

Championing change: Progress and opportunities for building inclusive workplaces

2023 Report

 indeed

About the study

Commissioned by That Communications Company on behalf of Indeed and conducted by YouGov, the study sets out to explore the state of diversity, inclusion and belonging (DI&B) in the Australian workplace in 2023 according to Australian employees, specific marginalised groups, and recruitment decision-makers.

The study was conducted online between 27 January - 6 February 2023, involving 2,120 prime working-age Australians^[1] in the workforce. The sample also consists of 700 respondents who identify as having recruitment responsibilities.

Age, gender, and location quotas were applied to the sample and following the completion of interviewing, the data was weighted by age, gender, and location to reflect the latest ABS Australian working-age population estimates.

If you have any questions about the report, or would like to discuss how to create a diverse and inclusive workplace, please email aumarketing@indeed.com or reach out to your Indeed account manager to arrange a meeting.

Visit au.indeed.com/hire to start building a pipeline of diverse and high-quality candidates today.

About Indeed

More people find jobs on Indeed than anywhere else. Indeed is the #1 job site in the world^[2] and allows job seekers to search millions of jobs on the web or mobile, in over 60 countries and 28 languages. More than 300 million unique visitors^[3] each month search for jobs, post resumes and research companies on Indeed.

We are committed to advancing, cultivating and preserving a culture of diversity, inclusion and belonging because it makes us a stronger, more successful company, and because it directly aligns with our mission to help all people get jobs.

[1] Those working in Australia including international workers who are aged between 18-64 and are currently in either full or part-time employment, or actively looking for work.

[2] Comscore, Total Visits, May 2022

[3] Google Analytics, Unique Visitors, April - September 2022

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Foreword

Letter from VP, Diversity, Equity, Inclusion and Belonging

Over the past two years, DEIB+ has evolved into a centre of excellence that is deeply embedded in the business, with inclusion and belonging being formalised as a value and guiding principle. On our transformational journey, we've shifted from the Diversity, Inclusion and Belonging (DI&B) function focused on the implementation of initiatives to Diversity, Equity, Inclusion and Belonging (DEIB+) as a strategic priority and core component of our operations.

Similar to many companies, our journey started with employee-led inclusion resource groups focused on creating a culture of inclusion for those from backgrounds and communities that were not widely reflected across the

company. We recognised that 'inclusion' wasn't enough and added 'belonging' to introduce the importance of psychological safety. We've also emphasised the importance of transforming our culture in a sustainable manner. As we have operationalised our value of inclusion and belonging — assessing our policies and processes for equity — we recognised it was time to embark on another phase of the journey and explicitly share how we approach the work.

We recently moved to rename our organisation DEIB+ to include 'Equity' and symbolise our ongoing commitment to learning, growing and leading in this space.

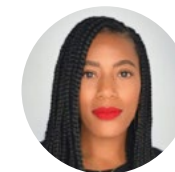


- *Everything begins and ends with diversity. There are many different characteristics and identities that can distinguish us from each other, and when it comes to the workplace, these differences are at the heart of what it means to be an organisation that embraces diversity.*
- *Inclusion and belonging is who we are. When we refer to inclusion and belonging, we're talking about two of the most crucial cultural qualities that make achieving and maintaining diverse workplaces possible. Inclusivity in the workplace is an enabler for diversity because it addresses the actions, behaviours, and social norms in an organisation that collectively create an environment where everyone feels accepted, respected, valued, and encouraged to participate. And it's these very feelings, along with the freedom to participate, that empower every employee to experience a true connection with their workplace community and thereby achieve a sense of belonging.*
- *Equity has been and will continue to be how we approach the work.*

The plus mark represents a special commitment: it symbolises the space we will continue to hold to explore how DEIB+ connects peoples' experiences and business operations. It indicates the intersectionality and evolving nature of the work. There is more to this field than what we see on the surface. DEIB+ is nuanced like art and subject to interpretation by each unique, lived experience. Our openness to transform as needed helps to secure a true sense of belonging for all people.

The world will continue to be challenging and the past couple of years have called us to question everything. The one thing I know for sure is that we have an opportunity to strengthen our strategy and define the impact we want to make in the DEIB+ space.

Indeed's report, Championing Change: Progress and opportunities for building inclusive workplaces, is one of Australia's most comprehensive studies of DEIB in the workplace and our fourth annual report on this important topic. Our hope is that all readers benefit from an up-to-date understanding of Australia's DEIB landscape, and are inspired through the data to see the immense value in offering the most inclusive workplace — where employees are free to be their authentic selves and make it easy for others to do the same. Lastly, remember diversity is not a trend, it is here to stay.



Misty Gaither (she/her/hers)
Vice President, Diversity, Equity, Inclusion and Belonging



CASE STUDY

Sarah Kruger

Managing Director, Talent,
Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organisations build their digital core, optimise their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 738,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities.

Q: Tell us about your role at Accenture?

As talent and capability lead at Accenture, my role is a unique one as it has both an internal and external focus. While I manage our own strategic talent initiatives in Australia and NZ, I also advise our clients on all aspects of talent optimisation. This ranges from transforming

“A focus on inclusion and belonging means people truly feel like they are part of an organisation and its mission.”

My role brings together our internal functions with client work, by taking an internal “test and learn” approach that we can learn from and then take to our clients. The work we do internally plays a major part in the kinds of solutions that we’re able to create for clients facing similar challenges.

the employee experience to ensuring wellness, inclusion and diversity and future skilling needs.

For clients looking to transform their enterprises, talent is critical to success.

Q: Why do you believe DEIB is important in the workplace?

Diverse teams bring diverse perspectives, and that breadth of thought and experience drives a better working culture and more innovation. Importantly, it also increases the sense of safety and wellbeing that people have in their workplace.

A focus on inclusion and belonging means people truly feel like they are part of an organisation and its mission. Belonging means they feel accepted for who they are rather than just fulfilling a role title or job description. Belonging involves having influence over decisions, being respected by peers and managers, feeling comfortable speaking up, and, importantly, feeling supported by senior leaders to advance and grow.

Achieving this culture creates a far more effective, fulfilled and innovative workforce.

Q: Tell us about Accenture’s commitment to a culture of equality. Why is this a focus for the company?

As a global organisation with over 738,000 employees from a variety of cultures, beliefs and backgrounds, we are committed to fostering a culture of equality. This helps us attract, develop, inspire and retain top talent. It also creates an innovative workplace where our people can perform at their very best, while

“Inclusion and diversity is embedded in everything we do – every decision we make and action we take – and remains a key enabler of our business results.”

underpinning a culture in which everyone feels they have an equal opportunity to belong and build a career.

We act on our commitment to gender equality by providing targeted support, flexible work arrangements,

comprehensive training programs, benefits and more. We have set bold goals including our commitment to achieve 50/50 gender-balance with approximately 30% of women in managing director roles by 2025 and are well on our way to achieving gender parity by 2025.

We are committed to equal pay for equal work and each year we conduct a pay equity review to ensure our people receive pay that is fair and consistent when considering similarity of work, location and tenure at career level.

Consistent with our belief in the power of trust and transparency, we set goals, share our workforce demographics publicly in key geographies, and collect data to continuously improve and hold our leaders accountable.

