

# DIVERSITY & INCLUSION



## This can include differences in:

- Race
- Ethnicity
- Gender
- Age
- Language
- Physical ability
- Education
- Personality
- Skill sets
- Background
- Experiences
- Perspectives
- Styles of thinking
- Sexual orientation
- Knowledge bases



## Inclusion means...

Actively including everybody in tasks, teams, conversations, developments and decision-making.

An inclusive workplace is one where a diverse range of people feel valued and respected, having access to all opportunities and resources on offer.

Creating an inclusive workplace is fundamental to maximising diversity and creating successful organisations. An inclusive workplace will also foster belonging, where people share the confidence, security and allegiance brought about by being part of a group.

80%

of millennials consider D&I policies when making employment decisions.

85% CEOs

correlate rising bottom lines in D&I strategies.

Improved

- marked share
- stakeholder returns
- decision making
- talent attraction
- employee engagement & retention
- innovation



3x

as likely to be high performing.

8x

as likely to achieve better business outcomes

35%↑

likelihood of greater financial returns in greater local diversity

\$12trillion

could be added to global GDP by 2025 by advancing women's equality

## How?



➔ Each business will need to determine unique and appropriate ways of improving diversity and inclusion in their workplace.

➔ Some things to consider:

- Recognise the need
- Look within your own business first (curious mind)
- Set up a Steering Committee of interested 'champions'
- Deliver initiatives through leadership
- Offering opportunities for 'bottom-up' initiatives where staff can own opportunities for diversity and inclusion, which may have a higher likelihood of success through peer engagement
- It's a continuing journey to encapsulate a diverse and inclusive workplace.

## Measuring Progress

➔ In addition to assessing overall organisational diversity (gender, ethnicity, disability etc), it is important to assess diversity within different locations, teams, job types and levels.

➔ Focus on diversity targets as opposed to quotas :

- Some organisations have found diversity needs to be approached across the board (gender, ethnicity, disability, religion etc) to avoid backlash against the idea that favouritism is being shown.

➔ Inclusion can be difficult to measure:

- Engagement surveys – used similarly to a health check survey to look at whether an individual has experienced non-inclusive behaviour in the previous three, six or 12 month period.
- Exit interviews – both in person and written exit surveys can unveil both strengths and weaknesses in an organisation's inclusion strategies.
- Number of ideas that are being shared from throughout the organisation – high numbers of ideas can reflect an engaged workforce that feels safe to provide their suggestions.

Inclusion will not be sustained in organisations that lack the feeling of belonging.

## Other Resources

[Inclusive Australia](#)

[Diversity Council of Australia](#)



## Leadership

- ➔ Must be driven by leadership at all levels.
- ➔ Leadership style must be right to foster diversity and inclusion.
- ➔ Genuine, authentic, emotionally intelligent.

## Values

- ➔ Diversity and inclusion need to be reflected in organisational values.
- ➔ Must be visible to all and then linked to behaviours.
- ➔ All staff should be accountable in reflecting the organisational values.

## Consistency

- ➔ Organisational policies and values should be set and clearly communicated.
- ➔ Consistent, ongoing implementation of policies and values across all parts of the organisation.

## Flexible Work Environments

- ➔ This can be hard to implement but it is a low-cost strategy to foster diversity.

## Pay Inequalities

- ➔ Assess and address any pay inequities.

## Unconscious Bias Training

- ➔ Awareness and recognition of unconscious bias creates a foundation to build an inclusive organisation.

## Parental Leave Policies

- ➔ Ensure equal access to parental leave policies, regardless of the gender or role of the parent.
- ➔ Promotion of parental leave arrangements and support for both men and women optimising leave and flexible working arrangements

## Recruitment Strategies

- ➔ Messaging – call out flexibility, diversity and inclusion policies in job adverts.
- ➔ Do not look to replicate what you have had, look to build.
- ➔ Establish relationships with agencies that will aid diverse recruitment including recruitment of indigenous Australians and people with disabilities

## Succession Planning

- ➔ Diversity should be a key consideration when succession planning to ensure the future workforce is best placed to maximise commercial success.

## Reward and Celebrate

- ➔ Inclusive behaviours such as courage, trust and integrity should be acknowledged and rewarded.

## Culture Add

- ➔ Recruitment strategies should focus on what someone can bring to an organisational, not whether they will maintain the status quo.
- ➔ Consider the role of recruitment agencies such as Six Degrees in actively encouraging diverse recruitment.
- ➔ Values alignment vs assimilation – assimilation (or sameness) will only work to decrease diversity.



## Reverse Mentoring

- ➔ Have programs aimed at bringing together diverse individuals to share skills and perspectives. This helps to unlock the potential of a diverse workforce and create opportunities that foster inclusion.

## Telling Stories

- ➔ Sharing of stories and celebrating things that make the team different or unique can build a stronger, more inclusive environment.

## Language

- ➔ Organisational language should be respectful and reflect the values of embracing and promoting diversity.
- ➔ Organisations should make sure language is not exclusive or discriminatory.

## Selection Panels

- ➔ Representative panels with differences in gender, age and experience will help in identifying the best candidate for the job that will add value to the organisation.

## Meetings

- ➔ Meetings of all levels - from Executive to team meetings - should feature diversity and inclusion as a standing agenda item.

## Celebrations

- ➔ Celebrate diversity through events such as International Womens Day, International Day of People with a Disability, Harmony Day and multicultural events including NAIDOC week.

## Accessibility

- ➔ Proactively design and facilitate an accessible workplace that welcomes people with disabilities. Do not limit this effort to physical disabilities.

## Ongoing Learning

- ➔ Use full team development opportunities to learn more about diverse groups of people in the organisation.
- ➔ Provide people in those groups the opportunity to share their story should they feel comfortable

## Transition to retirement programs

- ➔ Consider programs that allow for a transition to retirement. This enables older employees to be retained longer within an organisation, whilst supported in pursuing the next chapter of their life.



## Belonging

- ➔ A workplace with a strong sense of belonging will experience higher employee satisfaction and retention.
- ➔ Belonging is a vital ingredient to unlocking the benefits of diverse hires in the long term.
- ➔ Managers can foster a sense of belonging by ensuring employees feel valued for their efforts and accomplishments.
- ➔ Make sure team members feel safe to disagree with others in team meetings.
- ➔ Encourage employees to bring their authentic selves to the office.

## Staff Recognition

- ➔ Organisations should consider how staff recognition and celebrations can be delivered in an inclusive manner. It is important to acknowledge different beliefs and practices around things such as drinking, as well as different levels of comfort with public recognition.

## Psychological Safety

- ➔ Managers need to create an environment of psychological safety where people feel they are respected and can share their opinions.
- ➔ Managers can ensure everyone is heard by gathering and implementing regular feedback from the team and making time to hear everybody's thoughts and opinions

