

Diversity & Inclusion

The Role of HR

Define

Using the Diversity & Inclusion Maturity Model and seeking a range of stakeholder input:

- Where are we?
- Where do we want to be?
- What's our context?
- What's the problem we are trying to solve?
- What is the current leadership appetite?

Inclusion Maturity Framework

Level 3:
Way we do business

Level 2:
Way we change
mindsets
and behaviours

Level 1:
Way we comply



Diagnose

Using quantitative/qualitative data and insights and seeking a range of stakeholder input:

- What are our strengths?
- What are our weaknesses?
- What are the threats?
- Where are the opportunities?

Design

- Considering your context, challenge the status quo – take a stretch and realistic approach
- Determine your D&I purpose and ensure it is aligned with and enables the business strategy
- Where relevant, learn from others - explore other organisation's D&I strategy available on the internet and explore relevant AHRI D&I winner case studies
- Identify key overarching goals
- Identify focus areas within each goal
- Identify practical actions
- Determine measures
- Seek leadership and stakeholder input

Implementation & Evaluation

- Determine governance approach – roles, accountability, measurement
- Seek leadership commitment and accountability
- Develop plan with priorities and practical actions
- Develop communication approach and leverage storytelling
- Track progress
- Test and learn, continuous improvement and evaluate

Diversity & Inclusion Maturity Model

LEVEL 1: WAY WE COMPLY

Stay within the law. Regulatory compliance. Risk management.

- Leader and Employee Responsibilities
- Anti-Discrimination Laws
- WGEA Requirements
- Workplace Health and Safety Legislation (Anti-Bullying, Employee Well-Being)
- Fair Work
- ASX (Board and Leadership Teams) responsibilities

LEVEL 2: WAY WE CHANGE MINDSETS AND BEHAVIOURS

Strategic approach beyond compliance. Business case in place. Leadership support. Programmatic.

- Diversity, Inclusion and Equality clearly defined and part of organization strategy.
- Quick Wins and Raising Awareness – e.g., D&I Events Calendar
- Targeted programs to attract and retain diverse talent and address unconscious bias
- Delivering and great execution are critical elements
- Quick wins
- Each agenda uniquely sponsored

LEVEL 3: WAY WE DO BUSINESS

Inclusion built into operating principles. Moved from leader or function owning to everyone owning, Holistic. Sustainable.

- In the DNA of the organisation
- Foundational to the way the organization works.
- Diversity Lens across every business practices – full integration into every process
- Diversity and inclusion informing future work design and flexibility
- Leading difference and inclusion
- Understanding exclusion
- Striving for a consistent 'lived experience' across all employees within your context