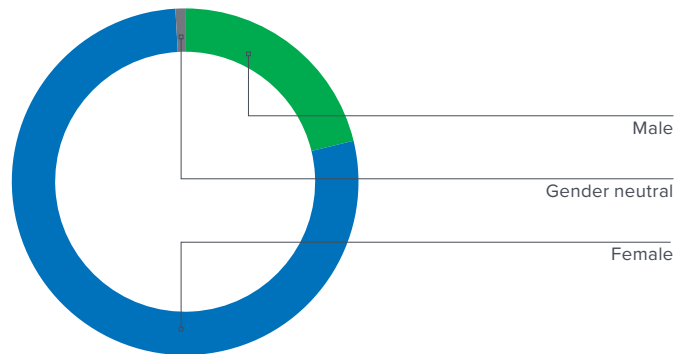
More than half of the respondents (55 per cent) were from the private sector, 29 per cent from the public sector and 19 per cent from not-for-profit companies, as shown in Figure 3.

FIGURE 3: SECTOR



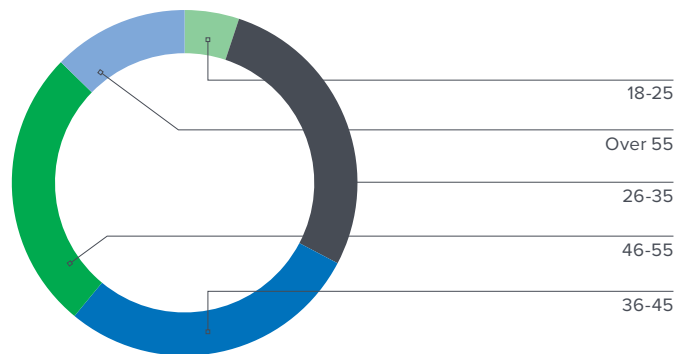
Nearly eight out of ten respondents identified themselves as female (78 per cent), 21 per cent as male, and 1 per cent as gender neutral, as shown in Figure 4.

FIGURE 4: GENDER YOU IDENTIFY YOURSELF AS



More than eight out of ten respondents were evenly spread over the ages between 25 and 55 years of age, with 13 per cent aged 56 years or older, and 5 per cent aged 24 years or younger.

FIGURE 5: AGE CATEGORIES



## FINDINGS AT A GLANCE

- A majority of respondents believe the CEO is primarily responsible for inclusion and diversity accountability.
- Three quarters of respondents (76 per cent) regard gender as the main focus of inclusion and diversity strategy in their organisation.
- Almost nine out of 10 respondent organisations (88 per cent) offer flexible hours.
- Flexible work arrangements and relevant recruitment practices are the two main inclusion and diversity practices reported in respondent organisations.
- Respondents agree that their organisation is not very strong on supporting working mothers, equal pay for men and women in the same roles, and support for younger workers.
- Respondents list failure of support from leadership on inclusion and diversity as their greatest challenge, and also list winning support from the CEO as their greatest success.
- The resources respondents most want from AHRI are useful case studies.



## DETAILED FINDINGS

**TABLE 1: WHO IN YOUR ORGANISATION HAS THE PRIMARY ACCOUNTABILITY FOR INCLUSION AND DIVERSITY? PLEASE RANK YOUR ORGANISATION'S TOP 3. (913 RESPONDENTS)**

ANSWER OPTIONS	1	2	3	4	5	RESPONSE COUNT
CEO	495	128	111	147	32	913
Executive	90	460	228	115	20	913
Human Resources	266	210	308	98	31	913
Line Management	38	107	218	503	47	913
Other	24	8	48	50	783	913

Table 1 shows that respondents from most organisations consider their CEO to be primarily accountable for inclusion and diversity policy, followed in turn by HR, the members of the executive group, line management and other.

## AREAS COVERED BY INCLUSION AND DIVERSITY STRATEGY

**TABLE 2: WHICH OF THE FOLLOWING AREAS ARE COVERED BY INCLUSION AND DIVERSITY STRATEGIES IN YOUR ORGANISATION? (855 RESPONSES)**

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Gender	75.8%	648
Age	54.6%	467
Ethnicity	55.6%	475
Indigenous	57.8%	494
Disability	53.9%	461
Religion	32.5%	278
Sexual orientation	43.5%	372
Gender identity	36.5%	312
Mental health	33.8%	289
We have no inclusion and diversity strategies	19.1%	163

Table 2 indicates clearly that gender remains the primary focus of inclusion and diversity strategy among the sample group with about three quarters of the respondents naming it. Strategies focused on issues related to ethnicity, age, disability and Aboriginality were each nominated by more than half the sample group. Sexual orientation, gender identity and mental health are nominated by more than a third of respondents, with the issue of religion following closely.

Fewer than one in five respondent organisations have no inclusion and diversity strategy.

## WHY NO INCLUSION & DIVERSITY STRATEGY – SAMPLE COMMENTS

The following is a sample of the respondent comments to the invitation to say why their organisation had no inclusion and diversity strategy. (118 responses)

“We are a very small family business employing only 7 people - including the director of the company”

“There is no bias during recruitment. The best employee no matter the sex is hired for the role according to competencies, the applicant’s alignment and culture fit”

“No specific strategy on inclusion and diversity; however our EEO policies and other organisational policies contain commitments to the principles of merit and equality”

“We are a not-for-profit and have limited resources. This is not one of our main priorities”

“There is nothing overt. We have numerous policies and procedures in place with the underlying tenet of diversity and inclusion”

“Currently there are no set strategies in place; however we have sound anti-discrimination and EEO policies around our recruitment process that ensures hiring managers do not discriminate and employ a diverse workforce”

“We live and breathe inclusion and diversity; no need to have a strategy around it”

“Diversity and Inclusion priorities are captured within broader HR strategy”

“We are developing a strategy for gender diversity as we recognise this as an issue at the top level. We currently employ across a wide range of age, race and ethnicity, but these will be included in a wider policy going forward”

“Not a priority - it's on a very long list of things to do”

“We aim to get the best person available for the particular role at the time. We naturally have a fairly diverse workforce (by gender, ethnicity, age and work conditions) by following this practice”

“HR is relatively new in the business within Australia and there are many areas of focus. This is one that will be considered in 2017”

“Covered by all policies and practices so no need for separate strategy”

“We are a US-centric organisation and the main push from the US is regarding gender. The other elements of diversity are not a priority”

“As a small business, have not had a formal strategy to date, but with the recruitment of a dedicated HR role and growth occurring, this is now a priority”

“Because we hire the best people for the job regardless”

