DIVERSITY AND HUMAN RESOURCE MANAGEMENT: AUSTRALIAN SURVEY RESULTS

OECD DIVERSITY PROJECT

Report Partner

MACQUARIE BUSINESS SCHOOL

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FOREWORD

It has been an immense pleasure to work on this OECD initiated project with AHRI. The study confirms that collaboration between academics and professionals provides opportunities for knowledge exchange and new insights that have the potential to improve diversity and inclusion policies, strategies, initiatives and practises.

The contributions from 431 AHRI members, presented in this report, highlight that commitment to diversity and inclusion in Australia has grown in recent years. It is certainly pleasing to find that fifty-nine percent of respondents reported that diversity initiatives have been implemented in their organisations, around seventy percent of these respondents reported that the initiatives had been effective in strengthening diversity, and that more than sixty percent stated that the initiatives had been successful in achieving other outcomes, such as increased innovation and creativity within their organisation. These figures indicate that progress towards inclusion is being made in Australia.

However, given that ninety-five percent of respondents stated that diversity management would have more importance, or a similar level of importance in the future, the results suggest that diversity initiatives need to be extended to ensure that inclusion becomes the norm.

The survey has provided some helpful suggestions from respondents to improve diversity and inclusion in the future. Significant among these are the need to: ensure 'leadership accountability for actioning and achieving diversity outcomes'; increase 'inclusion measures, rather than just diversity measures' to improve how different groups (Indigenous, LGBTI and women) 'feel in the workplace'; introduce 'a long-term focus on culture change not just short term KPIs and targets'; and specific training for front line and middle managers.

This study provides some useful insights that can help senior management to 'walk the talk', as one respondent put it and to 'replace rhetoric with actuality', in the words of another. The Centre for Workforce Futures looks forward to working with AHRI and HR professionals to take the next steps forward in the pursuit of inclusive outcomes in Australia.

- **PROFESSOR LUCY TAKSA**
PROFESSOR OF MANAGEMENT AT MACQUARIE BUSINESS SCHOOL & DIRECTOR – CENTRE FOR WORKFORCE FUTURES

FOREWORD

The Australian HR Institute are delighted to have collaborated on this important survey, to understand how organisations in an Australian context have made progress in the diversity and inclusion space. In aspiring for more positive, productive and sustainable workplace cultures, HR must harness proactive approaches to diversity and inclusion.

The findings of this study of 431 respondents examine the types of diversity and inclusion initiatives that Australian workplaces are implementing, and the level to which these initiatives strengthen diversity in the workplace. It was revealed that diversity and inclusion initiatives have grown in the past 5 years, and that these initiatives have been largely successful in increasing innovation and creativity in organisations.

It is fantastic to see that diversity and inclusion initiatives are on the rise, however equally there is opportunity for HR practitioners to explore more varied initiatives. While there is a lot of value in these initiatives, there is a great deal of complexity in navigating effective approaches. The data highlights that the model of training for unconscious bias is outdated and ineffective, and alternatives must be explored. While many track the progress of their diversity initiatives, there is room for improvement, through qualitative and quantitative methods.

Clearly illuminated in the findings was the idea that HR professionals, senior managers and leaders need more training and education on diversity and inclusion initiatives, and particularly on bias in the workplace. These initiatives need to have a longer-term approach, with more transparency and accountability. I commend this report to Australian business leaders to objectively critique your current approaches to diversity and inclusion, and benchmark your progress with other Australian organisations included.

- **LYN GOODEAR FAHRI GAICD**
CHIEF EXECUTIVE OF THE AUSTRALIAN HR INSTITUTE

EXECUTIVE SUMMARY

RESEARCH AIMS AND OBJECTIVES

This report is based on an online survey that was developed by the Organisation for Economic Co-operation and Development (OECD) jointly with diversity scholars, Professors Jean-Francois Chanlat and Mustafa Ozbilgin at Paris-Dauphine University. The OECD survey was conducted through the support of scholars and associations of human resource managers in several countries in order to enable better understanding of human resource (HR) professionals' experiences of and views on diversity and inclusion initiatives, their impacts and future potential. The conduct of the survey was managed by Eva Degler, Policy Analyst, International Migration Division, OECD Directorate for Employment, Labour and Social Affairs in the OECD Directorate for Employment, Labour and Social Affairs.

OECD developed the initiative in recognition of the fact that while:

> *'"Diversity" has become one of the buzzwords to describe how today's workforce has changed fundamentally over the past decades; employment rates of women have risen substantially, shares of migrants have increased in many countries, and more people than ever before are open about their sexual orientation ... little is known how a more diverse society and workforce impacts the daily experiences of employees, managers and HR professionals.'*

The OECD Diversity Project sought to fill this gap in the belief that the views and experiences of 'HR professionals are crucial to inform better policy making and to work towards ensuring that a diverse workforce can benefit everyone involved.'

As an affiliate of the Chaire Diversite et Management at Paris-Dauphine University, Professor Lucy Taksa (Macquarie University) was approached to facilitate the conduct of the survey in Australia in late 2017 and in December of that year the Australian Human Resource Institute (AHRI) agreed to support the OECD initiative. AHRI also supported Professor Taksa's proposal for the inclusion of additional survey questions on conscious and unconscious bias. OECD subsequently included several questions on bias in the survey.

AHRI's CEO, Ms Lyn Goodear conveyed information on the survey to all AHRI members and subscribers on 5 April 2018 and invited them to complete the survey between 5 and 24 April 2018. In total the survey was completed by 431 AHRI members, the majority of whom were employed in Australia in large organisations comprised of more than 500 staff. Participants were from both public and private enterprises and all industry sectors.

This Report has been produced by Professor Lucy Taksa and Dr Nour Dados following preliminary coding analysis of survey data by Guogui Huang. This data set is cited as: OECD/University Dauphine/Australian HR Institute (2018), HR Diversity Survey.

LAYOUT OF DATA

The Report includes textual information and data in tables and figures. The numbers of survey participants who responded to each question are outlined in text format and in the two Tables, while proportional distribution of responses is predominantly represented as percentages in the graphs. Only where the number of respondents to a question was too small for percentage representations to carry statistical significance, do the figures show the distribution by number of responses. In addition, the Report includes summaries of qualitative responses provided by respondents, including some relevant quotes that add richness to our understanding of HR experiences and views of diversity initiatives.

OVERVIEW OF SURVEY FINDINGS

Diversity and inclusion initiatives are on the rise

The Survey indicates that diversity and inclusion initiatives are on the rise. Almost sixty percent of respondents reported that measures to promote diversity in the workplace had evolved 'considerably more' *in their country* in the previous five years, while forty percent reported that diversity initiatives had evolved 'considerably more' *in their organisation* in the previous five years. Thirty-one percent of respondents stated that initiatives had evolved 'somewhat more' in their organisation in the previous five years. Around sixty percent of respondents also stated that their organisation currently had initiatives to promote diversity, and thirteen percent reported that their organisation had concrete plans to implement diversity initiatives.

Initiatives and programs are strengthening diversity and creativity in the workplace

Women and workers from low socio-economic backgrounds[1] were identified as the main targets of diversity and inclusion initiatives. Recruitment for diversity was generally open for all job profiles, with only ten percent of respondents reporting that recruitment for diversity had occurred for specific job profiles. Enhancing human capital and boosting innovation were important reasons why organisations sought to promote diversity initiatives. Managerial priorities were also a noted factor in strengthening the diversity agenda. Around seventy percent of respondents reported that the initiatives had been effective in strengthening diversity, and more than sixty percent stated that the initiatives had been successful in achieving other outcomes, such as for example, increased innovation and creativity, within their organisation.

Measures to enhance diversity are varied

The use of diverse teams for interviewing and hiring, the circulation of job advertisements specifying that applications from under-represented groups were welcome, and the implementation of outreach programs targeting under-represented groups, were the most commonly reported means of recruiting for diversity. Targets for under-represented groups and anonymised CVs also remain important measures reported by the survey cohort. Organisations sought to promote diversity internally by publishing a plan of action, providing intercultural and diversity training for all employees, and establishing advisory boards on diversity.

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[1] The survey included the category of 'People from Disadvantaged Neighbourhoods', a term used in Europe. We assume that our Australian Survey respondents interpreted this as 'People from low socio-economic backgrounds'.

Organisations are tracking the impact of diversity initiatives

Fifty-four percent of respondents reported that the initiatives to promote diversity had been evaluated either internally or externally. Methods of measuring the impact of diversity initiatives were both quantitative and qualitative. These included monitoring the diversity of the workforce over time, conducting surveys of employees, and tracking the number of applications from under-represented groups. Qualitative evaluation methods included the use of internal focus or working groups, observing managerial rhetoric on diversity, and assessing norms and procedures as well as day-to-day practices over time.

More work is needed to address unconscious bias

Sixty percent of respondents reported that their organisation had adopted initiatives to minimise conscious bias in management decision-making and fifty-four percent reported the use of initiatives to minimise unconscious bias. Initiatives used to minimise unconscious bias included training workshops, human resource interventions and the use of toolkits. However, only twenty-three of those who reported the use of initiatives to minimise unconscious bias in their organisation viewed them as effective. Forty-three percent of respondents stated that the initiatives had been somewhat effective, while seventeen percent felt that that they had not been effective at all.

Towards a diverse and inclusive future

The significance of diversity and inclusion policies and initiatives in today's organisations was widely acknowledged and recognised as a continuing feature of modern workplaces. Indeed, ninety-five percent of survey respondents stated that diversity management would have more importance, or a similar level of importance, in the future. Wider availability of diversity training for staff, large-scale outreach campaigns to under-represented groups, and targets were among the measures considered most helpful for achieving diversity outcomes. Employees from low-socio-economic backgrounds, younger and older workers and disabled workers were among the groups that respondents thought should receive more attention from diversity and inclusion initiatives. Strong leadership on diversity initiatives and good management of cultural change, were among the important factors that respondents identified as necessary for achieving positive outcomes in their organisations.

CONCLUSION

This Report demonstrates that many organisations have made efforts to address workforce diversity and that diversity initiatives have evolved in Australia over recent years. However, the survey also indicates that significant work is still needed to ensure that a wider range of groups and individuals can benefit from diversity initiatives to ensure equal opportunities, as well as equal outcomes and inclusive organisational cultures.

The findings demonstrate that a vast majority of respondents believe that all organisational members need to be helped to address obstacles to the implementation of diversity initiatives and to strengthen diversity and inclusion in their organisations. Numerous respondents highlighted that such assistance, in the form of training and education was particularly needed for HR professionals, senior managers and leaders. By contrast, the relatively muted findings in regard to the impact of initiatives to address bias in the workplace indicate the need for different approaches to this significant issue.

Overall, these survey results provide rich insights from HR professionals in Australia, which can guide employers, governments and professional bodies to pursue greater inclusion in future.

RESPONDENT PROFILE

LOCATION

The location of respondents is represented in Figure 1. The majority, 402 of 431 respondents, worked in an office located in Australia.

- Thirteen respondents were located in the Pacific or South East Asia: four in Malaysia, three in Fiji, two in Singapore, one in New Zealand, one in Papua New Guinea, one in Vietnam, and one in a company with offices in Australia, New Zealand and the Pacific.
- Five worked in South Asia: two in Bangladesh, one in India, one in Pakistan, and one in Sri Lanka.
- Six respondents worked in the Americas: two in the USA, one in Canada, one in Chile, one in the Dominican Republic, and one with offices in the USA and Estonia.

Of the remaining respondents (represented in the Other category), three worked in Europe, one in the Middle East in Qatar, one in the United Kingdom, and two worked for global companies.