Q: How has DEIB been a driver of innovation and growth at Accenture?

Inclusion and diversity is embedded in everything we do — every decision we make and action we take — and remains a key enabler of our business results.

Our DEIB programs encourage our leaders to think about the best ways to make work and life better for our people to ensure that they feel safe and able to bring their best to work. Having such clear visibility of our support across multiple DEIB initiatives gives more people the confidence to have a voice and contribute their ideas and perspectives.

Q: Can you explain why companies should treat DEIB as not just a people imperative but also as a business one?

Organisations that successfully develop a shared understanding and commitment to DEIB goals are rewarded with a more engaged and productive workforce. Our research shows that companies that measure and maximise their DEIB strategy benefit from critical workforce satisfaction gains including a 1.9X increase in trust, a 1.7X increase in job satisfaction, and a 1.6X increase in workplace rating.

Customers care too, with our research showing that 69% of ‘promoters’—customers who are most likely to recommend a company’s products or services—view diverse representation within the companies they support as important.

Q: How do you measure the results of your DEIB strategy/commitment at Accenture?

How do you measure progress?

We believe that equality is achieved through transparency, so we set goals, share our workforce demographics publicly in key geographies, and collect data to continuously improve. We are a “data and insights” led organisation in every sense of the term. This approach results in a happier more sustainable workforce and puts us in a good position to access the best talent available to drive better outcomes for our clients.

Q: What steps would you recommend a company take in order to measure its progress against DEIB commitments effectively?

Understanding what success looks like and how to measure it, as well as creating the governance forums to review and adjust approaches and techniques iteratively will help objectively assess the impact and inroads you are making to driving a better DI & B culture.

Companies should set collective ambitions (the bigger the better) that match their culture and strategic goals. Importantly, they need to make sure their efforts are incrementally measurable through accessible data points — even the smallest achievement should be recognised. Creating a culture where people truly feel like they belong is a long-term commitment and progress needs to be celebrated along the way to maintain momentum.

The four key steps to measuring progress and improvement at DEIB:

1. Measure what matters: Identify the strategic KPIs that will help drive the organisation towards its DEIB goals.
2. Define measurement process and cadence: Pulse check how employees feel about their team dynamic and organisational culture with a focus on inclusion. Then take action to assess impact and address issues intentionally and with speed.
3. Share results for transparency and accountability: Publicise progress across each dimension of DEIB, both in talent and processes. Transparency motivates teams and attracts a more diverse pool of talent.
4. Create feedback loops that promote better actions: Establish policies that measurably drive equity across the organisation. Ensuring there are more perspectives at the table makes for more innovative teams and better products.

Q: Why do you think it’s important for people to be able to bring their true selves to work?

The benefits of creating a sense of belonging for people in the workplace are immense. [Our research](#) shows that leaders can unlock up to 5X more human potential by better managing peoples’ everyday work experiences. In doing so, leaders can go beyond inclusion and make everyone feel like they truly belong.

We know that our people shine in a place where they are accepted, supported, purpose-driven and mission aligned.

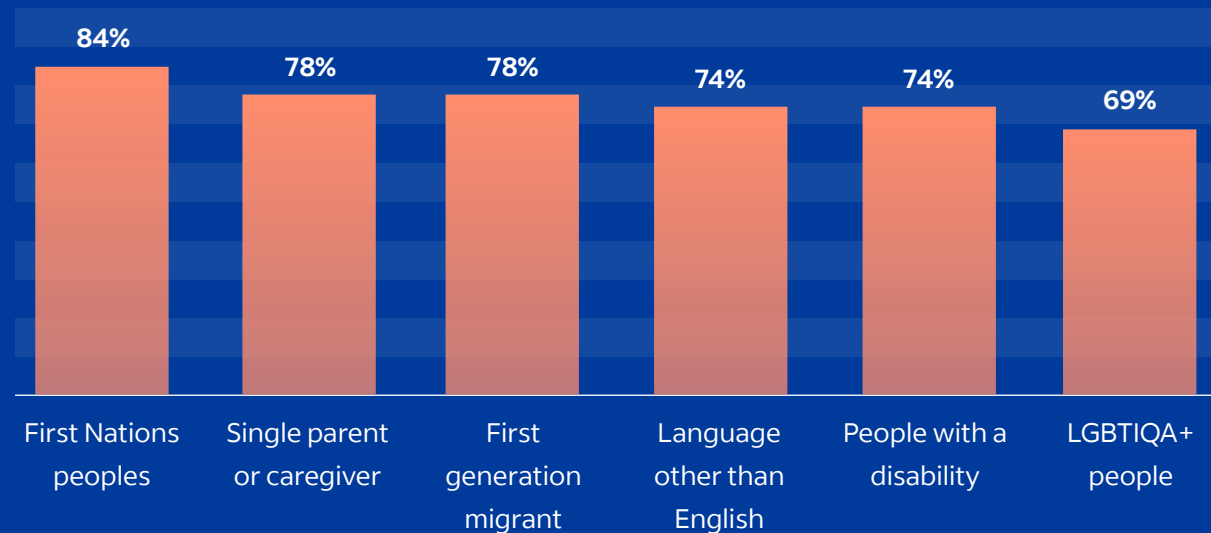
DEIB a **non-negotiable** for Australian workers

Diversity, equity, inclusion, and belonging are important values for working-age Australians—so much so that Indeed’s survey revealed it is a significant deciding factor for jobseekers in choosing an employer—with eight-in-ten saying it’s important that the organisation they apply to promotes these values.

Our survey results suggest that employees know that by working for an employer that champions DEIB, they are likely to be part of a positive work culture and this invariably contributes to both their happiness and productivity in the workplace.

Currently, Australian workers display varying levels of confidence when it comes to the effectiveness of DEIB initiatives in their organisation. This indicates that there is more work to be done by Australian employers in developing impactful DEIB programs that improve experiences for all workers.