“We employ on merit and currently have a well-balanced workforce with more than a third mature age, some graduates and newly qualified trades people, women in non-traditional roles, a profoundly deaf technician, and a significant portion of NESB including Brazilian, Colombian, Indian, Norwegian, Israeli, Chinese and South African to name a few”

“Haven't got many strategies in place, but just hired HR officer to get this started”

“There is no appetite for it within the business and no CEO support”

“Hasn't been deemed necessary by the CEO”

“Not previously considered a priority by the executive team. This is changing”

“We have a diverse culture and range of people already so we do not need to do anything at this point. We have a transgender, disabled, cultural mix, with mostly equal gender in senior positions”

“Obviously have not felt it necessary and/or don't want constraints and/or still don't 'get it”

“Being a Catholic organisation, disappointingly some see inclusion and diversity as a risk to 'inherent values”

“Our company has a zero tolerance for discrimination. Nothing else is required”

“When senior management was questioned as to whether an inclusion and diversity strategy should be developed, the HR officer was told that it was ‘not necessary to create policies for the sake of having a policy”

“Employment based on the best candidate for the position”

“Our workforce is predominately female”

“The agency has never had issues recruiting people from all backgrounds without any strategy”

“We do not have a dedicated HR department to create these particular policies or strategies”

“I don't believe the current executive group feel there is an issue that requires focus”

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## FLEXIBLE HOURS

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**FIGURE 6:** DOES YOUR ORGANISATION OFFER FLEXIBLE HOURS? (834 RESPONSES)

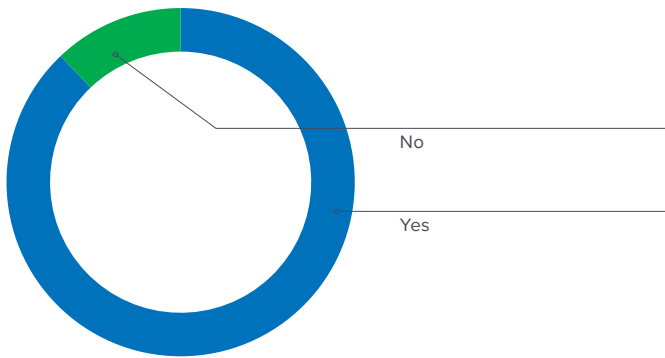


Figure 6 shows that around nine out of 10 respondent organisations offer flexible hours (88%).

### FLEXIBLE HOURS – SAMPLE COMMENTS

What follows is a sample of respondent written answers as to the flexible hours strategies that have been implemented in their organisation. (494 responses)

“Part time work or job sharing. Compressed working week. Changing the location of work or working from home. Change in start and finish times”

“Employees are able to discuss start times with managers. Managers work with employees to accommodate their requirements whether they are due to family, religion etc.”

“Ceremonial Leave for Aboriginal & Torres Strait Islander staff members, flexible leave for parents whose family members have died, anyone can flex from 2pm if they do their 80 hours (10 hours breaks deemed) each fortnight. Parenting leave & RTW is usually only beyond the govt paid scheme from mothers (not fathers). Flex for grandmothers caring for grandchildren who identify as Aboriginal or Torres Strait Islander grandparents”

“If employees work overtime they can finish earlier the next day or take time in lieu”

“Our strategies have been taken up by many employees (of all levels of the organisation and gendered diversity) to allow more flexibility between work and home life. For example, we have employees working from home while relatives are sick / in hospital. Also we have employees with weekly working-from-home days to encourage family time or to assist in picking children up in the afternoon, as many travel an hour or more each way to the office”

“Making reasonable adjustments to support the health of employees includes time off work - for example later start and finish office work to avoid the tension of peak hour traffic”

“Compressed hours, work from home, part time”

“Flexible Hours Toolkit. That said, flexibility is very limited and rarely available at more senior levels. The organisation (and industry) is well known for working excessive hours”

“Integrating diversity principles in workplace procedures by encouraging flexible work practices in operational needs of the organisation. Also promoting key events relating to workplace diversity and inclusion - NAIDOC Week, Mental Health Week, Harmony Day and to include in the workday”

“Male Champion of Change initiative, consultation before and after maternity leave, outline in the flex work policy that anyone can request flex work”

“Start and finish times, working off site, and purchased leave”

“We have implemented an ‘if not, why not’ approach to flexible working. All positions are considered suitable for flexible working arrangements unless the manager can demonstrate why it is operationally not possible”

“A 19-day month and working from home”

“A range of flexible working arrangement such as structured pattern of working hours, compressed hours, span of work, full time or fractional seasonal basis for a portion of the year, receiving salary payments averaged across the whole year and others”

“For everyone. Work flexibly from home or from the office. Start late, start early. Take breaks. Go to the gym”

“It is dependent upon the role - some roles can't be flexible e.g. waiters must work when the restaurant is open”



## INCLUSION AND DIVERSITY PRACTICES

**TABLE 3: WHICH OF THE FOLLOWING PRACTICES, IF ANY, CURRENTLY TAKE PLACE IN YOUR ORGANISATION? (696 RESPONSES)**

ANSWER OPTIONS	YES	NOT CURRENTLY, BUT WE PLAN TO	NO, AND WE DON'T CURRENTLY HAVE ANY PLANS TO	DON'T KNOW	RESPONSE COUNT
Recruitment practices that consider diversity and inclusion	521	92	59	19	691
Career development practices that consider diversity and inclusion	356	180	112	41	689
Mentoring/networking programs	339	174	149	26	688
Flexible work arrangements	587	38	53	14	692
Inclusion and diversity committees and/or diversity representatives	294	108	237	50	689
Inclusion and diversity education/training programs	321	165	164	37	687
Pay equity audits	287	95	206	95	683
Measurements/metrics around inclusion and diversity in the organisation	298	163	172	56	689
Inclusion and diversity quotas/targets	217	117	283	69	686
Inclusive leadership	386	127	113	63	689
Employee networks	318	129	181	55	683
Other practices not listed above (please specify)					16

Table 3 shows that flexible work arrangements (587), recruitment practices that consider inclusion and diversity (521), inclusive leadership (386), career development practices (356), mentoring (339), training focused on inclusion and diversity (321) and employee networks (318), are nominated by more than 300 respondents as currently being practised.

Metrics measurement (298), inclusion and diversity committees (294) and pay audits (287) are reasonably widely practised. The least practised is inclusion and diversity quotas and targets (217), which is also the practice that respondents indicate their organisation is least likely to adopt (283).