Figure 1 Location (% of respondents)

Legend:
- Australia
- Pacific & SE Asia
- South Asia
- North, Central & South America
- Other
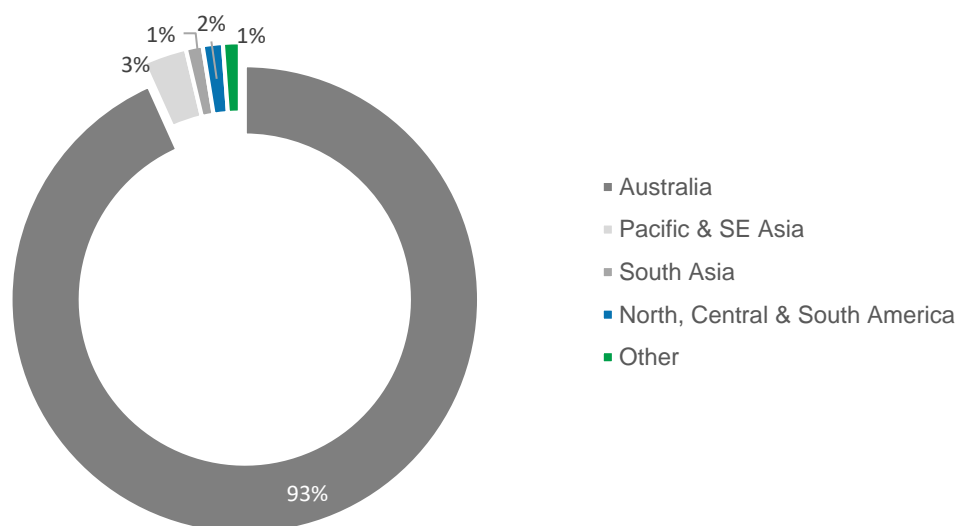
SIZE OF ORGANISATION

The size of the organisations in which respondents work is represented in Figure 2.
- The majority of respondents, 232 of 431, worked in large organisations with more than 500 employees.
- One third of respondents worked in medium-size organisations: 53 in organisations with 250-500 employees, and 92 in organisations with 50-249 employees.
- Fifty-four respondents worked in organisations with less than 50 employees.

*Figure 2 Size of organisation (% of respondents)*
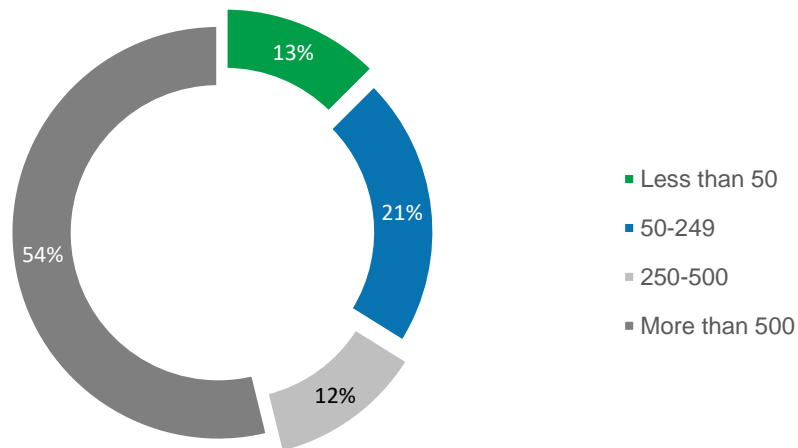
TYPE OF ENTERPRISE

The types of organisations in which respondents were employed is represented in Figure 3.

- The majority of respondents were employed in a private company: 256 of 431.
- A large proportion of respondents were employed in a state-owned enterprise: 170 of 431.
- Five respondents were unsure if the enterprise they worked for was private or state owned.

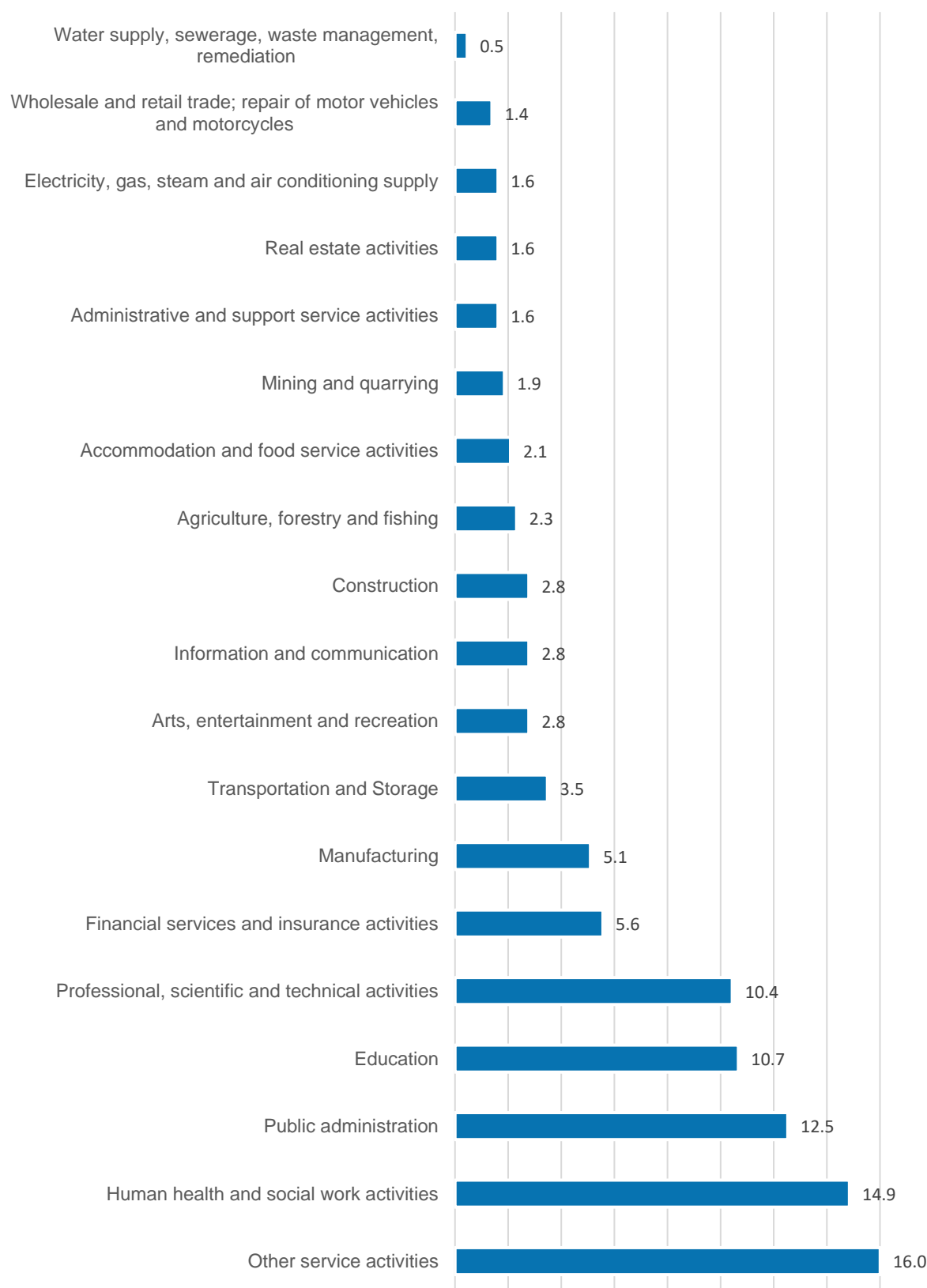*Figure 3 Type of enterprise (% of respondents)*
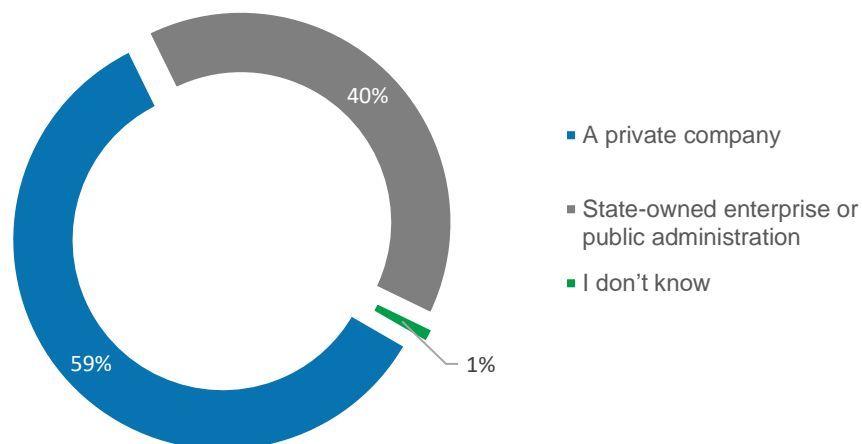
DISTRIBUTION OF RESPONDENTS BY INDUSTRY

Figure 4 shows that the 431 survey respondents were distributed among all major industry sectors broadly corresponding to the Australia and New Zealand Standard Industrial Classification (ANZSIC) categories, as follows:

- Human Health and Social Work: 64 respondents
- Public administration: 54 respondents
- Education: 46 respondents
- Professional, Scientific and Technical: 45 respondents
- Financial Services and Insurance: 24
- Manufacturing: 22 respondents
- Transportation and Storage: 15 respondents
- Arts, Entertainment and Recreation: 12 respondents
- Information and Communication: 12 respondents
- Construction: 12 respondents
- Agriculture, Forestry and Fishing: 10 respondents
- Accommodation and Food Service Activities: 9 respondents
- Mining and Quarrying: 8 respondents
- Administrative and Support Service Activities: 7 respondents
- Real Estate: 7 respondents
- Electricity, Gas, Steam and Air Conditioning Supply: 7 respondents
- Wholesale and Retail Trade or Repair Of Motor Vehicles And Motorcycles: 6 respondents
- Water Supply, Sewerage, Waste Management and Remediation: 2 respondents
- Service Activities: 69 respondents.

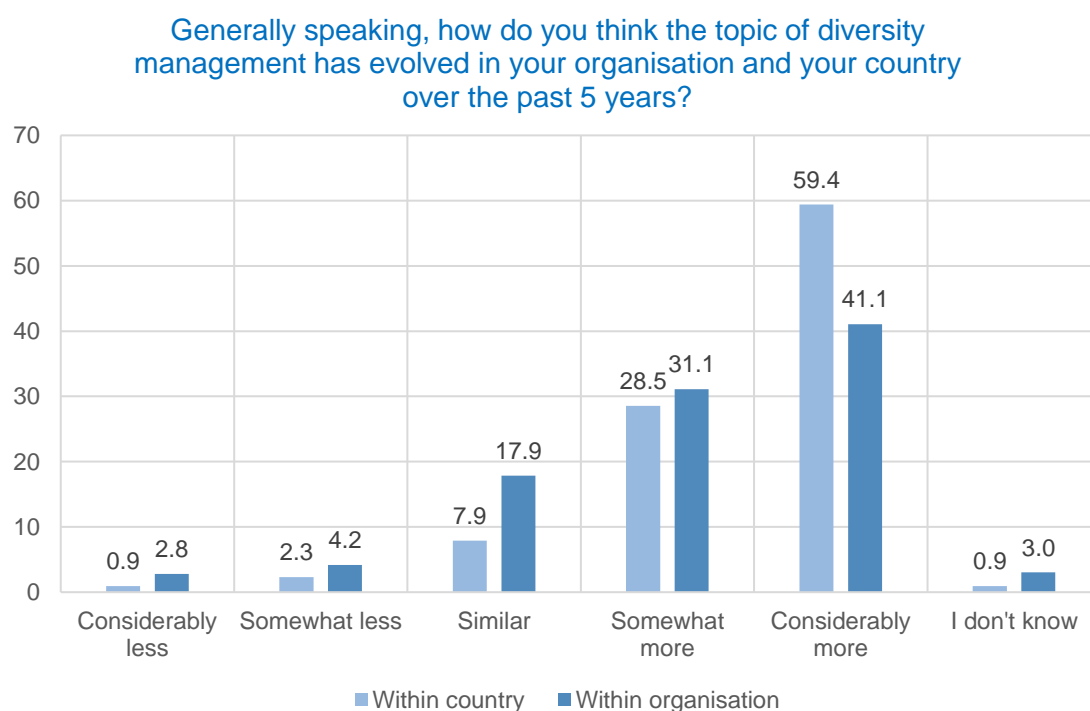*Figure 4 Distribution of respondents by industry (% of respondents)*

Industry	%
Water supply, sewerage, waste management, remediation	0.5
Wholesale and retail trade; repair of motor vehicles and motorcycles	1.4
Electricity, gas, steam and air conditioning supply	1.6
Real estate activities	1.6
Administrative and support service activities	1.6
Mining and quarrying	1.9
Accommodation and food service activities	2.1
Agriculture, forestry and fishing	2.3
Construction	2.8
Information and communication	2.8
Arts, entertainment and recreation	2.8
Transportation and Storage	3.5
Manufacturing	5.1
Financial services and insurance activities	5.6
Professional, scientific and technical activities	10.4
Education	10.7
Public administration	12.5
Human health and social work activities	14.9
Other service activities	16.0

DEVELOPMENT OF DIVERSITY MANAGEMENT AT WORK

EVOLUTION OF DIVERSITY MANAGEMENT

Figure 5 indicates how respondents viewed the evolution of diversity management over the preceding five years in their country and organisation.