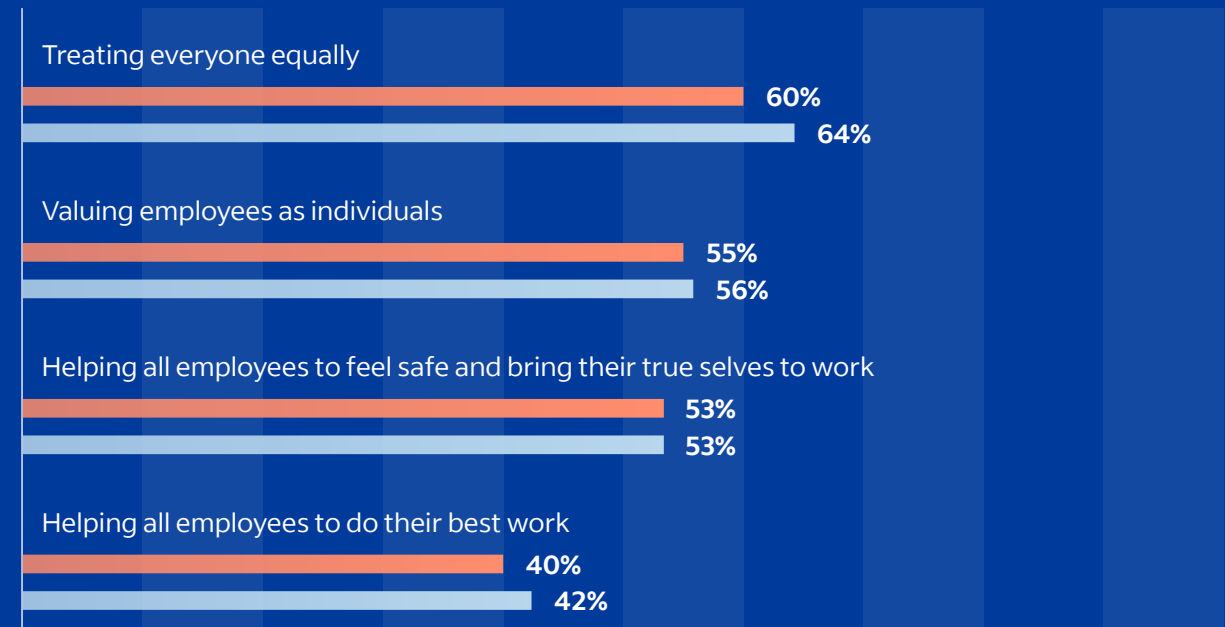
The organisation where I work effectively promotes DI&B



Indeed’s survey shows that while the interpretation of DEIB is positive for many working-age Australians, understanding of key DEIB values has fallen slightly since last year.

Which describes what DI&B in the workplace means to you?

— 2023 — 2022



While this decline may be marginal, if we couple this with the fact that 8% of workers can’t be sure if they’ve experienced or seen discrimination in the workplace, one might infer that more education about DEIB needs to be done by employers to keep things moving in the right direction.

8% aren’t sure if they’ve experienced or witnessed discrimination

Educating workforces around DEIB values is not only essential to minimising instances of discrimination against diverse groups, but also to increasing awareness of what discriminatory behaviours look like in the workplace so they can be immediately recognised and dealt with effectively.



Employees are less positive than recruitment decision-makers about efforts to support DEIB

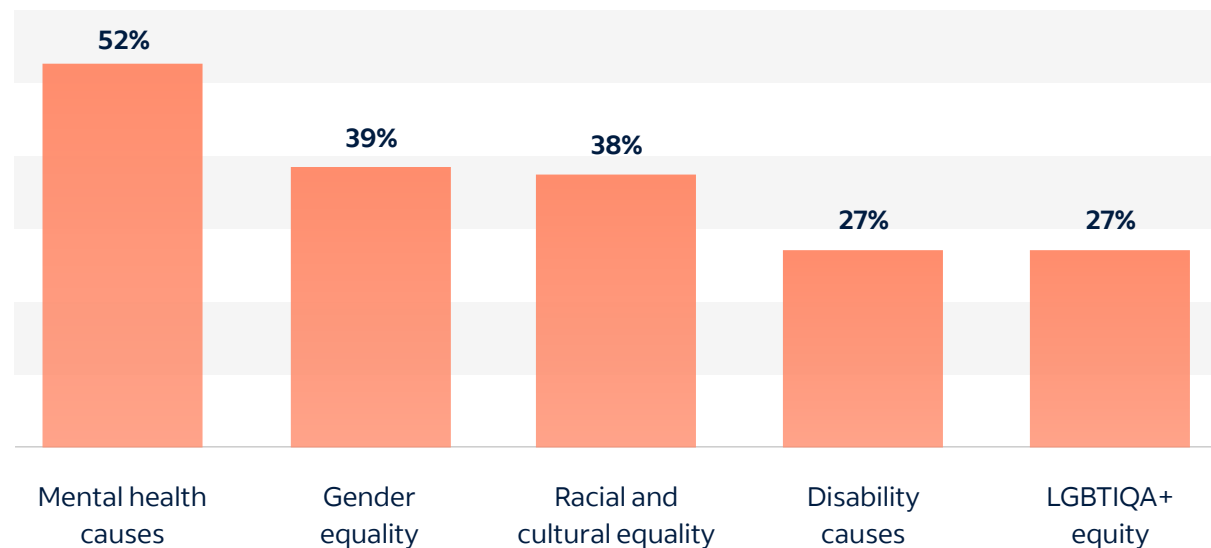
The survey reveals that recruitment decision-makers are significantly more likely than other employees to think their company has improved its approach to supporting DEIB over the past year—with 72% believing this to be true, compared to just 56% of respondents without recruitment responsibilities.

Those who have recruitment responsibilities are also more positive about how effective their organisation is at promoting DEIB than those without such responsibilities. Nearly eight-in-ten (79%) of those with recruitment responsibilities say their organisation effectively promotes DI&B, but this falls to just over seven-in-ten (71%) for all other employees.

When it comes to applying for roles, 51% of those with recruitment responsibilities say it is 'very' important that the organisation they apply to promotes DI&B, while only 43% of all other employees agree. Similarly, recruitment decision-makers are also more likely than all other employees to say it's important to work for an organisation that promotes DEIB.

The causes organisations champion

Mental health initiatives topped the list of causes that organisations are most likely to support—with over half of employees saying their workplace has openly supported or championed mental health initiatives in the past. It is well documented that the pandemic has had a severe and lingering impact on people’s mental health and wellbeing, therefore it’s unsurprising to see that it remains a priority for many organisations. Second to mental health initiatives was gender equality, which was closely followed by racial and cultural equality. While there’s evidently plenty of room for improvement when it comes to organisational adoption of DEIB initiatives in general, it’s clear that disability causes and LGBTIQ+ equality could particularly benefit from greater attention and support.



While it may seem encouraging that almost three-quarters (72%) of Australian workers say their workplace has supported at least one DEIB cause, on the flipside, over a quarter (28%) of Australian organisations do not champion any causes at all. This clearly indicates that support for DEIB in Australian businesses remains far

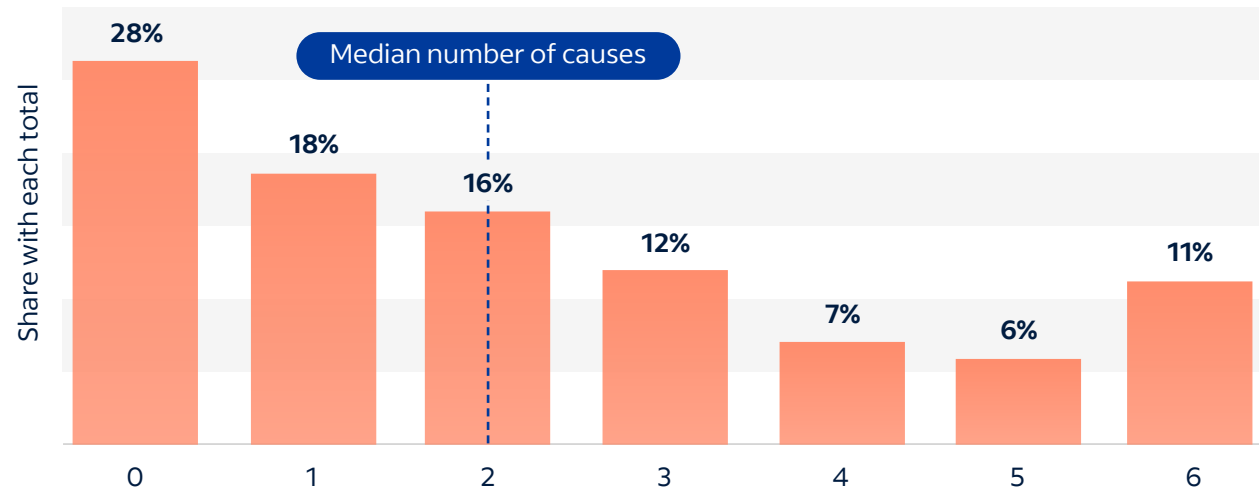
from consistent and investment into DEIB overall is lacking. What’s more, the percentage of organisations that support multiple causes dramatically declines up the scale of one to six causes—with only 11% saying they support at least six initiatives.