“Our CEO openly committed to having a workforce of 30% female by 2019”



## OTHER PRACTICES – SAMPLE COMMENTS

What follows are written answers from respondents who indicated 'Other practices not listed'. (16 responses)

“Practising diversity in consultation with multiple race/ethnic stakeholders”

“Talent pipeline reviews”

“Development of an Inclusion Framework with the Human Rights Commission”

“Building community by creating a Hospitality Disability Network. To educate DES community we conduct back of house tours to improve their understanding of our work spaces/needs. We also visit employment services to meet their candidates and review their resumes for recommendation to recruitment”

“Women in leadership group”

“Purchasing requirements targeting use of indigenous businesses”

“Cultural heritage and community networks”

“I think a lot of lip service is paid to the ones I have said Yes to”


“Cultural awareness training, disability awareness training, working with our customers and community on D&I”

“Inclusion and diversity in our customer facing products and services”

“Salary set before advertising jobs, which encourages pay equity”

“It's in our DNA and we are very small so we don't need policies”

“Active search. Technical training for identified staff”



“Salary set before advertising jobs, which encourages pay equity”

## METRICS – SAMPLE COMMENTS

The sample of responses that follow is from respondents who ticked Yes to measurements/metrics around inclusion and diversity in their organisation. They were asked how metrics are implemented. (260 responses)

“Monthly diversity metrics around gender provided to senior leadership team”

“Targets for women in senior roles and a variety of data by gender representation by career level, turnover, hiring, promotion, gender pay equity.”

“Annual people survey includes D&I related questions. We also analyse by gender, ethnicity and sexual orientation to identify trends that may require action.”

“Currently monitor diversity through workforce metrics and also use external diversity and inclusion tools such as the Australian Workplace Equality Index (AWEI) of Pride in Diversity. Considering additional diversity targets and will extend use of evaluation tools such as the Access and Inclusion Index of Australian Network on Disability”

“At the moment it's measurement of employment participation of Indigenous and females”

“Gender and race demographics CEO annual report to board, gender representation on panels - select women for panels, gender representation on board and in senior mgt., tracking of age: average as well as youngest/oldest”

“At the moment our focus is on gender specific metrics e.g. % women at certain levels in the organisation and hires”

“We have a new HR system (success factors) with all employees from the company registered; we will be able to pull reports (including biographical information) from this system”

“Targets for Aboriginal employees. We have a dedicated person to ensure this”

“The record of successful and drop-off employees is maintained as well as knowledge of the spread of employees within this group around the organisation”

“Preference given to affirmative action where a female candidate has equal qualification”

“Yearly audit comparing men and women at different levels of organisation”

“Targets for recruitment to achieve built into the EA”

“Dashboard reporting on workforce (paid and voluntary), diversity vs consumer base, and local community statistics”

“We have global and local metrics in place. Metrics relate to recruitment (applications, interviews and appointments), promotions, hires, talent pipeline readiness”

“It is limited - measuring demographic data as self-identified by staff”

“We report quarterly to the board on diversity stats particularly in respect of male/female ratios”

“WGEA reporting; regular reporting around talent reviews and performance including gender and age to look for any patterns/holes”

“The statutory reporting. Plus monthly management meeting reporting on the number & % of females employed”

“In the form of ASX reporting”

“We use our HR systems to report on aspects such as parental leave, female turnover, female promotions, female performance ratings, pay and representation of local employees in leadership roles”

“We use an annual survey to measure inclusive culture by asking the question 'We have a work environment that respects individual differences'”

“WGEA, reporting on diversity intranet page and senior leadership portal”



## “Public review and audit of pay and leadership breakdown”

“Surveys, workforce planning data”

“Done through the pay and recruitment systems”

“Current and future gender composition of leadership measured and reported throughout the organisation. Performance ratings, promotions and compensation decisions are not finalised until a gender balance audit is complete and the results shared among leadership - and some decisions challenged or adjusted. Talent pipeline is regularly reviewed to test gender composition”

“Still being implemented - roll down of global metrics to country level primarily at this stage”

“There are some basic metrics aimed at measuring against diversity targets which are used when implementing programs such as government wide Indigenous cadet programs”

“Reporting teams look at the data frequently and it is reported to executive and CEO who take an active involvement in driving the strategies”

“Dashboard, talent and diversity councils”

“We track languages spoken, ethnicity, cultural identity, gender and ensure we are up to the national standards. We are a multicultural organisation so we do well in ethnic diversity terms”

“Gather voluntary data when staff commence with company; annual staff survey questions; review of HR and payroll data annually re gender pay gaps”

Against our 5 D&I pillars we have targets for 2020 and each year pillar. The targets are signed off by CEO, management and board, reported quarterly and discussed”

“We note ATSI identifying staff”

“We have recruitment targets, specifically for firefighter recruitment, we have a set number of female and Indigenous for each school/intake.”

“Gap analysis and then findings observed in workforce planning and recruitment”

“State government departments must report on the percentage of split of gender in their annual reports”

“Through recruitment records, through implementation of committees and policies / delivery of training in relation to these”

“Through HR best practice in interviews, training managers and embedding it in our culture”

“Ownership by executive teams, tracked by HR”

Data is drawn from our HRIS system and put into a dashboard on our intranet”

“Third party studies”

“Data collection across the state service which is monitored, and then quotas decided for targets”

“We monitor gender, ethnicity and flexible work metrics on a monthly basis, analyse changes in each area on an annual basis and report to executive”

“We undertake rigorous demographic data collection with a particular focus on gender and Indigenous Australians”

“Monthly reporting to the executive”

“Monthly executive dashboard”

“Reporting analytics monthly on all demographics and reviewed on a global basis”

“Required reporting for Workplace Gender Equity reporting”

“Participation in the Athena Swan initiative”

“All staff are encouraged to complete the EEO form located on Employee Self Service to provide an accurate representation of our workforce diversity. The information collected is used to assist the development and implementation of fair and equitable policies and strategies”

“Public review and audit of pay and leadership breakdown”

“Implemented through policies, a formal mentoring program in-house, pay equity audits conducted at the same time as government gender equity compliance”

“Business heads have tailored diversity goal each year”

“We measure the women vs men in higher roles and what nationalities we have in the org”

“Collected via annualised survey. Not sure what happens with them, I am quite new to the organisation”

“Annual reporting internally against target groups. Information tabled with parliament and available to public through Annual Reports”

“Regular talent forums run by the business”

“HR track recruitment (applicants, shortlist) hires by gender, plus turnover and job grade by gender”

“Learning opportunities for recruiters to understand the benefits of diversity, unconscious biases and legal requirements. We employ a part time Diversity and Inclusion Coordinator whose sole responsibility is to support the whole staff team to feel confident about diversity both internally and with customers”