- 256 respondents reported that it had evolved 'considerably more' than the preceding five years in their country, with 177 respondents stating that diversity management had evolved 'considerably more' in their organisation
- 123 respondents reported that diversity management had evolved 'somewhat more' in their country, and 134 respondents stated it had evolved 'somewhat more' in their organisation.
- 34 respondents stated that diversity management had not greatly changed in their country in the previous five years, and 77 respondents stated that it was similar within their organisation.
- 10 respondents reported that the evolution of diversity management in their country had been 'somewhat less', 4 respondents stated it had been 'considerably less', and 4 responded that they did not know.
- 18 respondents reported the evolution of diversity management in their organisation, had been 'somewhat less', 12 respondents reported it had been 'considerably less', and 13 stated that they did not know

Figure 5 Evolution of diversity management in previous 5 years (% of respondents)

Generally speaking, how do you think the topic of diversity management has evolved in your organisation and your country over the past 5 years?

DIVERSITY MANAGEMENT BY SECTOR

Table 1 below shows a sector-by-sector view of how diversity management has evolved in organisations. Within most sectors, respondents were more likely to state that diversity management had evolved 'considerably more' or 'somewhat more', with fewer respondents across all industries stating it had evolved 'considerably less' or 'somewhat less'.

Table 1 Evolution of diversity management within organisation by sector

	Considerably More	Somewhat more	Similar	Considerably less	Somewhat less	I don't know
Accommodation and food service activities	4	2	2			1
Administrative and support service activities	2	4				1
Agriculture, forestry and fishing	4	3	2		1	
Arts, entertainment and recreation	3	2	5	1	1	
Construction	6	6				
Education	17	12	10	2	3	2
Electricity, gas, steam and air conditioning supply	2	4	1			
Financial services and insurance activities	14	5	2	1	1	1
Human health and social work activities	27	15	15	1	3	3
Information and communication	4	4	1	1		2
Manufacturing	4	10	7		1	
Mining and quarrying	5	2			1	
Professional, scientific and technical activities	18	15	9	1	1	1
Public administration	29	14	7		2	2
Real estate activities	4	3				
Transportation and Storage	6	5	3		1	
Water supply; sewerage, waste management and remediation activities	1			1		
Wholesale and retail trade; repair of motor vehicles and motorcycles	3	3				
Other service activities	24	25	13	3	4	

MEASURES TO INCREASE DIVERSITY

Figure 6 shows the rate of implementation of measures to increase diversity.

- Overall, more than 60% of respondents stated that diversity measures were, or had been, in place.
- 253 respondents reported that measures to increase diversity were currently in place
- 17 reported that measures had been implemented in the past but were no longer in place
- 93 respondents reported that their organisation had no diversity measures in place and had no concrete plans to introduce them.
- 57 respondents reported that while there were no measures currently in place, there were concrete plans to increase the diversity of the workforce.
- 11 respondents reported that they did not know.

Figure 6 Implementation of initiatives to promote diversity (% of respondents)

Has your organisation already implemented concrete measures to increase the diversity of your workforce?

GROUPS TARGETED FOR DIVERSITY MEASURES

Figure 7 identifies the social groups targeted by diversity measures. The data for this question was collected from the 270 respondents who had stated that their organisation had diversity measures in place, or had implemented them in the past.
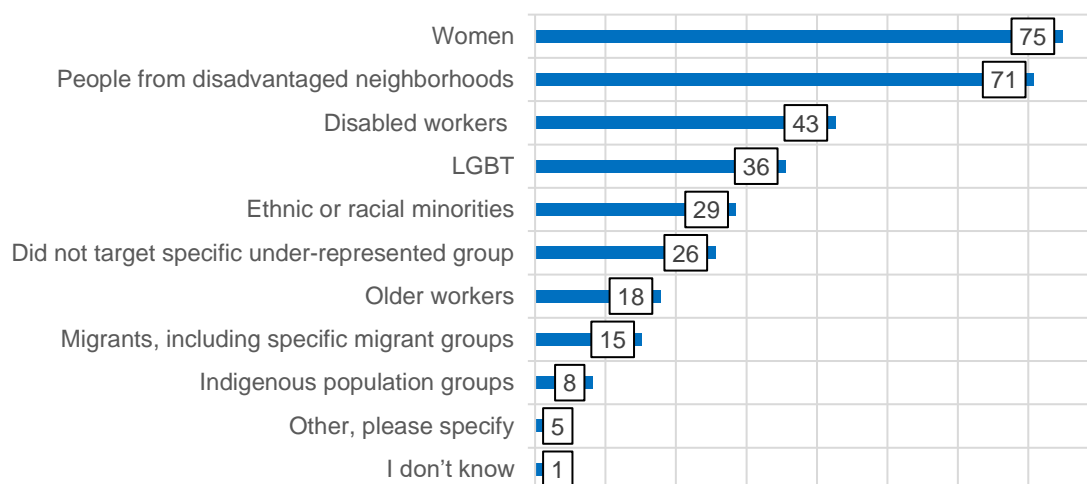
Respondents were able to select more than one response for this question.

- Measures specifically targeted at increasing the number of women in the workplace were the most commonly reported, with 202 respondents stating that their workplace had undertaken such initiatives.
- People from low socio-economic backgrounds were also targeted by diversity measures, with 191 respondents noting that diversity measures were aimed at this group.
- Other groups targeted by diversity measures included:
  - disabled employees: 115 responses
  - LGBT employees: 96 responses
  - ethnic or racial minorities: 77 responses
  - older workers: 48 responses
  - migrants, including specific migrant groups: 41 responses
  - Indigenous employees: 22 responses.

- 69 respondents noted that the measures did not target a specific under-represented group.
- 3 respondents did not know which groups were targeted.

Figure 7 Social groups targeted by diversity measures (% of respondents)

Regarding measures that seek to increase the presence of under-represented groups in your company: What are (or were) the main target groups of these measures?

Group	Value
Women	75
People from disadvantaged neighborhoods	71
Disabled workers	43
LGBT	36
Ethnic or racial minorities	29
Did not target specific under-represented group	26
Older workers	18
Migrants, including specific migrant groups	15
Indigenous population groups	8
Other, please specify	5
I don't know	1

OTHER GROUPS TARGETED FOR DIVERSITY MEASURES

Table 2 identifies the other targeted groups identified by 14 respondents, half of whom reported that youth or younger workers were the targeted group. These responses are represented below.

Table 2 Responses about other groups targeted by diversity measures

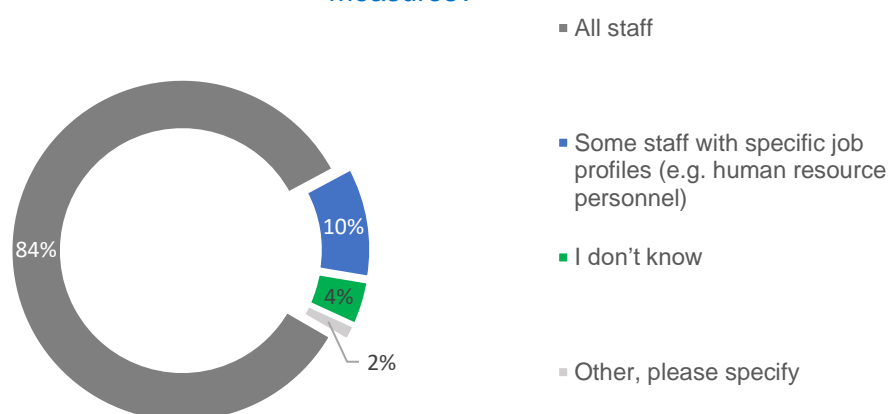| Other groups targeted by diversity measures	N
Already	1
Mental Health	1
Some targets are not public knowledge (e.g.: women or LGBTI)	1
We looked for people of all ethnic groups in different countries interested in remote work	1
We're seeking a working population which reflects our community	1
Young people	1
Younger people- apprenticeships	1
Younger workers	2
Youth	3
Men	1
More age diversity to address ageing workforce	1
Total	14

SPECIFIC GROUPS TARGETED FOR DIVERSITY MEASURES

As outlined in Figure 8, when asked whether specific groups in the workplace were targeted for the implementation of diversity measures the majority responded that diversity measures

applied to all groups of staff. Five respondents gave written responses regarding target groups in the workplace (represented in 'Other' category in Figure 8):

- non-HR roles
- membership, access, interactions
- people leaders
- senior leaders
- women in operational leadership roles

Figure 8 Employee groups within the workplace targeted by diversity measures (% of respondents)

Regarding measures that seek to make the workplace more inclusive overall: What are (or were) the main target groups of measures?

- All staff
- Some staff with specific job profiles (e.g. human resource personnel)
- I don't know
- Other, please specify

84%
10%
4%
2%

REASONS FOR NOT IMPLEMENTING DIVERSITY MEASURES

The 150 participants who responded that their organisation did not have diversity measures in place and had no plans to implement them (see Figure 6), identified various reasons for the lack of action. These responses are represented in Figure 9. Multiple responses were possible for this question.

The answers that received the largest number of responses were:
- the company wants to treat all applicants equally: 52 respondents
- the workforce was already sufficiently diverse: 47 respondents
- a sufficient number of applications were received from diverse candidates: 46 respondents
- management is not interested: 32 respondents
- the organisation lacks the know-how to implement the measures: 26 respondents
- uncertainty around what value diversity measures would add: 16 respondents
- the perception that diversity measures were too costly or that there were not enough personnel to implement them: 14 respondents
- it was difficult to see what impact diversity measures would have on day-to-day working life: 13 respondents
- current employees would consider the implementation of diversity measures unfair: 6 respondents
- 19 respondents did not know why the measures were not in place.

ADDITIONAL COMMENTS

- Sixteen respondents provided additional written information for this question (represented in 'Other' category in Figure 9). Of these:
- 7 reported that their organisation had plans to implement diversity measures
- 3 reported that diversity measures were not a priority
- 2 identified low turnover or skills shortages in their organisations
- 1 reported that the priority was being given to increasing Aboriginal and Torres Straight Islanders (ATSI) numbers rather than diversity in general
- 1 reported that senior management works with whoever applies for advertised roles
- 1 reported that identity politics had made it impossible to speak freely about the subject.

Figure 9 Reasons diversity measures were not implemented (% of respondents)

What are reasons why your company is currently not planning to implement such measures?

Reason	Value
Company wants to treat all applicants equally	35
Workforce is sufficiently diverse	31
Sufficient applications from diverse candidates	31
Management is not interested	21
Not enough know-how	17
Add value is not clear	11
Too costly/not enough personnel	9
Difficult to see impact on day-to-day working life	9
Current employees would consider this unfair	4
I don't know	13
Other	11

REASONS FOR DISCONTINUATION OF DIVERSITY MEASURES

The 17 respondents who reported that their organisation had implemented diversity initiatives in the past, but that these had been discontinued (see Figure 6) explained the discontinuation (represented in the 'Other' category in Figure 10) as follows:

- difficulty of measuring the impact of diversity initiatives
- perceptions of top management and staff
- restructuring
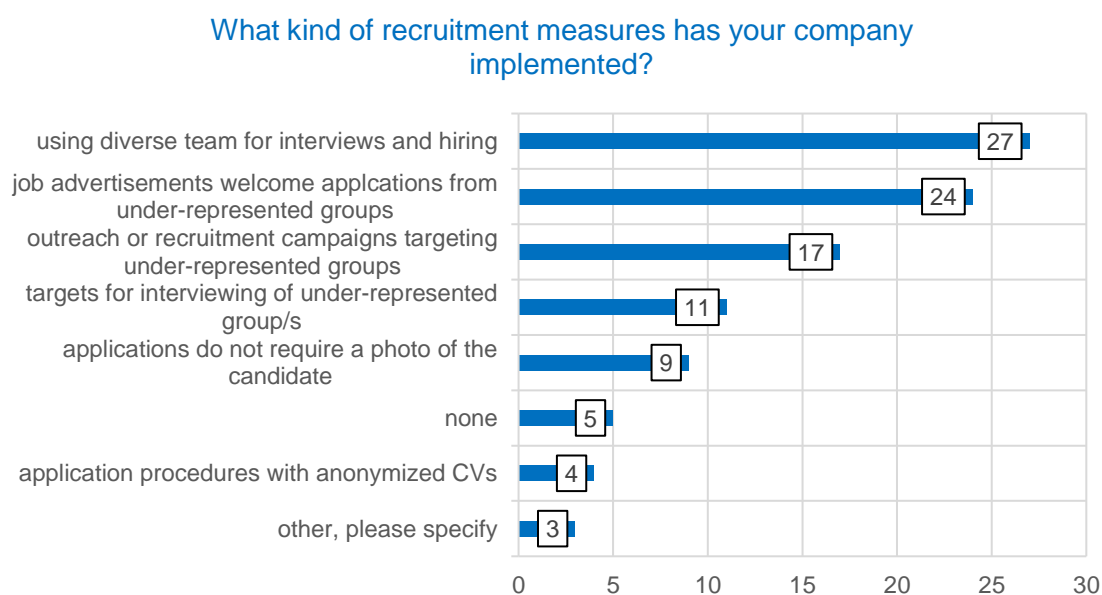- providing continued support.