Almost one third (28%) of organisations don't support any DI&B causes

With inconsistent levels of support for DEIB initiatives and the low proportion of companies that champion multiple causes, it’s perhaps unsurprising that almost half (49%) of employed Australians say stereotypes, biases, and microaggressions still persist in their

workplace. In addition, a significant proportion of workers (37%) have either personally experienced or witnessed discrimination at work, which could cast doubt over the efficacy of initiatives to improve DEIB.

Distribution of the number of DI&B causes promoted (max 6)



While efforts to champion DEIB causes vary from one organisation to another, over half of employees believe their company is true to their word when it comes to communicating their DEIB efforts—with 58% saying the impression their company promotes to the public matches what they do internally. A further 14% say their organisation is actually better at DI&B than their public impression suggests. However, on the contrary, a large proportion of employees also

believe that their company's efforts towards DI&B is simply lip service, with 41% saying it is just a buzzword in their organisation.

Given the high level of importance Australians place on working for organisations that truly promote DEIB, it's fair to conclude that the public perception of an organisation's DEIB efforts is likely to play an increasingly crucial role in talent attraction and therefore demands a purposeful and continuous commitment.

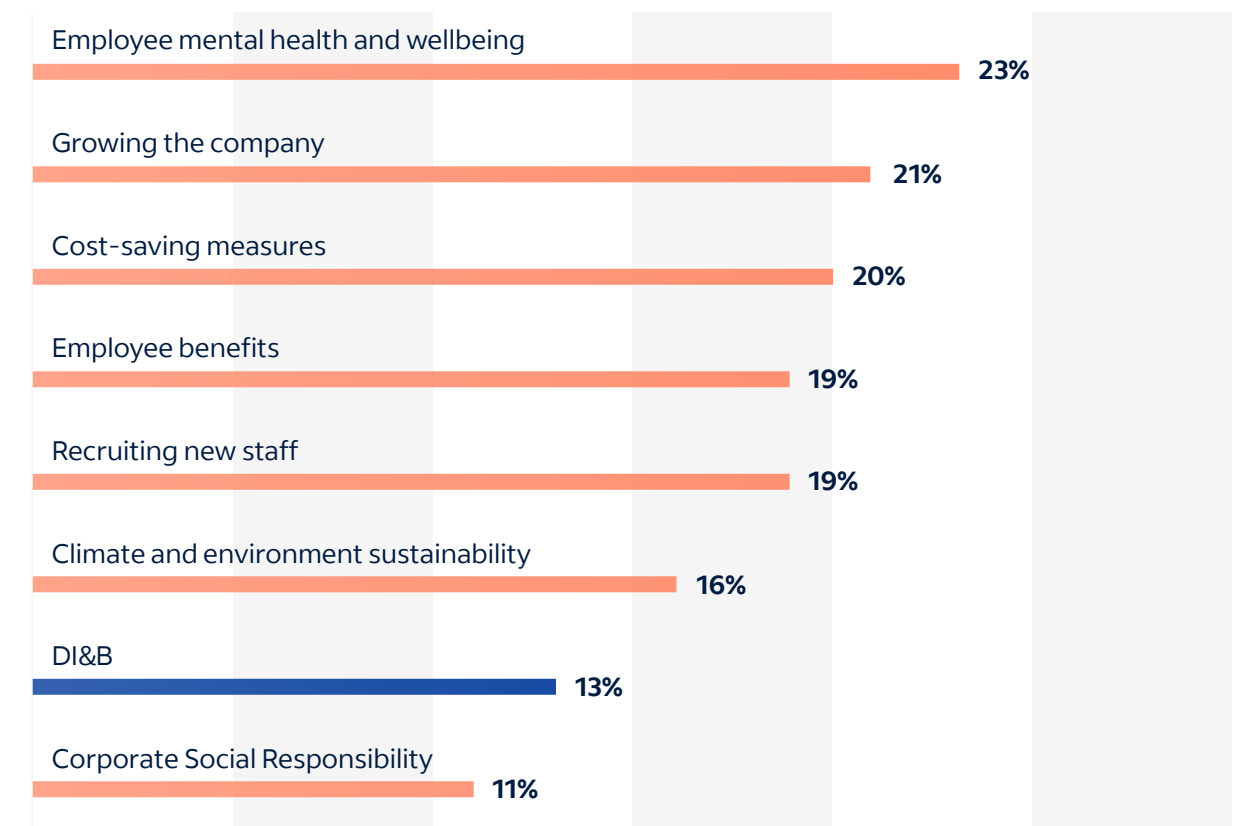




Where DEIB ranks in business priorities

The desire to promote and support DEIB is evidently strong among recruiters, however it appears that this desire is not always aligned to the level of commitment an organisation is willing to make when it comes to DEIB. When comparing organisational priorities, these initiatives are second to last with employee mental health and wellbeing, growing the company, and cost-saving measures topping the list.

In the next 12 months, which of the following initiatives will your workplace emphasise the most?



The low level of importance allocated to promoting and improving DEIB could be attributed to the current economic climate, with the tightening of financial policies and fears of a possible recession relegating DEIB to the 'nice-to-have' list for many companies this year.