“The Board has set measurable objectives and targets around gender diversity. We are currently commencing implementation”

“National reporting on departments with people who identify as aboriginal and Torres Strait Islander to meet organisational wide targets”

“Examine and compare skills matrices, recruitments, L&D budgets and performance plans”

“We use Success Factors as our workforce analytics tool. We provide the executive and stakeholder groups with regular reporting on diversity metrics and performance against targets”

“I'm not sure exactly, however we do have a team who collates data and provides metrics reports periodically”

“Corporate networks and accountability through a 'Workplace Diversity' team”

“WIM Government Reporting and Diversity Scorecard”

“Run through HRIS, and measured across total employee numbers, performance management, talent management, recruitment and recruitment feed pipelines, salary administration and employee engagement surveys. We measure both outcome measures and process measures (e.g., pipeline). These are true for gender and age. Ethnicity is also measured in talent. Other diversity areas are only measured in the engagement surveys”

“Diversity metrics reported on with all other FTE data monthly”

“By reporting to the Board of Directors on the diversity in the workforce”

“Metrics are regularly reported to the executive. These measure pay and promotion equity and numbers in management roles, and influence strategies to address any issues”

“We have a D&I team that are responsible for overseeing the metrics”

“Monthly tracking of gender & age across organisational levels and divisions, against our targets. Quarterly diversity dashboard views of broader diversity lag and lead measures. D&I considerations incorporated into other org data & surveys i.e. culture and engagement surveys and strategic workforce planning”

## QUOTAS AND TARGETS – SAMPLE COMMENTS

The sample of responses that follow is from respondents who ticked Yes to quotas/targets around inclusion and diversity in their organisation. They were asked if they could provide examples. (181 responses)

“50% female representation in senior leadership by 2019”

“Targets for women in senior roles - expressed as a % of total senior roles”

“5% Indigenous employment by the end of 2017. Will establish gender equality targets by the end of 2016”

“Focused on gender, goals around level of female representation at key decision making levels by end of our strategic plan. Overall female participation in the workplace is stronger at the staff level so no targets set at this level”

“Aboriginal employment reflective of local population - approx. 2%”

“Indigenous target of 5% currently 2.8% and increase number of women in one specific are from 14% to 20%”

“Number of Indigenous employees, number of employees from remote communities”

“Our CEO openly committed to having a workforce of 30% female by 2019”

“Gender targets: 50/50 female leaders by 2020”

“We have a target for our Graduate & Cadet programs for our annual intake to be 50/50 male/female intakes”

“By 2020, 50% females in organisation, 10% disability, 3% Aboriginal and Torres Strait Islander, 50% working flexibly, 30% managers work flexibly”

“We have developed quotas around gender diversity within our senior executive group and senior managers”

“Gender targets to increase female representation at senior manager and executive level”

“During graduate recruitment we target to include equal numbers of male and female candidates and there is also some percentage given to disadvantaged groups”

“NSW Health follow Ministry of Health to increase women in leadership roles and increase number of aboriginal employees”

“Want 1% Aboriginal or Torres Strait Islanders”

“We look at gender and aim to have a 50/50 split across the whole agency with a focus on leadership roles”

“Target of 33% for female SEO or above management by June 2017. One x ATSI traineeship by June 2017. A 10 % increase in staff under 25 by June 2018, and 33% female workforce by Dec 2018”

“On women, ATSI, disability and non-English speaking individuals. Our organisation aims to increase representation by 2022 and we have started putting in strategies around this”

“Target of 2% Aboriginal or Torres Strait Islander People”

“At CEO-2 level to increase female representation. Indigenous targets across the board”

“Aspirational goals for women in executive roles”

“Number of senior managers, partners and graduates are examples of where we have targets”

“% of females in leadership, exec and board position, % of employees working flexibly, 100% completion of online compliance modules in EEO, bullying, harassment etc.”



“Target of 2%  
Aboriginal or Torres  
Strait Islander People”

“Our current targets relate to increasing female representation in leadership roles. We will also shortly introduce targets for representation of locals in leadership roles at our international locations”

“Percentages to match demographic stats”

“Gender target of 35% by 2020 for senior leadership and board gender target of 30% by 2020”

“Equal merit, female applicant promoted”

“Gender 50:50. Indigenous - increased participation and retention”

“We have targets for female employees and Indigenous employees”

“40% female participation at senior levels by 2020”

“30% of all partners female by 2020”

“Between 40% and 60% of senior leaders to be female”

“3% Indigenous employee target. There is a target for employees with disabilities but I'm not sure what it is”

“Number of women hired and retained”

“We have targets for females in leadership positions”

“Percentage of women in senior leader roles, percentage of female intake at different levels. No quotas just targets”

“Probably not. I believe my organisation advertises around indigenous targets”

“3% Aboriginal and Torres Strait Islanders”

“Gender 30/70 by 2020 (currently 15/75); grow female inclusion. STEM % cadetships/trainees to employment. Indigenous procurement increase per year from suppliers. Pipeline improvement gender in engineering project management”

“We had a target of 35% of executive roles to be filled by women”

“Ratio for females to males for entry level roles or apprentices”

“We have recruitment targets, specifically for firefighter recruitment. We have a set number of female and indigenous for each school/intake”

“A Gender Equity in Leadership strategy launched in July 2016 aimed at achieving a 50/50 gender split in leadership positions in DTF from ASO7 (approx. \$100K) and above by 2020. Target of 50% males and 50% females short listed for interviews”

“35% women or more in the partnership. Increasing Asian diversity”

“Our target is to raise females in the workforce from 20% to 30% over 5 years - we are currently at 26% after 4 years. We seek 15% of graduate engineering applicants to be female. We seek 20% of factory candidates to be female. We aim for 50% of business candidates to be female. We have set a target of females in senior leadership roles to be 30% - currently it is 20% up from 12% 10 years ago”

“Government targets for Indigenous and disability representation”


“Only in relation to Indigenous employment”

“30% female workforce by 2020”

“Developed a Gender Diversity Position Statement and Action Plan 2014-15 and set a target of 33% women in leadership positions by 2018”

“Diverse interview panels for recruitment”

“Targets for women in leadership roles as driven by WGEA targets”



“Equal merit, female  
applicant promoted”