Figure 10 Reasons why diversity measures were discontinued (number of respondents)

What were the reasons that these measures were discontinued?

Reason	Number
difficult to measure impact of these measures	6
top management was sceptical	5
limited experience with implementing such measures	4
implementation was too costly/time consuming	3
staff were sceptical	3
difficulty communicating value of diversity internally	3
top management was focused on short-term results	2
few qualified candidates applied	1
other	3
I don't know	2
measures were supposed to be temporary	0
goals of the measures were reached	0

EXTERNAL INITIATIVES TO PROMOTE DIVERSITY

The 270 respondents whose organisations had implemented measures to promote diversity (see Figure 6), provided details of specific strategies implemented as represented in Figure 11.

Figure 11 External measures implemented to promote diversity (% of respondents)

What kind of recruitment measures has your company implemented?

Measure	%
using diverse team for interviews and hiring	27
job advertisements welcome applcations from under-represented groups	24
outreach or recruitment campaigns targeting under-represented groups	17
targets for interviewing of under-represented group/s	11
applications do not require a photo of the candidate	9
none	5
application procedures with anonymized CVs	4
other, please specify	3

The most commonly reported measures designed to promote diversity were as follows:

- the use of diverse teams for interviewing and hiring: 160 respondents
- the circulation of job advertisements specifying that applications from under-represented groups were welcome: 144 respondents
- the implementation of outreach programs targeting under-represented groups: 104 respondents
- the use of interview targets for applicants from under-represented groups: 64 respondents
- not requiring a photograph as part of the application despite this being common practice in the industry: 51 respondents
- the anonymisation of applicants' curriculum vitae through the redaction of particular information: 26 respondents.

Additional written responses to this question were provided by 20 respondents (represented in the 'Other' category in Figure 11). Of these:

- 2 reported that legal measures had been used to preference Aboriginal and Torres Strait Islander applicants
- 1 reported that an Aboriginal Employment consultant had been hired
- 1 reported the adoption of "hybrid or non-mainstream" position descriptions to create pathways for Indigenous employees.

Other responses included the use of specific recruitment agencies and recruitment training for managers, working with community groups, including the creation of partnerships, to identify barriers and raise awareness, and the identification of vacancies that can only be filled by specific under-represented groups.

ANONYMISED CURRICULUM VITAE (CV)

Of the 26 respondents whose organisations had used anonymised CVs to increase diversity in the workplace, 13 reported that names had been removed from the CVs, 10 reported the removal of addresses and 20 reported that the applicant's age had been removed.

Further responses to this question identified the removal of other information from applicant CVs as follows:

- schools attended: 1 respondent
- cultural/religious background, country of origin, ESL status and other identifiers: 1 respondent
- Gender: 1 respondent
- gender and ethnicity: 1 respondent
- marital status and gender: 1 respondent.

In addition, one respondent did not know what information had been removed, and another reported that no information had been removed.

INTERVIEW TARGETS

Of the 64 respondents who reported that their organisation had implemented interview targets for members of under-represented groups, 35 were voluntary targets and 19 were mandatory. Ten respondents did not know whether the targets in their organisations were mandatory or voluntary.

The majority, 59, reported that these targets applied to women, 31 reported targets for people from low socio-economic backgrounds, and 12 reported targets for disabled workers.

Other groups reported as being subject to interview quotas were:
- members of the LGBT community: 5 respondents
- migrants, including specific migrant groups: 3 respondents
- indigenous population groups: 3 respondents
- older workers: 2 respondents
- ethnic or racial minorities: 2 respondents
- refugees: 1 respondent
- youth: 1 respondent

One respondent reported that the targets did not apply to a specific group.

The target ranges for members of under-represented groups varied as follows:
- 3 reported the target in their organisations was greater than 50%
- 23 reported the target in their organisations was between 31-50%
- 5 reported that the target in their organisations was 21-30%
- 8 reported that the target in their organisations was 11-20%
- 4 reported that the target in their organisations was 1-5%
- 4 reported that the target in their organisations was 6-10%
- 17 did not know.

INTERNAL MEASURES TO PROMOTE DIVERSITY

The 270 participants who responded that their organisations had implemented diversity measures (see Figure 6), were asked to identify the internal measures introduced. Figure 12 represents the answers given. Multiple responses were possible for this question.

The most commonly reported internal measures were as follows:
- an action plan outlining the organisation's commitment: 187 respondents
- diversity or intercultural training for all employees: 166 respondents
- the creation of an advisory board or network on diversity: 115 respondents
- the creation of internal networks or associations for under-represented groups: 109 respondents

Nine respondents provided additional written responses (represented in 'Other' category in Figure 12). These Included:

- the introduction of Aboriginal and Torres Strait Islander (ATSI) cultural awareness training and ATSI trainees
- partnerships with minority groups
- inclusive leadership programs and strategies.

Of the respondents who stated that an action plan had been produced, the majority reported that the plans were published internally.

Figure 12 Internal measures implemented to promote diversity (% of respondents)

What kind of internal measures has your organisation implemented?
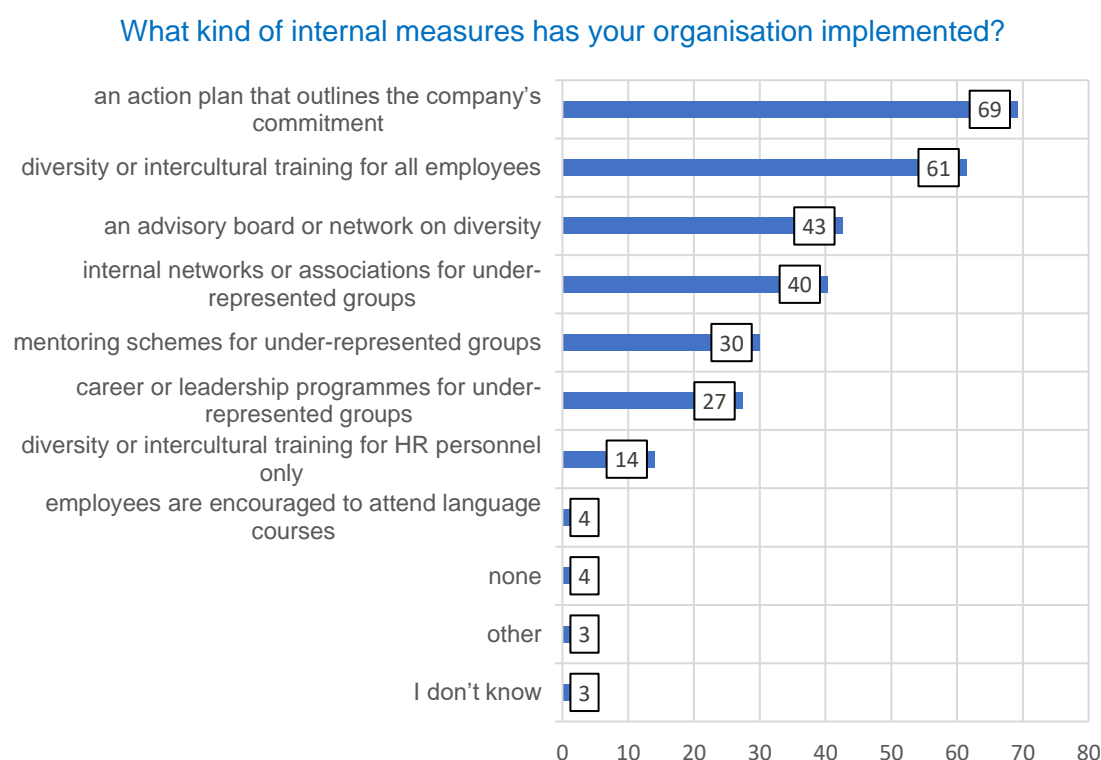
REASONS FOR IMPLEMENTING DIVERSITY MEASURES

Figure 13 shows the reasons for the implementation of diversity measures. Participants were able to provide multiple responses and the results are as follows:
- diversity enriched the organisation's human capital: 206 respondents
- diversity is a priority for top management: 202 respondents
- diversity boosted creativity and innovation: 174 respondents
- ethical considerations influenced the implementation of diversity measures: 147 respondents

Other reasons given:
- legal obligations: 82 respondents
- diversity improved access to new markets and customers: 68 respondents
- employee interest: 49 respondents
- shareholder and customer interest: 39 respondents
- difficulty in filling vacancies: 45 respondents
- diversity is an innovative way of marketing or branding the organisation: 43 respondents.
- Seven respondents did not know why diversity measures had been implemented.

Additional written responses from ten respondents (in the 'Other' category) were as follows:
- it is fair and right to do so
- it is a critical part of our overall business strategy and intrinsic to the culture we advocate
- to ensure the workforce is representative of the community
- government policy

Figure 13 Reasons for implementing diversity measures (% of respondents)
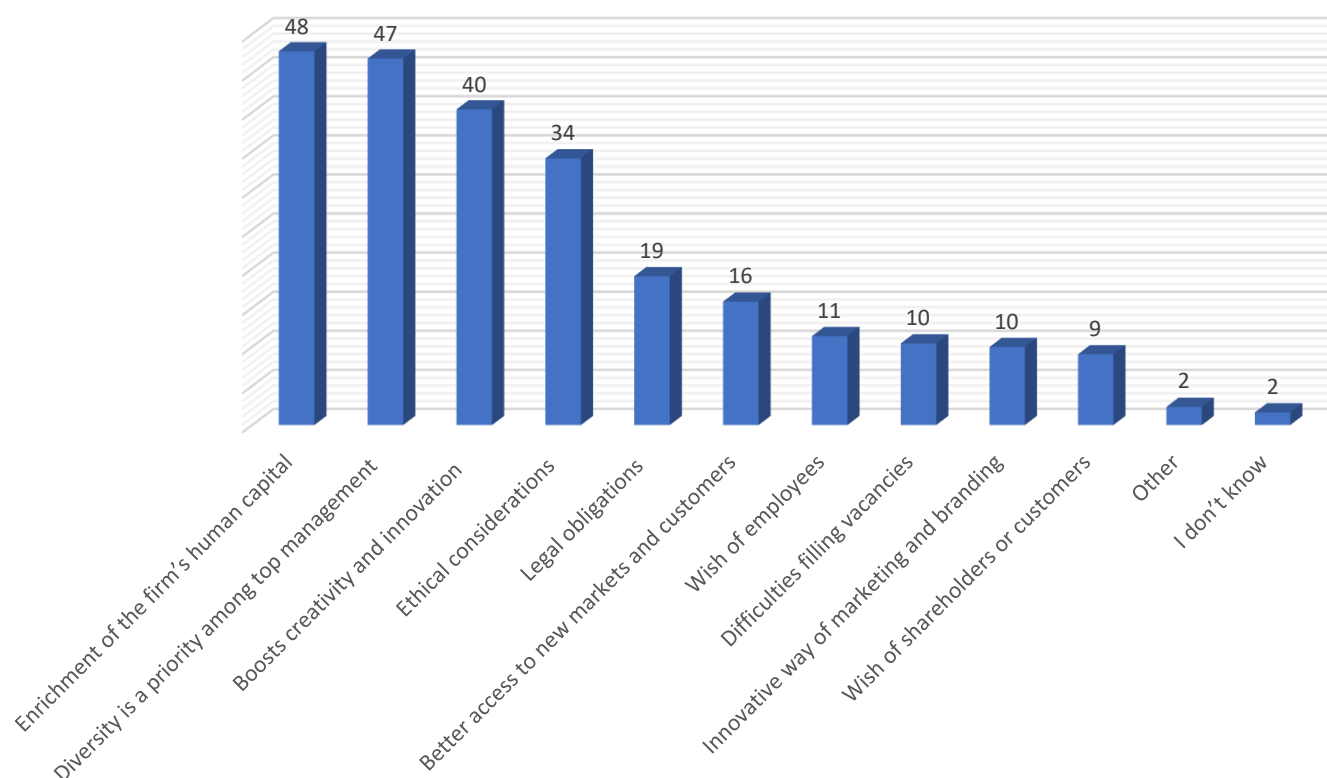
EFFECTIVENESS OF MEASURES FOR ACHIEVING DIVERSITY OUTCOMES

Respondents were asked how effective diversity measures had been in increasing the representation of minority groups and women in their organisations. The responses are represented in Figure 14, with the following distribution of respondents for each response:

- the measures were 'mostly effective': 131 respondents
- the measures were 'very effective': 52 respondents
- the measures were 'hardly effective': 50 respondents
- the measures were 'not at all' effective: 14 respondents
- 23 respondents did not know whether the measures had been effective.