Barriers preventing DEIB initiatives from being rolled out in the workplace

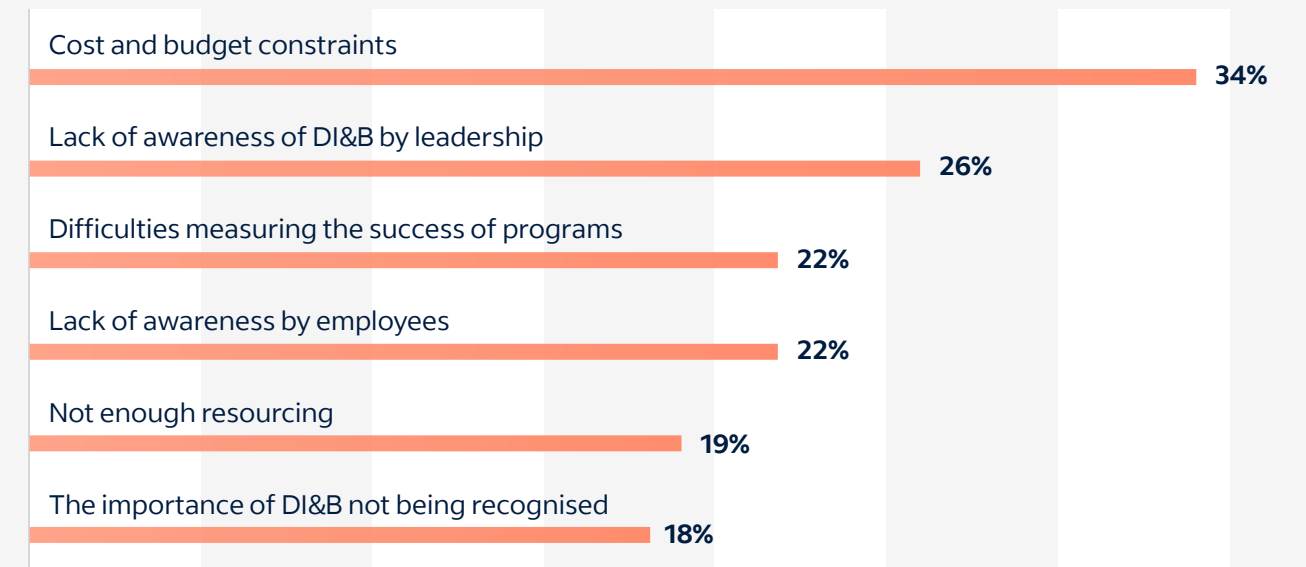
Despite the strong case for improving DEIB in organisations, the survey reveals almost half (49%) of those with recruitment responsibilities do not plan to change their spending in the next 12 months, while nearly one-in-ten (8%) say they will spend less. Cost and budget constraints were cited as the top barriers preventing these initiatives, which supports the theory that a challenging economic climate might stand in the way of progress in 2023.

Larger businesses are more likely than smaller businesses to increase spending on DEIB—with 34% of businesses with over 200 staff saying they plan to spend more in the next 12 months, compared to 22% of businesses with under 20 staff. While the proportion of businesses planning to spend more this year is low, the greater spending power of larger and more established organisations may affirm that economic factors are indeed impacting initiatives.

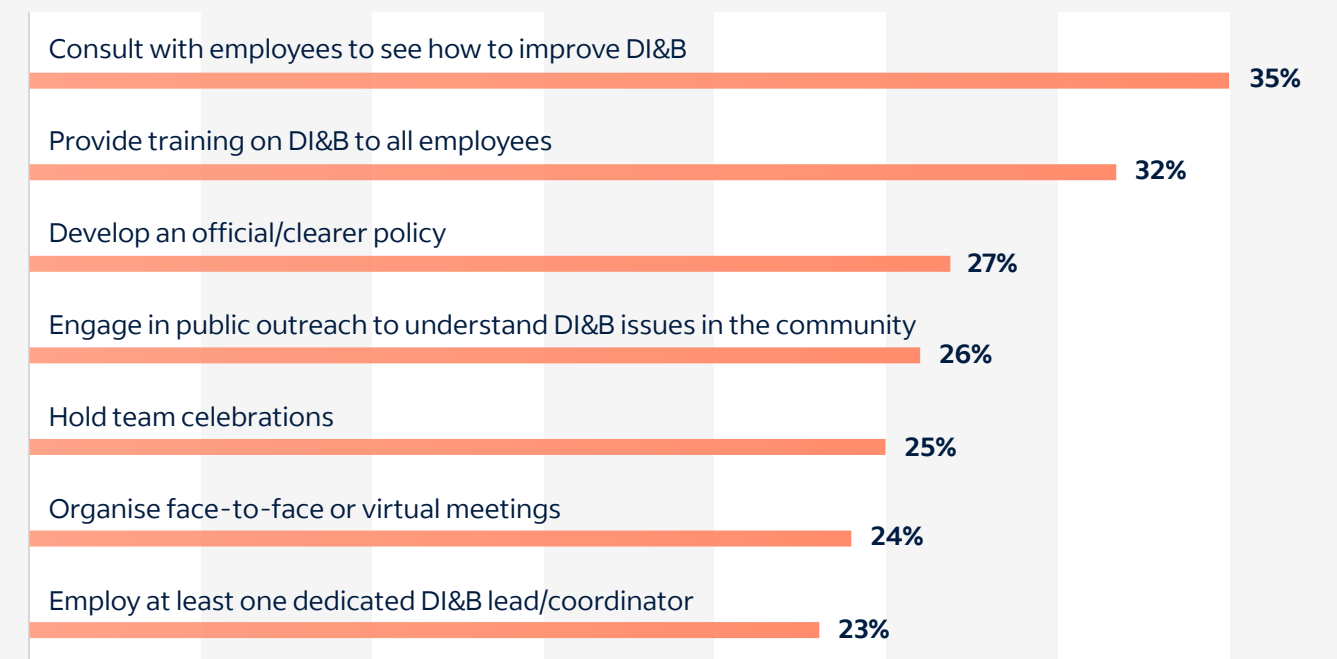
10%+ Larger companies are over **10%** more likely to increase spending on DEIB

Other factors preventing the implementation of DEIB programs include a lack of awareness of DEIB from leadership, difficulties measuring the success of programs, a lack of awareness from employees, insufficient resourcing, and the overall importance of DEIB in the workplace not being recognised.

What are the top barriers to DI&B program development in your workplace?



In the next 12 months, how will your organisation enhance/build on its DI&B initiatives?



Making headway without big budgets

Misty Gaither (she/her/hers)

Vice President, Diversity, Equity, Inclusion and Belonging



Tough economic times prompt business leaders to reprioritise and simplify their strategies — and DEIB efforts are often disproportionately impacted.

A [recent report](#) from Indeed and Glassdoor revealed that DEIB efforts in companies are falling off the radar as they navigate economic headwinds. But while leaders endeavour to ride the current wave of uncertainty by pivoting business goals and strategies through a short-term lens, what will be the long-term costs of this diminishing focus on DEIB?

It's essential not to sideline DEIB goals as priorities shift, as such short-sighted decisions are difficult to reverse and have a major impact on a company's reputation and competitive advantage. Reducing investment in DEIB at the first sign of economic hardship also sends a negative message to underrepresented groups that DEIB efforts were only ever surface level and not integral to the company's core values and business strategy.

On the other hand, maintaining DEIB despite economic challenges showcases DEIB as an essential part of the organisation's operations. There is considerable evidence that reinforces

companies who embrace DEIB achieve better financial performance. They see higher levels of innovation, productivity, and engagement, while attracting and retaining the best talent through strong organisational cultures.

For companies striving to succeed in today's social and financial environment, DEIB is not a "soft" endeavour. There doesn't have to be a tradeoff while navigating a pending recession when DEIB is at the foundation of business operations. Here are some effective ways organisations can continue to move the needle when it comes to DEIB, without investing in costly initiatives.