## ATTITUDES TO INCLUSION AND DIVERSITY

**TABLE 4: PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS. (670 RESPONSES)**

ANSWER OPTIONS	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	RESPONSE COUNT
My organisation is diverse and inclusive	140	322	108	79	20	669
My organisation has an open and supportive culture	151	338	105	56	19	669
My organisation recognises the benefits of inclusion and diversity	180	291	114	69	15	669
The value and importance of diversity and inclusion is well-communicated to employees in my organisation	113	212	182	135	27	669
My organisation supports and includes employees from different cultures	208	331	85	34	10	668
My organisation supports and includes LGBTIQ employees	155	220	199	68	24	666
My organisation supports and includes older workers	171	318	116	55	8	668
My organisation supports and includes younger workers	193	362	81	28	4	668
My organisation offers support and flexibility to working mothers	235	328	51	37	13	664
My organisation offers support and flexibility to working fathers	179	281	133	53	21	667
Women in my organisation have the same career opportunities available to them as men	198	263	95	89	24	669
Women in my organisation who work in the same roles as men receive equal pay	210	257	91	87	24	669

Table 4 shows that while there is general agreement by respondents that their organisation is inclusive and diverse, and that the benefits of that approach are communicated and recognised, there is also agreement that their organisation is not equally strong on supporting working mothers, ensuring equal pay for men and women in the same roles, and offering support for younger workers. Curiously, the support for working fathers is stronger than for mothers.

**"There is a silent majority that can feel left out when there is too much emphasis placed on minority groups... and this can have a more detrimental effect on productivity and job satisfaction than trying to accommodate the few"**

## GENERAL SAMPLE COMMENTS

The sample comments that follow are from respondents who took up the invitation to make any additional comments regarding inclusion and diversity in their organisation. (74 responses)

“Cultural and linguistic diversity is non-existent the further up the hierarchy one goes. The current gender equity push is more strongly representative of the experience of women from the dominant cultural majority. The system and collective decision making processes are mono-cultural which tends to keep the status quo rather than encourage a culture of inclusion”

“We are a small company with fewer than 60 employees across 4 states. Diversity is not a conscious program. There is fairness around some aspects of employment, but occasional conservatism”

“Females (especially mothers) are allowed greater flexibility than males, except for equal pay”

“In our industry, we have a predominantly male client base that traditionally (culturally) has apparently asked for male legal practitioners in criminal law. This has influenced our selection of lawyers, and therefore our selection of managers. In the past 8 years the increase of women in these roles is changing”

“We have a 48% Indigenous workforce. We have a pay equity gap of 31%”


“Starting with gender diversity, then working on the others (age, ethnicity etc.)”

“Some people in the organisation do a fantastic job of supporting gender diversity, but other people in the organisation still have a way to come”

“We have a long way to go in diversity in all areas. A fundamental cultural shift required. Not consciously biased, but not aware of the problems caused by the acceptance of some behaviours”


“There is bias against older workers. Younger workers make disparaging comments about and to older workers, e.g. 'we all need to be planning our retirement' and 'if I were you, I'd be at home enjoying my garden'. Older workers are seen as career obstacles occupying desired positions and even desired offices”

“Inclusion and diversity is still a work in progress”



“Females (especially mothers) are allowed greater flexibility than males, except for equal pay”

“The parent company actively promotes inclusion and diversity programs; however we are a small branch and have 70 employees over 4 countries in the Asia-Pacific region; we do not formalize these programs, but actively try to attract the best talent and people. If they are lacking in skills we aim to provide opportunities for development; currently we hire for the caliber of the person and alignment with our values”



“Our organisation still has trouble ‘selling’ the idea of women in the workforce, let alone other groups”

“Engineering skills represent 60% of our jobs yet only 15% of engineering graduates are female”

“Engaging a limited number of compatible employment services and educating them about our business has improved the rate of recruitment and retention for our program. Post-employment support is vital once the right fit has been made. Ongoing support is required as people's health varies through the year.

“We have achieved and maintain gender balance and a diverse workplace without specific initiatives in place; however I believe we now need to formalise matters as we risk complacency and passivity around these key issues”

“Recent redundancy has a much higher age average”

“Not a conscious effort across the board but I am very conscious of it during recruitment. I point out subconscious biases and discrimination to managers when they are short listing to encourage awareness and diversity”

“Our organisation still has trouble ‘selling’ the idea of women in the workforce, let alone other groups”

“Role design at a leadership level is a barrier to entry for women with families – travel and long hours. Also the structure values seniority and tenure which equates to age, so getting taken seriously under a certain age is difficult”

“Diversity and inclusion is an area that can be overstated and actually cause tension in the workplace rather than enhancing the situation. There is a silent majority that can feel left out when there is too much emphasis placed on minority groups (equity can become inequitable) and this can have a more detrimental effect on productivity and job satisfaction than trying to accommodate the few. Experience/observations have shown that ‘work-life-balance’ can be exploited by some staff (with less time undertaking work while they continue with other commitments) and leave other staff disillusioned as to why this approach is accepted”

“We have not had any particular programs put in place but have never had any issues with employees from other nationalities or with gender balances, with most of the senior leaders being female. Also areas such as science and IT include a great proportion of female employees as part of the team”

“Given our small workforce, some of these questions are unable to be applied as we do not have these demographics in our organization, at this stage but we plan to support the above if applicable”

“Opportunities are there for women's progression, but we have now started mentoring them earlier in their career, as we find it difficult to bring them through. We need to make changes to our leveraged business model & our attitude to flexible workplace to achieve this”

“As an Aboriginal Community Controlled Organisation, there is a strong bias and social imperative towards hiring Aboriginal people. Non-Aboriginal people therefore are considered the ‘outsiders’ and varying levels of tolerance and intolerance are afforded to them. People from other cultures other than ‘Aussie’ such as Middle Eastern, African etc. would not be tolerated in this situation and generally do not find employment in this sector. The Aboriginal community does not offer tolerance to LGBTIQ in their own community and therefore does not tolerate them in the workplace. ‘White fellas’ suffer from a high degree of lateral violence as they are generally the higher paid and skilled workers and in management. As an HR Professional and a ‘white fella’ I am constantly under pressure from the community to retain unsuitable employees particularly if they are elders i.e. anyone over 50 years old. A tough gig and the opposite of an inclusive workplace”

“Argument in the agency from other staff is that the working parents are better supported than those without children; e.g. pregnant women are given free car parks while others have to pay”

“Decreasing level of flexibility is evident in current business decisions due to current resourcing and workload pressures”

“Diversity and inclusion needs to be deeply embedded in the DNA of the organisation. A programmatic approach eventually loses momentum”

“The organisation I work for understands the buzz words and can talk to them but do not follow through with actions that drive sustainable change”


“It is a great place to work! Everyone is treated equally (males and females) and they offer great, flexible benefits from leave to working hours”

“I do believe this is a lived value of the org, but sometimes this has not translated through; for example our workforce is predominantly white”

“Dual career families present issues to women who are pursuing leadership roles”