Figure 14 Effectiveness of diversity measures for achieving diversity outcomes (% of respondents)

Overall, were these measures effective in increasing the representation of minority groups and women in your company?
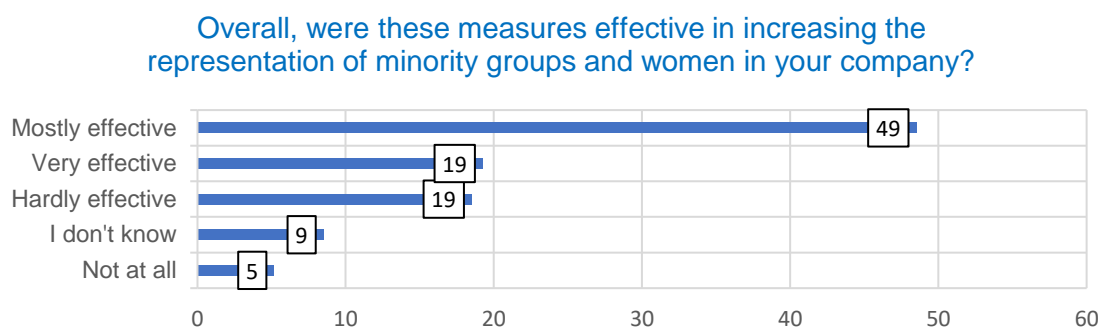
EFFECTIVENESS OF MEASURES FOR ACHIEVING OTHER OBJECTIVES

Respondents were asked whether diversity measures had been successful in achieving other objectives, such as better access to new markets or customers. The responses are represented in Figure 15, with the following distribution of respondents for each response:

- the measures had been 'mostly effective': 117 respondents
- the measures were 'very effective': 23 respondents
- the measures were 'hardly effective': 58 respondents
- the measures were 'not at all' effective: 21 respondents
- 51 respondents did not know whether the measures had been successful in achieving external outcomes for the organisation.

Figure 15 Effectiveness of diversity measures for achieving other objectives (% of respondents)

Overall, were the measures effective in reaching other specific objectives (e.g. better access to new markets and customers)?
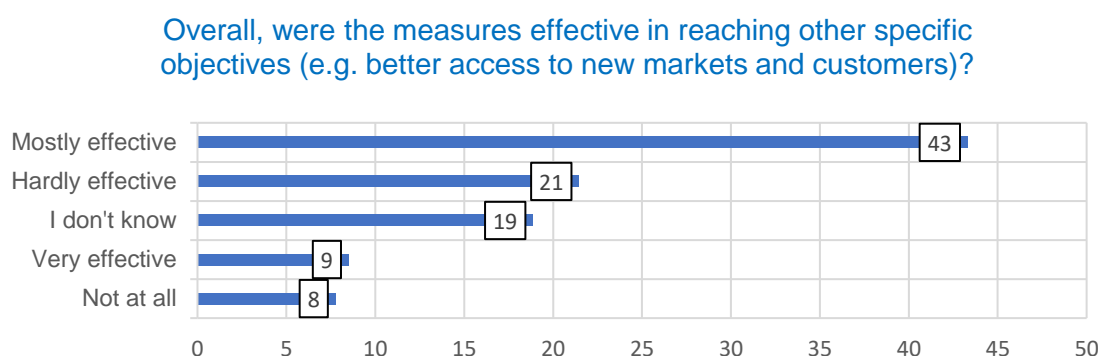
MAIN OBSTACLES ENCOUNTERED WHILE IMPLEMENTING DIVERSITY MEASURES

Figure 16 shows the main obstacles to implementing diversity measures, as follows:

- there were few qualified candidates: 121 respondents
- difficulties in measuring the impact of diversity initiatives: 120 respondents
- difficulties in communicating the added value of diversity: 59 respondents
- limited experience in implementing diversity initiatives: 58 respondents
- the time and cost of implementation: 38 respondents
- scepticism among staff: 52 respondents
- scepticism among top management: 16 respondents
- 27 respondents did not know what the obstacles were

- 2 reported no obstacles.

Fifteen respondents provided additional written responses (represented in 'Other' category in Figure 16) and several identified the following as obstacles:
- Lack of diversity at top levels of management across diversity types
- Absence of Indigenous representation at Board level
- Limited resources in managing diverse staff once they had been employed
- Problems with staff retention
- Scepticism among human resource staff
- The perception that the measures were superficial and represented lip service
- The time it takes to implement and evaluate such measures
- Difficulty in maintaining consistency across a large organisation
- Changing cultural perspectives

Figure 16 Obstacles to implementing diversity measures (% of respondents)

What were the main obstacles you encountered while implementing diversity measures?
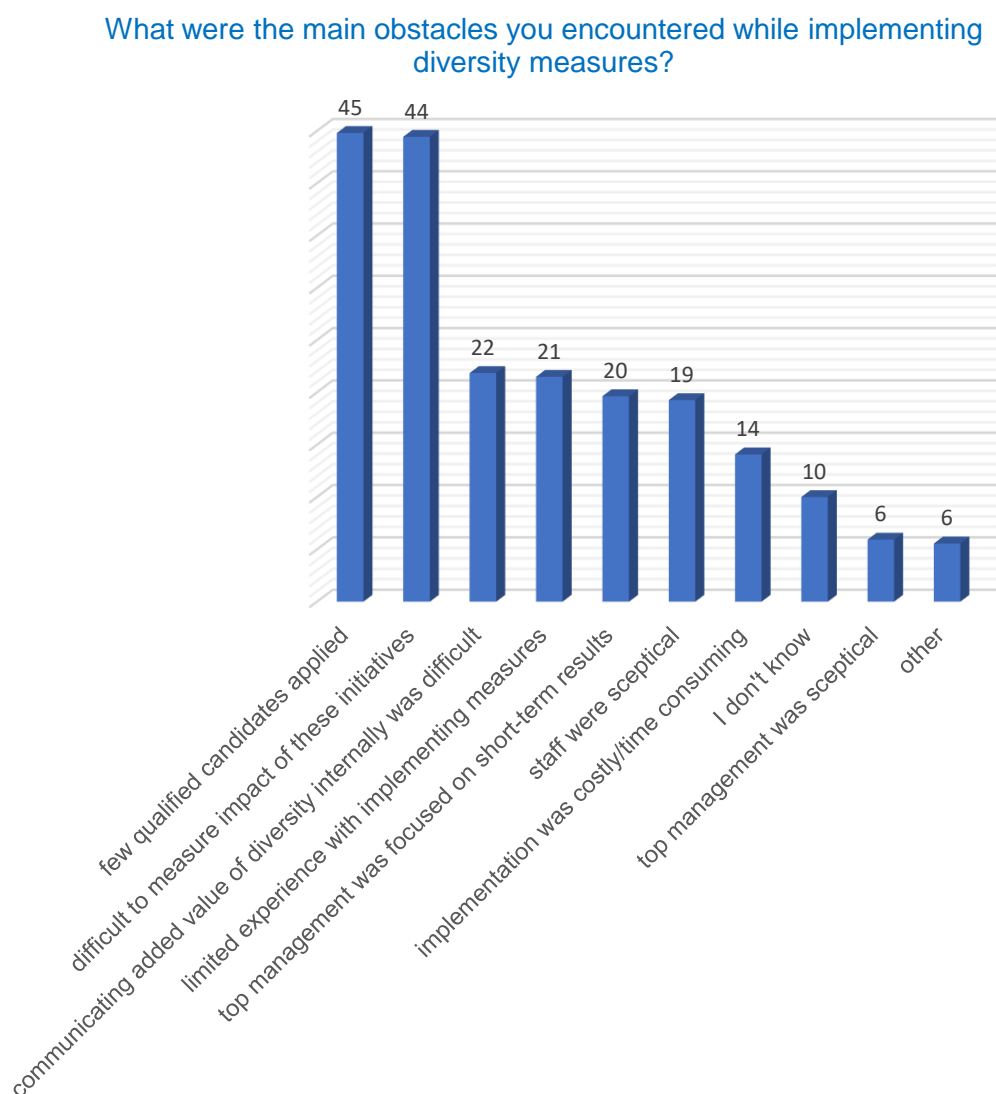
Figure 16 provides an important contrast to Figure 10. While scepticism and lack of diversity among top management were less commonly reported obstacles to the implementation of

diversity initiatives (see Figure 15), the attitudes of top management were identified as an important factor in their discontinuation (see Figure 10) by those who reported that diversity measures had been discontinued at their organisation.. The reasons for discontinuation are detailed in Figure 10.

ASSESSMENT OF DIVERSITY INITIATIVES

Figure 17 demonstrates how the impact of diversity initiatives has been assessed in respondents' organisations as follows:
- initiatives assessed internally: 153 respondents
- initiatives assessed with external support: 24 respondents
- no assessment had been conducted: 76 respondents
- 31 respondents did not know whether the measures had been assessed.

Figure 17 Assessment of diversity initiatives (% of respondents)

How have you assessed the impact of these measures?
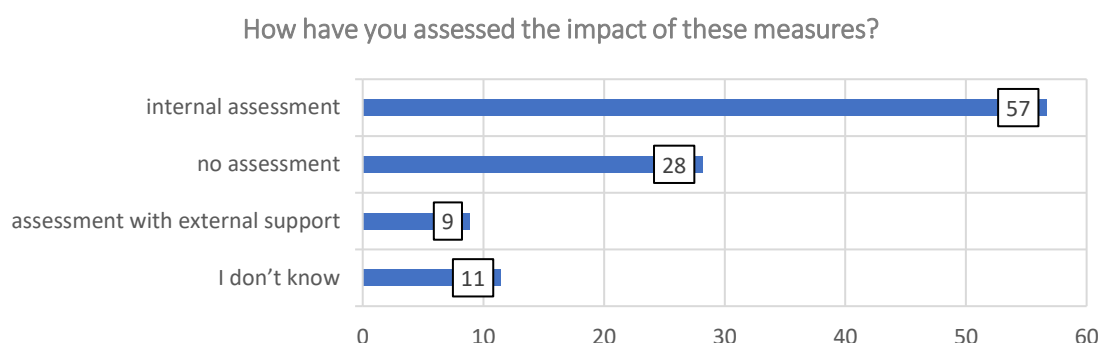
QUANTITATIVE ASSESSMENT

Respondents were not only asked whether the impact of diversity measures had been assessed in their organisations but also what quantitative metrics were assessed**.**

Figure 18 identifies those aspects of diversity assessed quantitatively and the types of quantitative metrics used, as follows:
- assessment focused on diversity of workforce over time: 124 respondents
- employee surveys had been conducted: 90 respondents
- the number of applications from under-represented groups measured over time: 86 respondents
- progression had been tracked: 62 respondents
- no quantitative assessment had been conducted: 12 respondents
- 7 did not know if quantitative assessment had been conducted.

Five respondents gave additional information about quantitative assessment. These are represented in the 'Other' category. Included here were:
- measurement of the ratios of ATSI and female employees as a proportion of the workforce
- use of key performance indicators on the achievement of gender and Indigenous targets
- monthly reporting
- tracking the views and experiences of diverse populations within the organisation.