Embed DEIB into your infrastructure

DEIB isn't just stand-alone programs, partnerships, and sponsorships. DEIB is a strategic approach that is integral to your core business strategy and operations. Review and assess organisational policies and processes at every phase of the employee lifecycle. Crucial areas for evaluation and adjustment include company values, recruitment processes, and training and development pathways, all of which should align with principles of equity and fairness. During a hiring freeze, it may not be practical to focus on representation in hiring. Instead, attention could shift to aligning retention and promotion rates for all groups.

Prioritise transparency at the top

If commitment to DEIB remains steadfast and overt at a leadership level, this is likely to have a trickle-down effect across the wider workforce. It's important for leaders to communicate and demonstrate how they are incorporating DEIB in the everyday business decisions they make. They should also show empathy for and recognition of different lived experiences encouraging teams across the organisation to do the same.

Embrace openness to strengthen workplace culture

Build and maintain a workplace culture that prioritises inclusion, belonging and psychological safety to ensure all employees can thrive. Strategies to improve DEIB outcomes through culture building don't have to be complex or costly, with some of the easiest wins being more focused on shifting attitudes and behaviours and refining systems and processes. Explore opportunities to provide safe places for employees to share their questions, concerns, or experiences. Engage in open conversations with people from backgrounds that are not well represented. Stay updated on current global events to understand additional barriers or sentiments that may prevent them from showing up as their authentic selves. Ask them, "what are your experiences, and where could you use more support to thrive in the workplace?"

Create pathways where insights can turn into action

It is important to listen to the stories and experiences of employees from marginalised groups. Learning about the variance in their experience and taking action to create a more equitable and inclusive environment demonstrates an authentic approach to DEIB and also contributes to a strong sense of belonging in a psychologically safe environment.

In addition to listening tours, establish a mechanism for gathering and sharing feedback across the organisation and especially to the appropriate parties who can affect change. For example, Indeed conducts stay interviews, collects upward feedback, and creates spaces for marginalised groups to share their stories with executives to gain valuable insights into their experiences and to try identify areas for improvement.

DEIB is everyone's responsibility, and the responsibility should not be placed on the communities who are impacted. Allyship is a verb, it requires action, not just a stated commitment — you also have to be an activist and accomplice. Leadership sets the tone for how DEIB is embedded across the organisation and it takes a combined effort across all levels of the organisation to create a future of better work for all.

Embrace the power of flexibility

Flexibility in employment empowers individuals to better configure their working

patterns to suit their circumstances and become more efficient, productive, and happier overall. While flexible work schedules and remote work can be beneficial for all workers, flexible policies can make a huge contribution to

“While flexible work schedules and remote work can be beneficial for all workers, flexible policies can make a huge contribution to the state of DEIB.”

the state of DEIB by allowing groups such as parents, caregivers, and people with a disability to create schedules that best fit their need.



CASE STUDY

Claire March

Senior People Experience Manager, **Envato**

Envato is a world-leading online community for creative assets, tools and talent, employing 671 staff globally. Millions of people around the world visit Envato to buy and sell creative assets, use smart design templates, learn creative skills or even hire freelancers. With an industry-leading marketplace paired with an unlimited subscription service, Envato helps creatives to get projects done faster.

Q: Tell us about your role at Envato.

My role is Senior People Experience Manager. I'm a key driver in creating and fostering an amazing employee experience as we continue to scale and evolve. My role oversees spaces, connection, wellbeing, safety, as well as our diversity, equity & inclusion (DEI) approach.

Q: Why do you believe DEIB is important in the workplace and how is this reflected in your All In Commitment?

Our *All in Commitment* is a call out at the beginning of every policy template, new and old, that reminds us all that Envato is focused on actively fostering diversity and promoting inclusion through our internal policies and procedures. Envato is proud of our diverse

“We recently partnered with Equidi, a platform that will give us real-time pay gap visibility and workforce representation insights across every part of our business on a single dashboard.”

role at Envato to ensure we are a diverse and inclusive organisation, we know it's up to all of us to make a difference.

and inclusive values; it reflects our belief that everyone thrives if we champion diversity and inclusion across all levels of the business. We expect employees to engage in DEIB initiatives and ways of working — and our All in Commitment is a reminder of that. It's not one person's

Q: Envato has a strong focus on building a more diverse and inclusive organisation. How do you benchmark and measure your progress towards achieving this?

Every year since 2013, we have been holding ourselves accountable to the Workplace Gender Equality Australia (WGEA) standards that promote and improve gender equality across Australian workplaces. We also track our inclusion measures and benchmark annually against the Australian Workplace Equality Index (AWEI) to see how we compare to other organisations in relation to LGBTQIA+ inclusion.

We have been benchmarking against market insights and equity analysis from both Think & Grow and LinkedIn to ensure our salary data is in line with industry standards. Finally, we recently partnered with Equidi, a platform that will give us real-time pay gap visibility and workforce representation insights across every part of our business on a single dashboard.

Q: What advice would you offer to organisations who want to make headway with a DEIB program but might not have access to a big budget for this purpose?

Start by identifying what you want to achieve with a DEIB program and align it with your organisation's strategic plan and values. Take time to review your current processes and policies with a DEIB lens and ask yourself the hard questions: are they equitable, inclusive and conducive to creating a diverse workplace?

From here you can develop a DEIB strategy which should have a purpose, mission and vision. Remember; progress over perfection! Your strategy should be a living, breathing document that you can evolve and tweak over time.

Establish a governance body — a group of people responsible for providing oversight of the strategy and tracking progress. We call ours the *DEI Core Group*. Executive-level support in this group is *essential*, but it should also go without saying that representation in this group is also highly important.

Finally, gather data and measure progress and success — and communicate all of this to your employees regularly.

Q: What programs or initiatives has Envato put in place that have had the greatest impact on improving DEIB across the organisation?

Now in its sixth year, our incredibly successful Developer Apprentice Program is a dedicated intensive learning program for up to 12 months that provides new career pathways in tech for aspiring female developers. Off the back of its success, last year we grew the program further, expanding it by adding an additional mentor as well as doubling our intake to four apprentices a year.

Establishing and evolving our Employee Resource Groups (ERGs) has also been a game changer. These voluntary, employee-led groups allow us to connect around shared interests and create a safe space for employees or allies who belong to or identify with a particular cause or community, to come together and share their experiences and promote a more diverse and inclusive workplace. Our ERGs are all working on initiatives which drive our strategy, and our DEI Core Group oversees all of these.

Q: Envato has made significant efforts to evolve its recruitment process to be more equitable. Why did you make these changes and what impact has this had on recruitment?

Reflecting our commitment to DEIB, we deep-dived into our recruitment and hiring practices this year to ensure we are attracting diverse talent into the business. Gemma Saunders from 'Workplace Edit' ran a workshop with our Talent team on 'Equitable Hiring & Inclusive Candidate Experience', with a follow-up session on the collection, storage and use of diversity data which has helped drive some of the following changes:

- Envato joined the Circle Back Initiative as a 'Global Employer', making a public commitment to respond to every individual who applies for a role with Envato, regardless of the outcome.
- We added an optional pronoun field to our application forms, to ensure candidates are addressed correctly at every stage of their recruitment journey.
- We began asking candidates if they require any reasonable adjustments throughout the recruitment process, addressing this both in our job advertisements, and again in the application form.