“The organisation as a whole supports equity and inclusion. Some departments are yet to be convinced of equity at all levels in regard to gender”

“As an organisation we are working very hard to become increasingly diverse and inclusive. Because of the industry that we operate in, there is long held bias against females which is going to take a long time to overcome. Because simply getting a fair representation of women in the workforce is such a battle for us, it has made it difficult to address other areas of diversity, such as age, sexuality and gender identity. There is also a conflict in the views of our white and blue collar workforces, which makes it challenging to embed initiatives and make progress. I believe we are genuinely trying as an organisation to be diverse and inclusive, but we have a long way to go to make the effects felt”



“Dual career families present issues to women who are pursuing leadership roles”

“Although well planned and executed, initiatives to support working parents do not always seem to achieve the desired results. There are some parts of the business where operational requirements can mean flexible working arrangements are particularly challenging to manage. Operational requirements are one challenge here, but at times support from leadership and colleagues to work flexibly can also be variable. At times I have also observed flexible working to adversely impact eventual performance assessment, compensation setting and career development decisions”

“My organisation is probably one of the better examples of an organisation that has developed a range of policies and programs to support inclusion and diversity. My personal experience as someone who has a disability is that better education for managers is still needed to remove discrimination from the workplace”

“We encourage people with lived experience of mental illness to work in our organisation and support them with plans on how to support them if they become unwell”

“As an organization we are working very hard to get to pay equity but still a way to go”

“We are implementing a 5 year strategy and have made significant progress in the first 2 years. Change takes time but the commitment and ownership to create the right environment is on track to building a more inclusive and diverse organization”

“All advertising on the website is very white and male, even though that is not representative of the roles to be filled”

“We may have targets and say we respect diversity, but like our fellow state counterparts, we DO NOT in operational roles”



“We regard diversity as a 'naturally' occurring element within our company culture; recruitment and remuneration are based on skillset, cultural behavior and experience requirements; gender is not a consideration”

“We have an equity and diversity unit and have recently appointed a Social Justice Director”

“My organisation is mostly female, so the pay gap and other men/women divides are not often relevant; however I believe there is a culture that resists inclusion of men and non-white culture groups”

**“Very old approach: D&I is stuck with the ‘EEO Officer’ and their outdated views and approaches”**

“We are proud to say that we embrace inclusion and diversity in our global company”

“As an HR professional, mother, human being, I'm surprised by the culture in my organisation. There is no flexibility, no flex time or time off in lieu of all the additional hours worked. If I'm 15 mins late when the morning daycare drop-off doesn't go well, I have to take it as annual leave. It won't matter that I work through lunch, stay back late, or work from home at night. It has been said to be by more than one person, that we're here to get a job done, no matter how long it takes. I applied for the job, so I have to deal with it. My children were very sick last year, and needed to go to hospital, and I was threatened with being fired. So I had to BEG my children's doctor not to admit them to hospital because I knew it would mean time off work for me, and losing my job. My children stayed home with their dad and lots of medication and apparatus, and I went to work so I wouldn't lose my job”

“Where I work there is a large population of women. It could be the industry, I'm not sure. I am a gay man and feel very welcomed in this environment. I have several woman managers above me, there is about three levels of management, all held by women, before there is a male”

“Transparent communication is maintained within my organization”

“My organisation has all of the right policies; however it is the cultural change that is more difficult. There remains a culture that assumes hours at your desk equal productivity, which means that people without kids or family responsibilities are able to work longer hours and be seen as higher performing. This leads to promotions and other opportunities. So it doesn't matter what diversity strategy you have if the incentive scheme favours a certain group of people”

“LGBT employees are not respected within the organisation, and are often the targets of bullying and exclusion, prejudice for acting opportunities, and feel the full force of disdain (mainly from the upper female management). Employees of other ethnicities, especially coloured people, are not treated equally”

“My organisation is anti-inclusion as it prefers older employees to retire rather than approve them any part-time transition”

“Our focus is to provide mentoring to our teams”

“Pay rates are position specific & have nothing to do with gender. The organisation is 70% female, the 3rd largest employer of women in Australia”

“Very old approach: D&I is stuck with the ‘EEO Officer’ and their outdated views and approaches”

**TABLE 5: HOW CONFIDENT ARE YOU THAT YOUR ORGANISATION HAS THE RESOURCES AND TRAINING REQUIRED TO SUPPORT EMPLOYEES WHO DISCLOSE THAT THEY ARE. (662 RESPONSES)**

ANSWER OPTIONS	VERY CONFIDENT	CONFIDENT	NOT VERY CONFIDENT	NOT AT ALL CONFIDENT	DON'T KNOW	RESPONSE COUNT
Suffering from mental illness	110	302	184	53	12	661
A victim of domestic violence	110	273	205	56	18	662
Suffering from a chronic or debilitating medical condition	123	324	162	41	12	662
Gender transitioning	67	151	219	169	55	661

Table 5 shows that there is a reasonably high level of confidence among the sample in supporting employees with mental illness, domestic violence or chronic medical conditions. There is not a comparable level of confidence among respondents to support employees who are gender transitioning.

## SUPPORT FOR INCLUSION & DIVERSITY – SAMPLE COMMENTS

The sample that follows is from respondents who were invited to say if the organisation offered other support regarding inclusion and diversity. (161 responses)

“Extensive disability support, for example a centralised Accessibility Support Unit (ASU), which provides dedicated assistive technology software and accessible telecommunication advice, training and support, and a dedicated National Disability Access Coordinator role which provides workplace adjustment advice and support”

“When I had mental problems I was forced to either work full time or take full time sick leave. I was not allowed to work part time as my doctor recommended”

“We have a strong interactive education program regarding lateral violence, a phenomenon peculiar to certain oppressed groups”

“Return from parental leave”

“We have a LGBTIQ & Ally Network and an Indigenous Reference Group”

“Female mentoring program in partnership with an external organisation. Internal mentoring programs for everyone also exists”

“Carer's support”

“Wellbeing and Positive Psychology”

“Employee Assistance Program”

“Technical support groups for staff with disability”

“We have an employee outreach program available for all people and their families throughout the year”

“Currently being researched”

“The organisation has a network of Equal Opportunity Contact Officers, and staff has access to an employee assistance program”

“Currently developing a workplace mental health strategy, aligned to a general 'get healthy' program”

“Our EAP. Awareness on days such as R U OK? Day”

“Peer support program”

“For employees who have suicidal tendencies”

“We have a focused Indigenous support program”

“Psychological Wellbeing Program”

“Given our role in social housing, our staff are trained and supported to be inclusive and mindful of diversity”