Figure 18 Quantitative assessment methods to measure diversity initiatives (% of respondents)
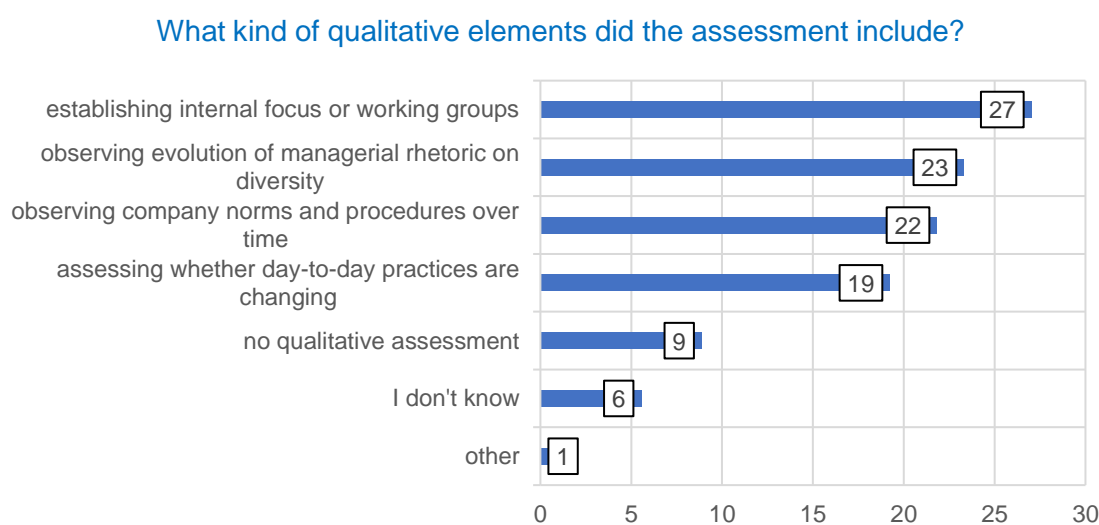
What kind of quantitative metric did the assessment include?

Category	Value
measuring diversity of workforce over time	46
conducting surveys of employees	33
number of applications from under-represented…	32
tracking career progression	23
no quantitative assessment	4
I don't know	3
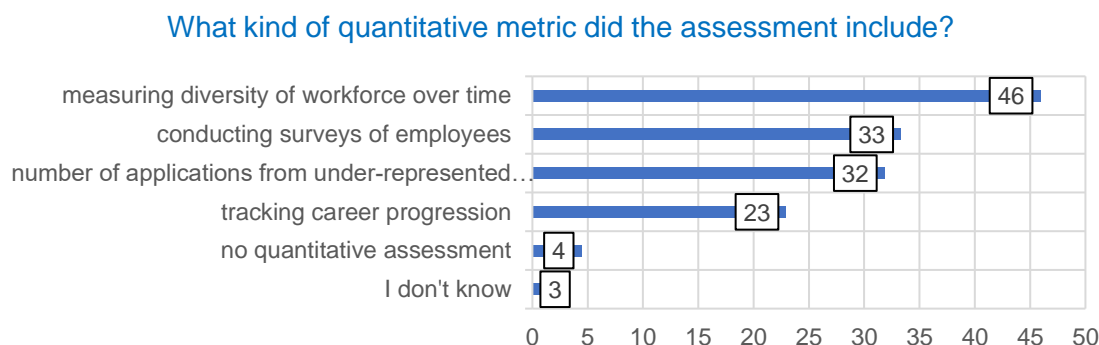
QUALITATIVE ASSESSMENT

Respondents were asked to identify the kinds of qualitative approaches used to assess diversity in their organisations. Their responses are presented in Figure 19. Specific approaches identified were as follows:

- internal focus groups: 73 respondents
- monitoring of the evolution of managerial rhetoric: 63 respondents
- observation of changes to the organisation's norms and procedures over time: 59 respondents
- observation of day-to-day practices: 52 respondents
- no qualitative assessment was conducted: 24 respondents
- 15 did not know.

Three additional written responses were provided (represented in 'Other' category in Figure 19). One reported that all listed qualitative assessment methods had been used, another said that feedback was sought through an engagement survey, and a third noted that impact on specific action plans was measured and benchmark surveys were conducted.

Figure 19 Qualitative assessment methods to measure diversity initiatives (% of respondents)

What kind of qualitative elements did the assessment include?

Category	Value
establishing internal focus or working groups	27
observing evolution of managerial rhetoric on diversity	23
observing company norms and procedures over time	22
assessing whether day-to-day practices are changing	19
no qualitative assessment	9
I don't know	6
other	1

MEASURES TO HELP INCREASE DIVERSITY WITHIN THE ORGANISATION

Respondents were asked to rank how helpful particular measures designed to increase diversity had been. Their observations are represented in Figures 20-29.

Wider availability of diversity training for HR staff and of diversity training for all staff, large-scale outreach campaigns to under-represented groups, and targets for non-management positions were among the measures perceived to be most helpful.

- Subsidies for hiring under-represented workers and diversity awards or labels for inclusive employers were identified as the least helpful measures.

Figure 20 (Wider) availability of diversity training for HR (% of respondents)
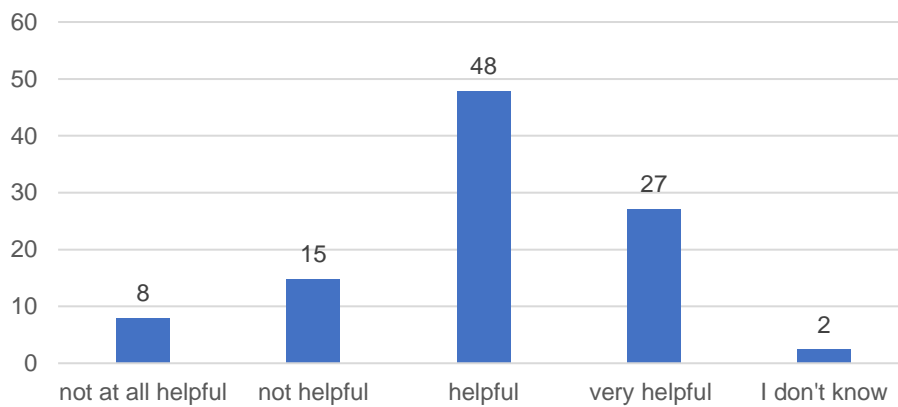
Figure 21 (Wider) availability of diversity training for staff (% of respondents)
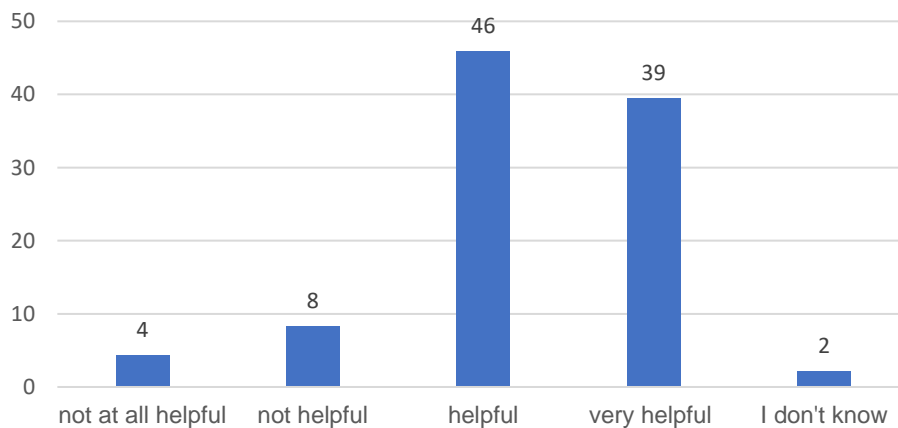
Figure 22 Targets for management positions (% of respondents)
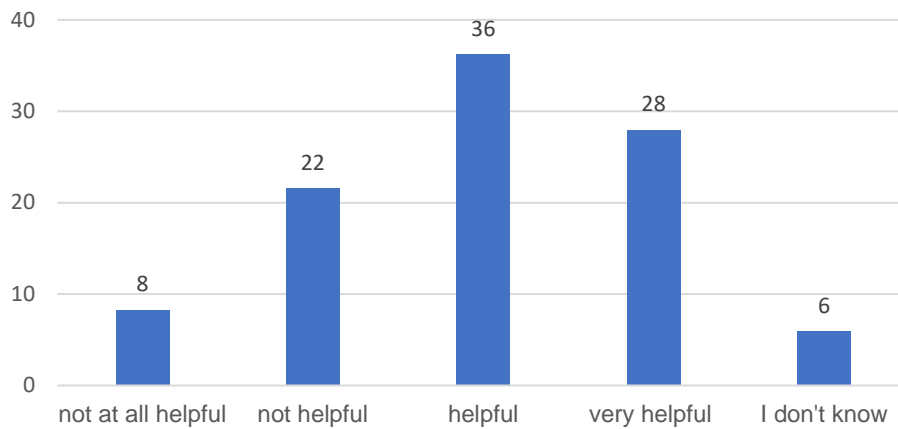
Figure 23 Targets for non-management positions (% of respondents)
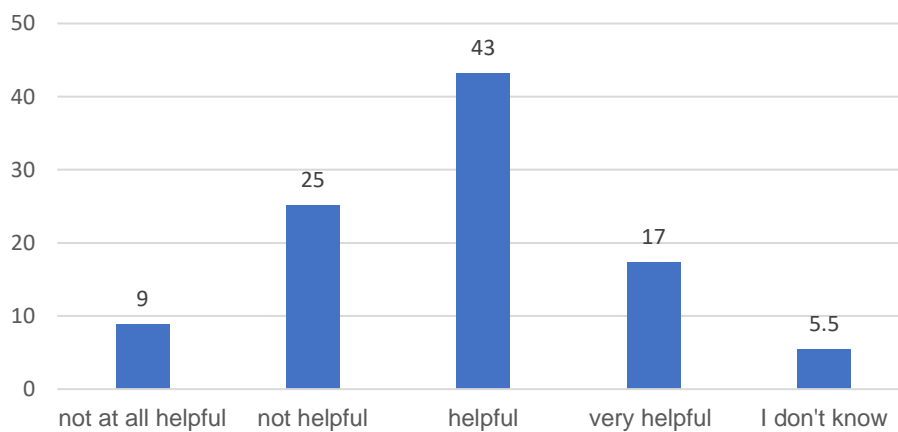
Figure 24 Subsidies for hiring workers from under-represented groups (% of respondents)
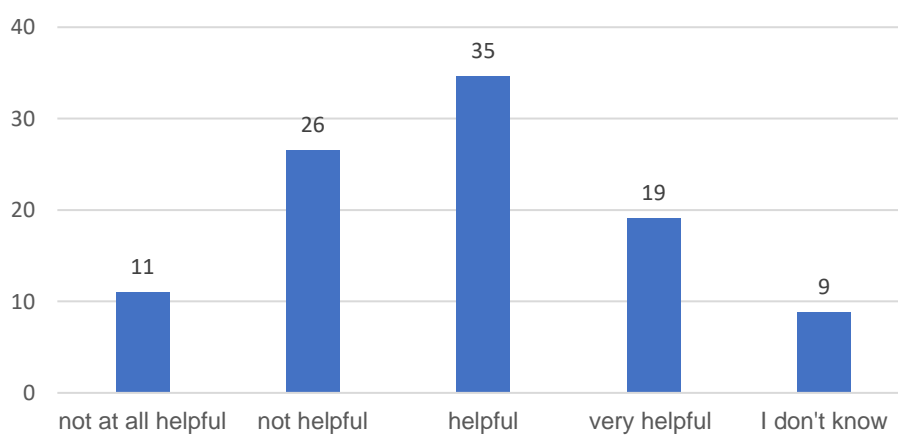
Figure 25 Large-scale outreach campaigns to under-represented groups (% of respondents)
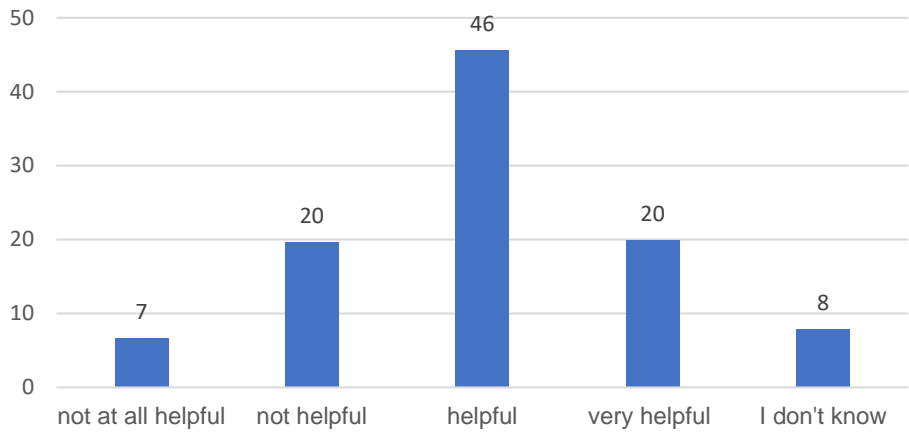
Figure 26 External Support (% of respondents)
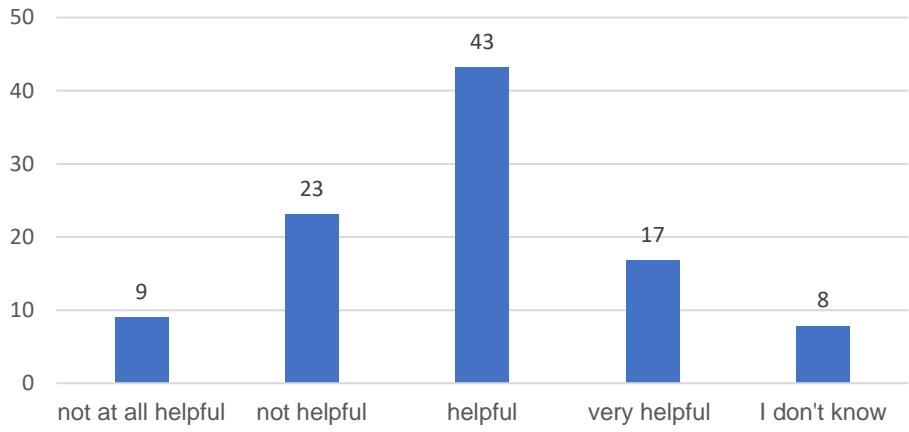
Figure 27 Diversity Awards for Inclusive Employers (% of respondents)
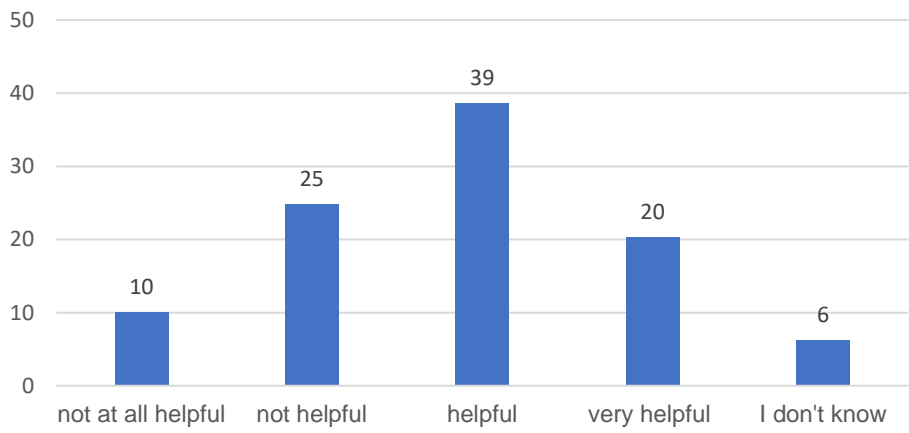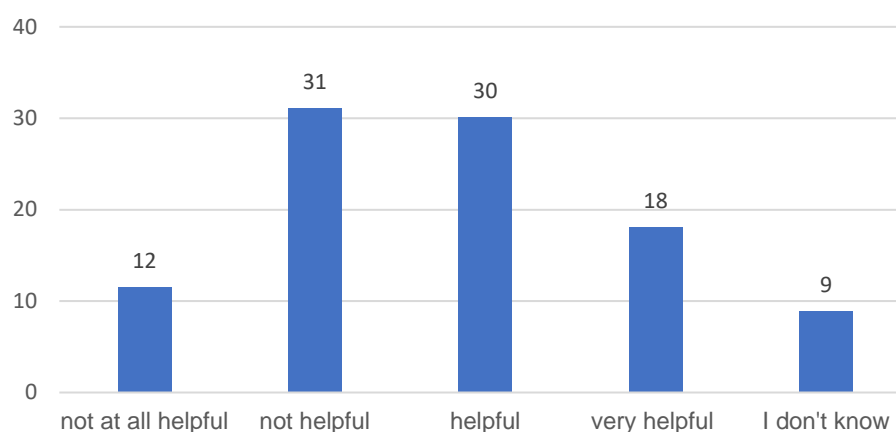
Figure 28 Diversity labels for inclusive employers (% of respondents)