We no longer ask for candidates' current salary or salary expectation at any point during the hiring process and removed this question from our application forms.

Q: Building a network of partnerships can help grow understanding of DEIB in an organisation. How do Envato's partnerships improve belonging and inclusion throughout your workforce?

Partnerships have been crucial in our journey. One of the key partners is Pride in Diversity who are currently helping us with our AWEI submission. Other partnerships of note are with Equidi, Transgender Victoria, Grace Papers and Tech Leading Ladies.

Q: What have been some key learnings for your organisation through its DEIB journey?

There have been a few key learnings. It's vitally important to have executive level support and to regularly communicate DEI initiatives to the broader organisation. Bringing people on the journey - and giving them opportunities to be involved - are crucial to success.

Above all, this journey is a marathon and not a sprint. We've been working on creating a diverse and inclusive organisation for years and every year we learn something new or discover something else that we can improve.

Q: Why do you think it's important for people to be able to bring their true selves to work?

I love this quote by Mike Robbins: *'Bringing our whole selves to work means showing up authentically, leading with humility, and remembering that we're all vulnerable, imperfect human beings doing the best we can.'*

The idea of creating a safe space at work is an important one which underpins a diverse and inclusive environment; people need to know

"Imagine spending 90,000 hours feeling out of place, unwelcome and unsupported because of who you are."

that their differences will be celebrated and accepted, that they will always be included and that they belong in our organisation.

Nearly one-third of our lives, or almost 90,000 hours is spent working.

Imagine spending 90,000 hours feeling out of place, unwelcome and unsupported because of who you are. That's why DEIB initiatives matter; because they promote an environment that allows everyone to feel comfortable to bring their authentic selves to work.

Q: What has been your proudest achievement or moment in your fight for greater diversity and inclusion?

Writing our annual Diversity Report for last year made me feel incredibly proud of our achievements in this space, of which there were many. There's so much more to do, but reflection and celebrating the wins is always important.

I was also proud to see the results of our recent engagement survey. Ninety four percent of our employees agreed with the statement 'Envato Values Diversity' which was up 8% from the previous survey. Next year we're aiming for a greater than 95% score.

Q: Looking forward, what goals has Envato set for the next 12 months to support and improve DEIB in the workplace?

We've set quite a few goals for this year, but key highlights from our DEI strategy are:

- To achieve Bronze status with the AWEI.
- To launch our newest employee resource group, Gender Diversity in Leadership, which will champion gender diversity across the business.
- To become an employer of choice with WGEA.
- To achieve a greater than 95% score in the diversity question at our next engagement survey.

Recruitment and DEIB

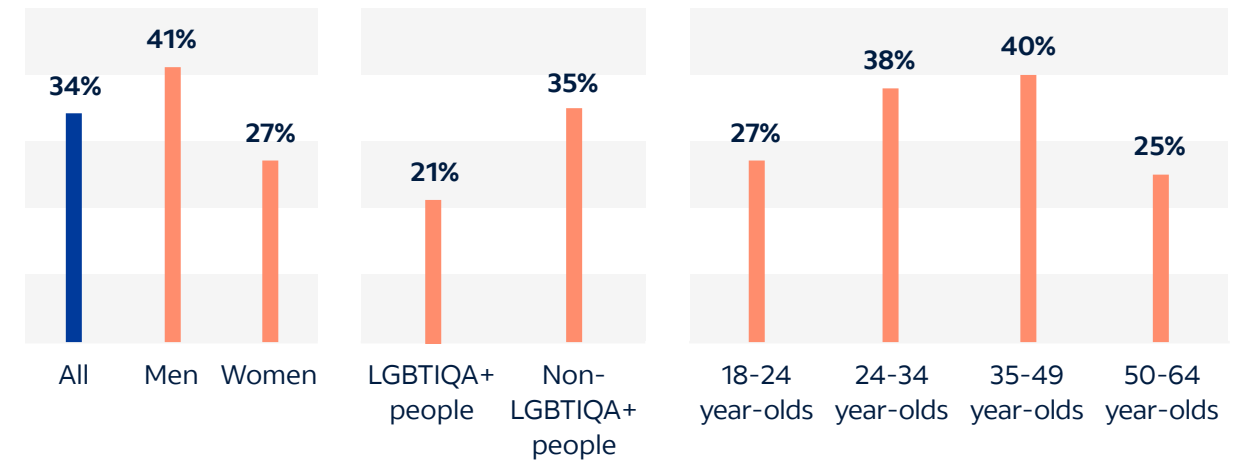
Looking beyond strategic initiatives, could recruitment processes and professional development pathways be holding some companies back from improving DEIB? To be a diverse and inclusive workforce that encourages a sense of belonging for all, it is necessary to recruit and promote talent through a DEIB lens. This helps ensure a diverse range of perspectives and experiences are brought to all levels of the organisation and across all its different functions.

Building DEIB into the recruitment strategy

The survey findings send a clear message about the important role of recruitment and talent management in improving DEIB in organisations—particularly when it comes to the representation and consequential experiences of diverse employees. But all too often the biggest obstacle to improving diversity, especially in organisations where diversity may be lacking, is the unconscious biases of those in HR decision-making roles.

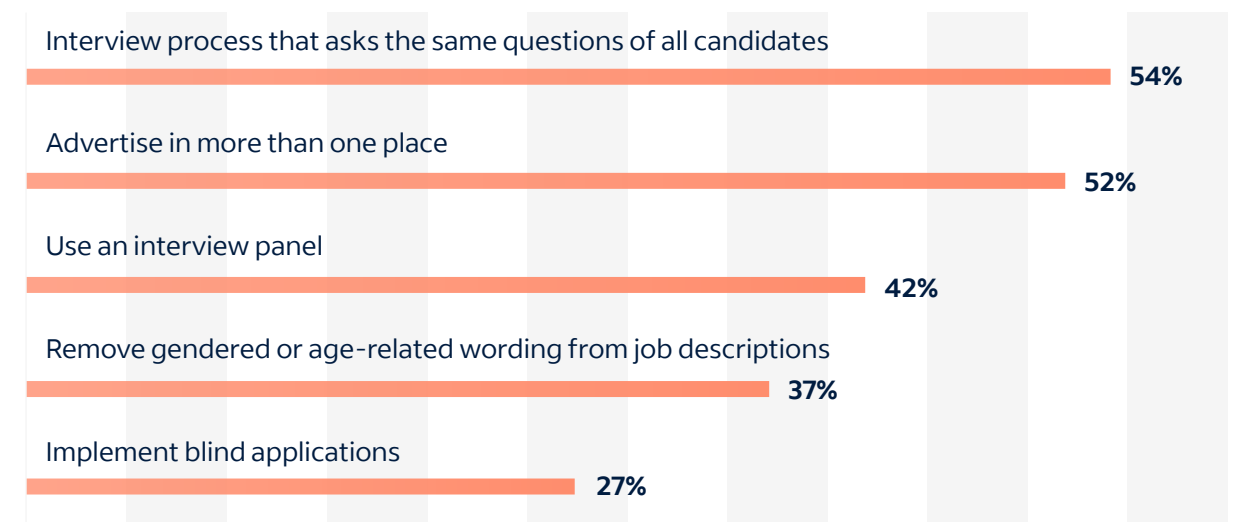
Employers should be mindful of the impact of a lack of diversity in their recruitment functions. Without diversity in HR decision-making roles, the risk of unconscious bias might be elevated, which can ultimately affect DEIB outcomes more broadly. For example, the survey shows 40% of men have recruitment responsibilities in their organisation compared to only 28% of women. Furthermore, only 22% of LGBTIQ+ workers hold recruitment responsibilities compared to 36% for non-LGBTIQ+ workers.