“LGBTI network. Currently proposing Domestic Violence leave, and mental health training for all leaders”

“Wellbeing programs for psychological wellbeing. Physical wellbeing - corporate gym membership. EAP program. OH&S program covers physical and mental health which includes diversity inclusion”

“Formal and organic mentoring programs, and well as localised health and wellbeing representatives to communicate and provide support for physical, emotional and mental well-being in the workplace”

“Mates in Construction, Toolbox meetings, EAP”

“LGBTI, Transgender/Transitioning, Indigenous, Harassment, Discrimination and Bullying”

“We have a strong ageing workforce that is looking to retire within a 5 year period and now we are attempting to future proof. This includes creating graduate recruitment programs and passing on the knowledge/training to new recruits”

“Cultural awareness regarding Indigenous culture”

“We now have a qualified Mental Health First Aider and are participating in the White Ribbon Workplaces Accreditation Program”

“We prefer not to run 'programs' but to just operate in an ethical manner. Companies need programs when they have a culture that is not conducive to inclusion and diversity, but we have maintained our integrity in this regard through considerable growth. We have a person who is profoundly deaf, women in non-traditional, mature age and multiple NESB groups”



**“We have a LGBTIQ & Ally Network and an Indigenous Reference Group”**

“We have a specialist Diversity and Inclusion Manager”

“We support NESB staff in many ways - including ensuring policies and essential information is translated into languages of our staff, celebrating and acknowledging diverse cultural days, providing opportunities to Refugees, and sponsoring skilled overseas workers”

“A diversity network has been created but it needs a strengthened”

“DV paid leave and emergency care. Gender transition toolkit, RUOK day, etc.”

“Unconscious bias training”

“We have an EAP that is promoted and used frequently, a Stop Mental Illness Stigma Charter, and a staff consultative committee which covers WH&S, wellbeing programs including inclusion and diversity”

**“We have launched a Domestic Violence leave policy”**



“About to embark on LGBTI training for key staff mainly from a client perspective but will flow to staff”

“One of our core values is caring. We have an EEO policy”

“Network of male White Ribbon accredited leaders”

“Momentum - to promote women in the workplace and the challenges they face. Also Asian diversity”

“We have had a big focus in communication about respect, collaboration and preventing workplace bullying”

“There are support programs for Indigenous staff, those from CALD backgrounds and LGBTI staff”

“White Ribbon accreditation”

“Projects around Athena Swan initiative and social justice/inclusion”

“We have run awareness campaigns, hosted a number of internal gender diversity events, participated in the Leaders in Infrastructure, Diversity and Inclusion Series with industry to develop an action plan with three key initiatives to influence the construction and engineering industry, development of Indigenous Employee Network (IEN) for Indigenous staff to network and collaborate through Yammer, specific women in leadership mentoring program, White Ribbon Accreditation, Develop and implement Cultural Awareness Training (CAT) program through an online training package provider, Aboriginal and Torres Strait Islander mentoring program, targeted entry pathway program (that includes Indigenous traineeships and the Indigenous Cadetship Program)”

“Indigenous traineeships plus disability, Indigenous and pride networks”

“We have launched a Domestic Violence leave policy”

“We have established an EAP program for employee and manager assistance. I feel confident I could navigate the above as required but as far as actual resources - we don't have any. This question regarding 'confidence' is worded poorly”

**"At times I have also observed flexible working to adversely impact eventual performance assessment, compensation setting and career development decisions"**



## AHRI AND USEFUL RESOURCES

**TABLE 6: THE MOST VALUABLE RESOURCE OR INFORMATION AHRI COULD PROVIDE TO SUPPORT YOU WOULD BE: (662 RESPONSES)**

Best practice case studies	62.1%	411
Expert articles	16.5%	109
Research	9.2%	61
Practitioner networks	8.8%	58
Other (please specify)	3.5%	23

Table 6 indicates clearly that the majority of respondents (62%) are looking for case studies to support their work in this area. Expert articles are also useful (17%) as are research (9%) and practitioner networks (8%).

### AHRI SUPPORT – SAMPLE COMMENTS

The sample that follows is from respondents who were invited to say what else AHRI could provide to support inclusion and diversity. (23 responses)

“Best practice case studies contained in the ongoing editorials topics published by AHRI”

“Certified Diversity Practitioner Training”

“Not just best practice studies... but more interested in failures, learnings and wins”

“Policy examples”

“I think best practice case studies can be useful, but often find there can be bias and idealism involved. AHRI do provide some meaningful information although I think there is a certain bias in their approach - what I would call a ‘tail wagging the dog’ approach, rather than seeing HR as a function that facilitates organisational direction and goals. These goals are primarily to ensure there is ongoing business and employment and not simply to keeping staff ‘happy’”

“Examples of innovation where companies are doing things differently to address these issues”

“More regular updates and advice, including webinars and best practice sharing”

“Diversity is a broad topic. Essential fact sheets on common issues and ways to resolve them would be a great initiative”

“Not just best practice studies as these are always like CBA or big orgs, but more interested in failures, learnings and wins from SMEs and NFPs”

“Practical case studies. Some best practice case studies are interesting but what I would like is the more mundane practical steps that people are taking to achieve cultural change. What has worked a little bit, rather than a case study purporting to be the silver bullet when it probably isn't”

“Training resources”

“Reporting the feedback to the parliament and relevant ministers”

“Business reasons why companies should embrace diversity at all; i.e. what is in it for the organisation?”

“Leaders' dinners - targeted discussions on D&I so that they are influenced by other leaders”

“Practical case studies... What has worked a little bit, rather than a case study purporting to be the silver bullet when it probably isn't”

## CHALLENGES AND SUCCESSES

**TABLE 7: WHAT CHALLENGES, IF ANY, DOES YOUR ORGANISATION FACE IN PROGRESSING DIVERSITY AND INCLUSION? (658 RESPONSES)**

Resistance to change/lack of support from leadership	37.7%	248
Resistance to change/lack of support from employees	24.6%	162
Don't have the skills and experience in the organisation required to drive changes	27.1%	178
Don't have sufficient funds available	31.5%	207
Not enough diversity amongst the candidates with skills required for roles	36.6%	241
Potential benefits of diversity are not widely understood/recognised	36.9%	243
Too many agendas	32.8%	216
Other (please specify)	11.9%	78

Table 7 shows that the two biggest inclusion and diversity challenges are resistance from leadership (38%) and the benefits not being widely enough understood (37%).

A somewhat different challenge, in that it is not on the face of it an internal challenge, is the observation by 37% of respondents that insufficient qualified candidates from diversity groups put themselves forward.