Figure 29 (Stronger) focus on diversity for public procurement (% of respondents)
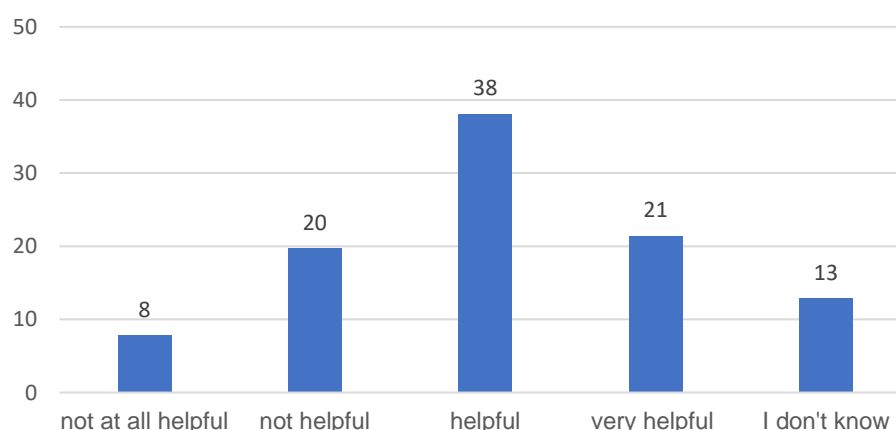
Thirty respondents provided additional written responses about measures that would be helpful to increase diversity within their organisation. The responses given included the following:

- focus on equal opportunities and not only on equal outcomes
- ensure that all opportunities are more diversity friendly
- ensure that the challenges of diversity are not avoided by specifically recognising that diversity in the workplace can be both positive and negative and that 'there are certain cultural differences that are extremely difficult to bridge'
- ensure a focus on inclusive language and communications, initiatives and programs … to achieve a mindset of conscious inclusion' rather than singling out specific groups
- in the tech sector attention is required to increase gender diversity in university courses
- include 'examples of business success associated with diverse work environments' in executive training
- initiate mainstream diversity policies within the organisation and create network of advocates
- 'educate senior leadership about diversity and make it a legal requirement'
- introduce 'measures to improve organisational culture, provide training on diversity to HR, flexibility to work from home' and allow 'staff to share their feedback'

- further education on unconscious bias
- increase knowledge on how to reach diverse candidates
- ensure 'leadership accountability for actioning and achieving diversity outcomes'
- increase senior male sponsors instead of simply relying on mentoring
- increase 'inclusion measures, rather than just diversity measures' to improve how different groups (Indigenous, LGBTI and women) 'feel in the workplace'
- introduce 'a long-term focus on culture change not just short term KPIs and targets'
- measure employee engagement and turnover rates
- adopt 'the CBAM model'[2]

Several respondents provided extended feedback. One wrote:

> *'Diversity must not only be seen as positive; it must translate as being positive to workplace outcomes and people. When not managed appropriately diversity can actually bring about segregation and negativity in the workplace…. Sending your HR practitioner off to D and I training isn't the only answer in my opinion. There must be some substance to the "how" back in the workplace.'*

Issues relating to diversity training were also raised. One commented:

> *'Unfortunately more training in this space will do nothing if we don't have a diverse range of people applying',* and another wrote, *'Diversity training may be helpful but needs to be backed up with lived culture and norms in the workplace otherwise is just a tick in the box'.*

Cultural issues were also focused on by several respondents. One commented that the recruitment of immigrant employees required attention to cultural factors and not simply human capital alone.

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[2] The Concerns-Based Adoption Model (CBAM)' provides 'tools and techniques that enable leaders to gauge staff concerns and program use in order to give each person the necessary supports to ensure success'.

See: https://www.air.org/resource/concerns-based-adoption-model-cbam

FUTURE FOCUS ON DIVERSITY MEASURES - WHICH GROUPS SHOULD RECEIVE MORE ATTENTION?

Figure 30 shows the groups that participants felt should receive more attention in the future to strengthen their representation in the respondents' organisations were as follows:
- people from lower socio-economic backgrounds: 249 respondents
- disabled workers: 238 respondents
- older workers: 197 respondents
- women: 193 respondents
- ethnic or racial minorities: 177 respondents
- LGBT groups: 132 respondents
- migrants: 120 respondents
- Indigenous people: 99 respondents
- none of these groups should receive more attention: 22 respondents
- 13 respondents did not know.

Nineteen respondents provided additional written responses. These are represented in the 'Other' category. Of these, three noted that all these groups should be prioritised, while four respondents did not support the prioritisation of any particular group. Five respondents identified youth, three identified men and one identified refugees.

A major difference was evident between responses in Figure 7, showing which groups were currently the targets of diversity measures, and Figure 30, indicating which social groups respondents thought should receive more attention in order to strengthen their representation in respondents' organisations. While women top the list of current diversity targets, they appear in fourth place on the list for preferred future targets of diversity management initiatives.

Figure 30 Social groups that should receive more attention (% of respondents)

In the future, which groups do you think should receive more attention in order to strengthen their presence in your company?
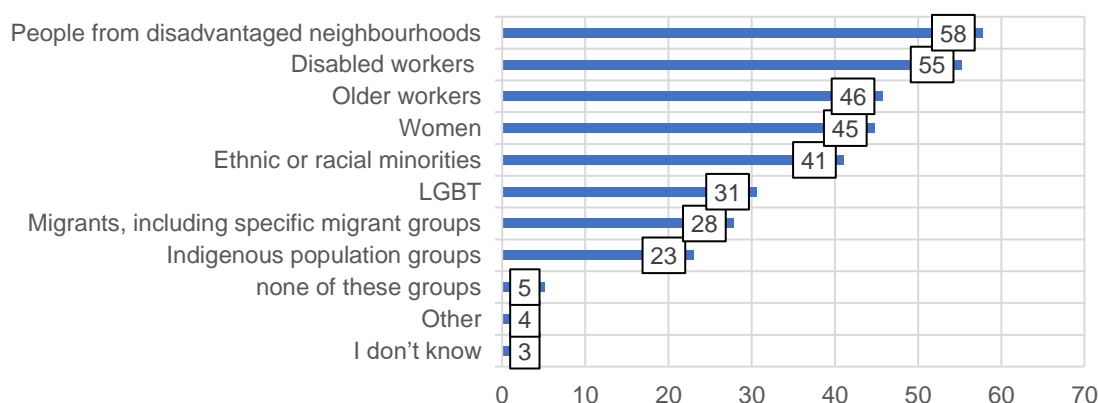
Figure 31 indicates which groups respondents thought should receive more attention. These results did not greatly vary from those for employees currently the focus of diversity initiatives (Figure 31).
- all staff: 371 respondents
- some staff with specific job profiles: 38 respondents
- none of these groups: 16 respondents
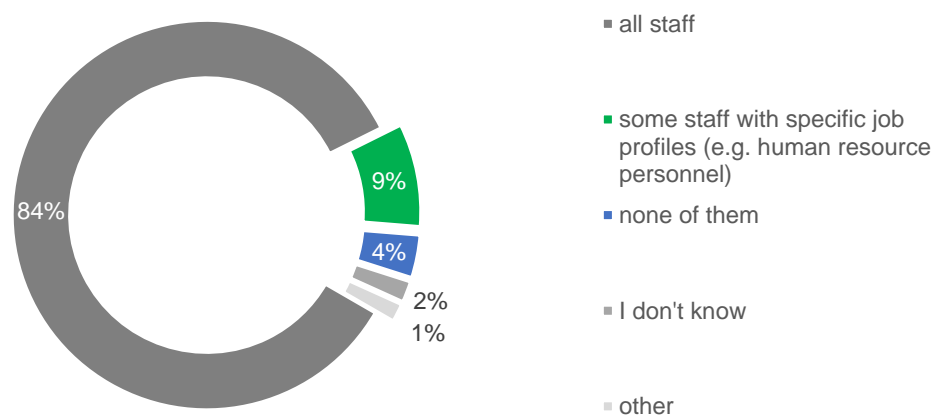- 8 respondents did not know.

Seven respondents provided additional written responses (represented in 'Other' category in Figure 31). Specific groups identified as requiring more attention included:

- CEO and his direct reports
- 'Top' managers, senior managers and managers
- Front line and middle managers
- Boards

In addition, one respondent suggested that front line and middle managers should receive specific training and support, while another wrote that senior management should 'walk the talk'. A third suggested that top management should 'replace rhetoric with actuality'.

Figure 31 Employee groups that should receive more attention (% of respondents)

In the future, which groups within your company should receive more attention so as to make the workplace more inclusive overall?