According to 33% of respondents, there are too many agendas, and 32% find lack of funds a challenge.

It is the view of 27% of respondents that the organisation lacks the requisite skills to drive change in the area, and 25% believe the challenge of employee resistance is an issue.

### CHALLENGES – SAMPLE COMMENTS

The sample that follows is from respondents who were invited to say what other challenges they face in progressing inclusion and diversity in their organisation. (78 responses)

“Global and domestic social and economic climate and the social unrest which it has incurred - is ignored in the university community”

“Time for initiatives - resources re staffing”

“Failure to recognise that senior management lack of respect is adopted by younger employees”

“Inclusion means adjusting governance processes, business processes and systems. We are not there yet, and I fear with Pauline Hanson back in Parliament, we will be in more trouble with diversity than ever”

“We need to formalize our diversity and inclusion practices to provide information to employees and management; and also as a framework for the active inclusion of a diverse workforce”

“Remoteness of our site limits our ability”

“If an applicant has the abilities, interest and skills to do a job, they will be in the mix to win the role dependent upon the competition and the quality of the application made by the employment service. Many applications from employment services are poorly written. This is a barrier to the right person being chosen for the job”

“Line manager capability”

“We are an NFP and have a predominantly female workforce. Males may not apply because of the pay grade”

**“Inclusion means adjusting governance processes, business processes and systems. We are not there yet, and I fear with Pauline Hanson back in Parliament, we will be in more trouble with diversity than ever”**



“The country is entering into a phase of the economic cycle where people will want to keep their jobs and employers will be looking to maximise decreased margins. While up-skilling and cross skilling will be focus points, I suspect that work-life-balance will become less manageable in a flat or tightening employment market and both employers and employees need to recognise this”

“The biggest issue is always getting the balance of best person, skills and experience for the relevant role that also has a close fit to the wider needs of diversity”

“Lack of information or awareness”

“Lack of resources (people and cost) if required to make significant changes in the workplace to further support diversity”

“This is not currently seen as a priority for our agency”

“Lack of mentoring programs”

“Not enough interest from senior leaders. If there is no problem that needs addressing, then don't go there. Senior leaders are too business focused. If there is no obvious benefit to the business, why go there?”

“Perceptions of organisation being male dominated and unwelcoming of diversity”

“Current premises have limited scope to accommodate disability access. Are currently planning new build/leases to accommodate needs of staff and customers within next 3 years”

“Lack of ability in the most senior leaders”

“HR team is very lean and as a result often gets bogged down in operational tasks rather than strategies that create change”

“Lack of understanding for role of inclusion in D&I agenda, means to measure”

“Responsibility for I&D is split across different functions which results in a lack of cohesive messaging and lack of integration in activities”

“Period of transformational change”

“Almost zero indigenous applicants across our relevant industries”

“Inconsistent support from leadership - senior leaders are great, next level down not as much”

“Pockets of prevailing misogyny”

“We do well with cultural diversity; we are yet to tackle age and caring responsibilities”

“I think my organisation is well ahead of the curve in relation to inclusiveness and diversity and also a rare example in Australian terms”

“Males in senior roles and some females in senior roles not proactively promoting capable and qualified women of all ages to senior leadership roles”

“Leadership espouses diversity but doesn't reflect it, particularly in terms of cultural and racial diversity”

“Unconscious bias”

“Resistance at the middle management level”

“I feel like diversity is not the way to go. I agree with equality, have the same for everyone and don't advantage a minority because they are under-represented. Who wants to be hired because they are different?”

“People are becoming exhausted with the number of special groups that need their own strategy. Every day it seems there is another letter added to the LGBTQTI network (even most HR officers can't name all the letters now). In some ways the diversity strategies have worked against inclusion as they constantly separate people as being different. A number of Indigenous employees in my organisation have removed their Indigenous status from the system because they were sick of being treated as a special case and didn't want the Indigenous strategy. It is a problem because the workforce can easily ignore information because there is just too much of it”

“Need for training and development to deal with related issues within an already crowded training calendar”

“Individual positioning for future promotional opportunities means those from minorities are mainly ignored or actively quietened”

“Individual prejudice”

“Traditionally male dominated industry”

“Work design that is not inclusive; very strong reliance on narrow external networks from which most senior leaders are recruited”

**“I feel like diversity is not the way to go. I agree with equality, have the same for everyone and don't advantage a minority because they are under-represented. Who wants to be hired because they are different?”**



**FIGURE 7. COMPARED WITH TWO YEARS AGO, WOULD YOU SAY THAT DIVERSITY AND INCLUSION IN YOUR ORGANISATION IS VIEWED AS.**

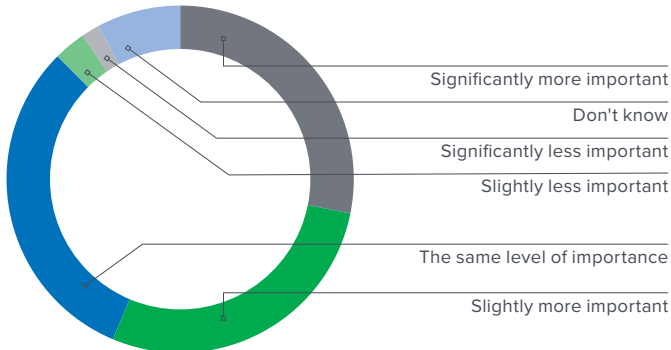


Figure 7 indicates that, compared with two years ago, about the same proportion of respondents believe that inclusion and diversity are either more important or less important. A similar proportion believe the issue is as important as it was then.

**TABLE 8: WHAT DO YOU CONSIDER TO BE THE GREATEST DIVERSITY AND INCLUSION SUCCESSES IN YOUR WORKPLACE? (656 RESPONSES)**

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Support from CEO/upper management	58.2%	382
Support from employees	35.8%	235
Reliable metrics and measurement	15.7%	103
Engaged stakeholders	23.8%	156
Setting key performance indicators	13.1%	86
Meeting inclusion and diversity key performance indicators	12.0%	79
Employee networks	19.2%	126
Well communicated targets (internally)	13.4%	88
Well communicated targets (externally)	5.8%	38

Table 8 indicates that, in keeping with the greatest challenge identified, the greatest diversity and inclusion success identified by the majority of respondents is winning support from the CEO and upper management (58%). Winning support from employees in general is rated second by around a third of respondents (36%) and a quarter believe that engagement of stakeholders in general is the greatest success (24%).

Employee networks are well regarded by one in five (19%), reliable metrics by 16%, and well communicated targets internally by 13%. Setting key performance indicators is mentioned by 13% and meeting them by 12%.



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