- all staff
- some staff with specific job profiles (e.g. human resource personnel)
- none of them
- I don't know
- other

FUTURE EVOLUTION OF DIVERSITY MANAGEMENT

Figure 32 shows responses regarding the future importance of workforce diversity, as follows:

- 135 respondents thought it would become 'somewhat more' important.
- 133 respondents thought it would become 'considerably more' important.
- 102 respondents thought it would be 'similar' to its current status.
- 7 respondents thought it would become 'considerably less' important.
- 4 respondents thought it would become 'somewhat less' important.
- 9 respondents did not know.

Figure 32 Future importance of workforce diversity in the organisation (% of respondents)

In the future, do you think that the topic of diversity in the workforce will gain more importance in your organisation?
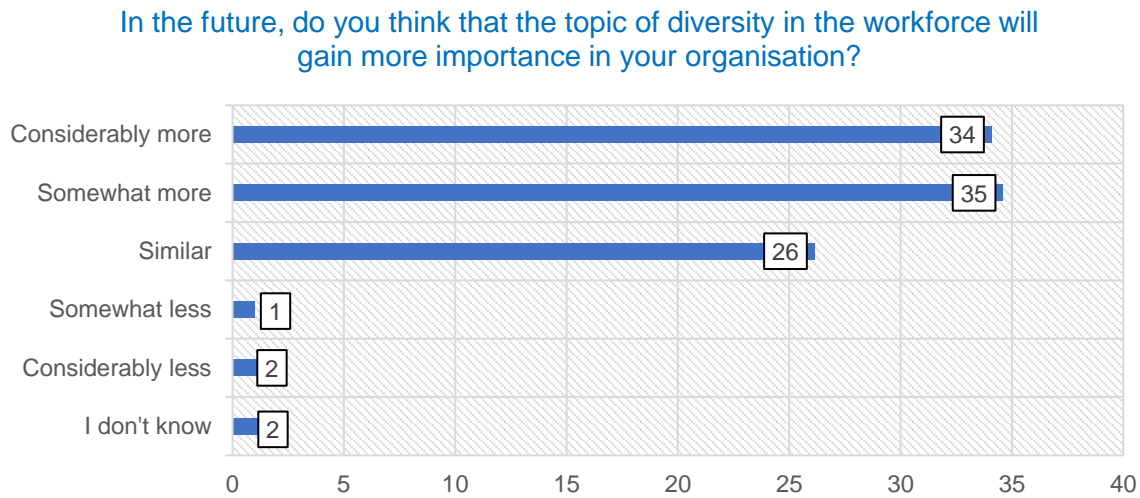
CONSCIOUS AND UNCONSCIOUS BIAS

Respondents were asked several questions about initiatives to minimise conscious and unconscious bias in management decision-making that prevent equitable outcomes.
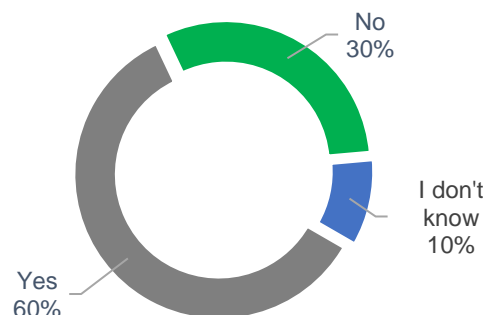
CONSCIOUS BIAS

Figure 33 identifies the extent to which initiatives to minimise conscious bias had been adopted in respondents' organisations, as follows:

- 257 respondents reported that initiatives to minimise conscious bias had been adopted
- 132 respondents reported that initiatives to minimise conscious bias had not been adopted
- 42 respondents did not know.

Figure 33 Adoption of initiatives to minimise conscious bias (% of respondents)

Has your organisation adopted initiatives to minimise the likelihood of conscious biases in management decision-making that prevent equitable outcomes?
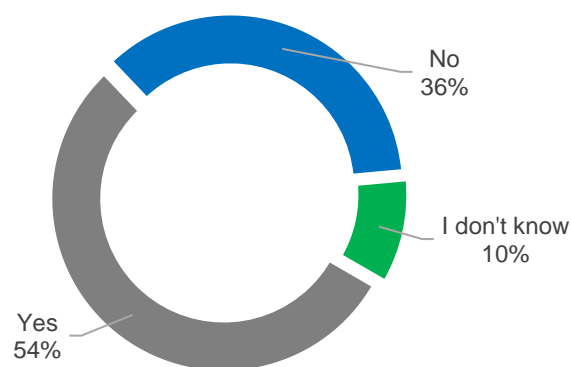
UNCONSCIOUS BIAS

Figure 34 shows whether organisations had adopted initiatives to minimise unconscious bias, as follows:

- 234 respondents reported initiatives to minimise unconscious bias had been adopted
- 153 respondents reported that initiatives to minimise unconscious bias had not been adopted.
- 42 respondents did not know.

Figure 34 Adoption of initiatives to minimise unconscious bias in management decision making

Has your organisation adopted initiatives to minimise the likelihood of unconscious bias in management decision-making that prevent equitable outcomes?


SPECIFIC MEASURES TO MINIMISE UNCONSCIOUS BIASES

Figure 35 identifies specific measures that were implemented to minimise unconscious biases follows:

- HR interventions: 137 respondents
- Training workshops: 133 respondents
- Diversity toolkits: 29 respondents

Figure 35 Initiatives implemented to minimise unconscious bias (% of respondents)

Have such initiatives involved:
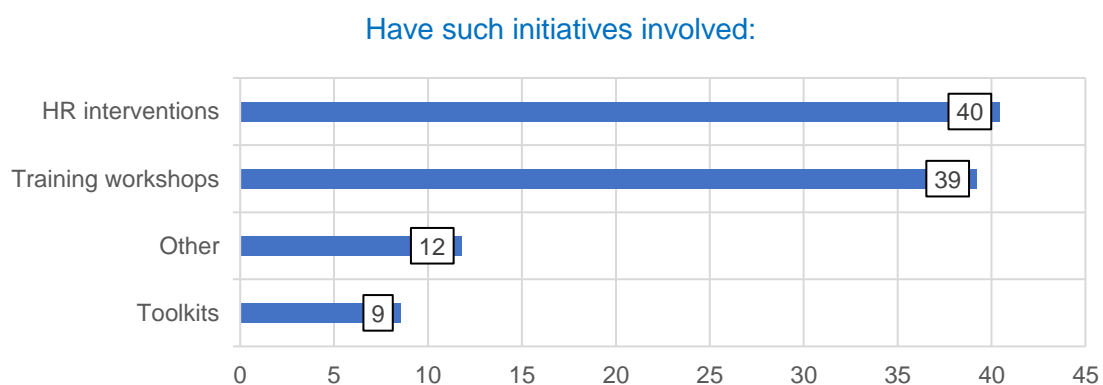
Forty respondents provided additional written answers for this question. Six indicated that all the listed initiatives, or a combination had been implemented. Nine reported that no initiatives had been implemented. Three respondents did not know.

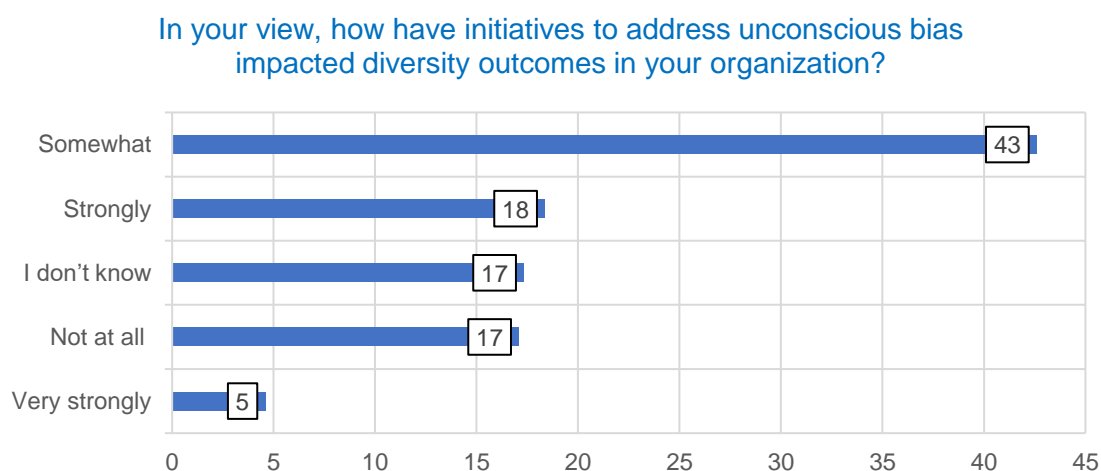Additional initiatives suggested are as follows:
- Aboriginal cultural learning online course
- data
- employment legislation
- HR interventions and frameworks for decision making
- HR-led recruitment process
- HR-led education
- HR professional development
- policy statements, policies and procedures
- management interventions
- training workshops
- compliance interventions
- articles and information
- awareness campaigns
- diverse decision-making groups
- face-to-face meetings

IMPACT OF INITIATIVES TO MINIMISE UNCONSCIOUS BIAS

Figure 36 represents respondent views of the impact of initiatives to minimise unconscious bias on diversity outcomes.
- 167 respondents reported that there had been 'somewhat' of an impact
- 90 respondents reported positive impacts, with 72 indicating strong and 18 very strong positive impacts.
- 67 respondents reported that there had not been any positive impacts on diversity outcomes.
- 68 respondents did not know.

Figure 36 Impact of initiatives to minimise unconscious bias (% of respondents)

In your view, how have initiatives to address unconscious bias impacted diversity outcomes in your organization?

Category	Value
Somewhat	43
Strongly	18
I don't know	17
Not at all	17
Very strongly	5

RESPONDENT ATTITUDES TO DIVERSITY AND INCLUSION

At the end of the survey, respondents were given the opportunity to provide additional written comments on the survey. Eighty-four individual written responses were received.

GLASS CEILINGS AND ATTITUDES TO GENDER TARGETS

Regarding gender dynamics, one respondent noted that the 'elite culture' in their workplace encouraged the recruitment of 'predominantly white men'. Another reported that their organisation was led by 'old, white men who have no value for diversity' and that until the leadership changes the workplace would never become more inclusive. One respondent commented that large organisations in regional areas are still run as 'boys' clubs' making it very hard for women to succeed.

Disparities other than gender also received attention. One respondent commented that while there was a high ratio of female employees in their organisation, it was still extremely difficult for people from ethnic and racial minorities and immigrants to obtain employment there. Another thought that the focus on race, gender, religion and ethnicity was narrow and that more consideration should be given to socio-economic disadvantage and its impact on employment and education.

MANAGING DIVERSITY AND CULTURAL CHANGE IN THE WORKPLACE

Some respondents expressed the view that managers needed to be pro-active in supporting and managing an inclusive and non-discriminatory workplace to attract and retain employees from diverse backgrounds. One wrote:

> *'Managers are key! Certain types of diversity (for example, cultural and ethnic diversity) does require time and attention... Recognizing benefits and challenges is important so that we can address issues and manage more proactively.'*

Another concluded that while diversity could achieve better outcomes, it requires *'an approach that is inclusive of both the under-represented groups and current staff to make true behavioural change happen'.* One commented that unconscious bias was the main obstacle to promoting diversity in the workplace, citing its effects on the employment of workers with disabilities. One argued that all employees needed to *'adjust, adapt, respect and work harmoniously with people of diverse cultures'.*

However, a number questioned the commitment to diversity in their organisations. One wrote: *'I believe that diversity is most often paid lip service. Awareness is there but I'm not convinced that management believe the results of having a diverse workforce'.* Another put the point more strongly:

> *'People sometimes talk the talk but don't walk the walk. While a focus on KPIs can sharpen the mind they are often too short term and don't address the cultural issues. No point in recruitment if we can't retain due to poor culture'.*

In a similar vein, one respondent wrote:

> *'There are many companies that appear to be supportive of workplace diversity, however the reality is this isn't always the case', adding that if companies really wanted to improve diversity they should be more accountable and transparent about their initiatives.*

TARGETS AND QUOTAS

Several respondents expressed positive views about targets with one stating that 'the main thing that works is for overarching targets to be implemented'. Another noted that quotas enabled cultural change around gender norms resulting in the recruitment of women into traditionally male roles. Others, still, were concerned that while performance indicators and targets were in place, their organisations had failed to implement systems and policies to meet those objectives. One expressed the view that without an accountability framework 'management who do not seem to care about this issue can continue with impunity to exclude those who are not like them'.

AGE DISCRIMINATION

A number also raised concerns about the aging workforce and age discrimination. One specifically noted that some organisations would not hire a person once they had reached a certain age regardless of the value they could add. Another specified: 'I don't see anything happening about age discrimination. No training, government programs. It is very hard to get a job if you are over 45'.

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