Do you have recruitment responsibilities in your workplace?



Encouragingly, almost nine-in-ten (87%) working-age Australians surveyed said their workplace has adopted at least one policy to reduce unconscious bias during the recruitment process. Ensuring that the interview process asks the same questions of all candidates and advertising in more than one place are the top strategies business use.

What steps has your organisation adopted to reduce unconscious bias during the recruitment process?



The different ways we can include DEIB in the recruitment process

Indeed's *HR Business Partner*, **Goutami Suguru**, shares the company's approach to inclusive recruitment and the ways in which DEIB principles are embedded throughout its recruitment efforts.⁴



How does Indeed prioritise DEIB within its own recruitment process?

Indeed has taken significant steps towards inclusive recruitment by creating guidelines for job descriptions that incorporate gender-neutral language, avoiding imposing unnecessary requirements that may exclude certain groups, and actively encouraging candidates from diverse backgrounds to apply. Indeed has also implemented a range of innovative sourcing strategies to help attract a diverse pool of candidates. These include building partnerships with organisations that support underrepresented groups, as well as hosting a series of events and webinars targeted specifically at diverse communities. By taking these proactive measures, Indeed has been able to increase the diversity of its applicant

pool and reach a wider range of talented candidates. To ensure that every candidate is evaluated consistently and fairly, Indeed provides training to all employees involved within the recruitment process. This includes inclusive interview training and unconscious bias training.

Additionally, Indeed uses structured interview processes that focus on job-related skills and behaviours. These processes are designed to ensure that each candidate is evaluated based on their abilities, rather than any irrelevant or discriminatory factors. At Indeed, inclusive resource groups have also been established to provide support, networking opportunities, and advocacy for underrepresented groups. In addition, the company has made public commitments to advancing DEIB not only within its workplace but also in the broader community.

Why should an organisation invest in diversity training to create a more equitable and inclusive recruitment process?

Unconscious bias can be a serious barrier to creating a truly inclusive workplace. Our automatic and unintentional attitudes or stereotypes about certain groups of people can impact our decisions and behaviours, even when we're not aware of it. This can lead to

discrimination and exclusion of certain groups, resulting in a less diverse and less productive workforce. That's why it's so important to recognise and address unconscious bias in all aspects of the workplace, from hiring decisions to promotion and performance evaluations. By providing intersectionality training, organisations can help employees and managers better understand how different forms of discrimination can intersect and compound each other, leading to unique experiences of bias and exclusion. This approach helps to prevent oversimplification of diversity to a single characteristic, such as race or gender, and instead ensure that diversity is recognised in all its complexity. By creating a more nuanced and comprehensive approach to diversity and inclusion, organisations can foster a more inclusive workplace culture and a more engaged and productive workforce.

“Our automatic and unintentional attitudes or stereotypes about certain groups of people can impact our decisions and behaviours, even when we're not aware of it.”

Beyond the better known strategies employers are adopting to reduce unconscious bias in recruitment, are there other actions/tools that employers can implement?

Blind screening is a powerful tool for reducing bias in the recruitment process. By removing identifying information such as name, gender, age, and education level from resumes, employers can ensure that candidates are evaluated solely on their qualifications and experience. But employers can also take additional steps to ensure a fair and inclusive selection process. Skills-based assessments can help evaluate candidates' abilities and potential, providing a more accurate assessment of their skills and abilities.

Standardised interview questions can also help ensure that all candidates are evaluated fairly, without the influence of personal biases. By including a diverse set of interviewers in the recruitment process, employers can gain a more comprehensive perspective and reduce the risk of bias. Finally, collecting and analysing data on the diversity of the candidate pool and the hiring outcomes can help identify areas where bias may be present, allowing for targeted interventions to address them.

How can recruiters check/challenge their own unconscious bias?

The first step in addressing unconscious bias is to acknowledge that it exists and that everyone has it. Recruiters can start by acknowledging their own biases and how they can affect their decisions. This requires training on how to recognise and address different types of biases that may arise in the recruitment process. To reduce the impact of bias, recruiters should focus on objective criteria such as qualifications and experience, rather than subjective factors like cultural fit.

Additionally, including a diverse selection panel can provide different perspectives and help to mitigate the impact of personal biases. To challenge their own assumptions, recruiters should seek out evidence and feedback from colleagues and candidates to ensure that decisions are fair and objective. Regularly evaluating the recruitment process and collecting data on the candidate pool, selection process, and outcomes can all help to identify and address potential biases in the recruitment process.

What role does Artificial Intelligence (AI) have to play in reducing unconscious bias during recruitment? How is this likely to evolve in the future?

AI can revolutionise the recruitment process by minimising the impact of unconscious bias through objective and data-driven decision-making. With AI, recruiters can use keyword scanning to assess resumes and applications and rank them according to their qualifications and experience, rather than personal biases. Structured interviews conducted by AI can ensure consistency and objectivity across all candidates, reducing the influence of human biases. AI can also analyse job postings and descriptions for potentially biased language, offering more inclusive alternatives.

With the use of AI, tracking and analysing diversity metrics becomes an effortless task, which can help to identify any potential bias in the recruitment process. However, it is crucial to note that AI is not infallible and can also be susceptible to bias if trained on biased data. As such, it is imperative to ensure the diversity and representativeness of the data used to train AI algorithms and conduct regular audits and tests to mitigate any potential bias.

As AI technology advances, it has the potential to become even more sophisticated in identifying and mitigating unconscious bias. With the development of advanced natural language processing and machine learning algorithms, AI can better detect and correct bias in the recruitment process. Nonetheless, it remains essential to continuously monitor and address any potential bias that may arise in the use of AI.





CASE STUDY

Sally Elson

Head of People, [MYOB](#)

MYOB is a leading business management platform in Australia and New Zealand, providing solutions to streamline key business workflows, from finance and inventory management, to employee onboarding and payroll. With a core purpose of helping more businesses with 0 to 1000 employees in Australia and New Zealand start, survive and succeed, MYOB offers a richly curated, integrated and flexible platform that enables a business to make better decisions, unlock its full potential and confidently grow.

Q: Tell us about your role at MYOB?

A: I lead the People Experience team at MYOB, which is responsible for developing and implementing our strategic workforce plan. The focus of this is to ensure we have the right capability, capacity, and culture to deliver MYOB's broader strategy, and overall mission to help small and medium sized businesses across Australia and New Zealand start, survive and succeed.

Q: Why do you believe DEIB is important in the workplace?

A: DEIB is integral in the workplace. In addition to benefiting individuals and society overall, having a diverse workforce makes good business sense.

“Diversity is much broader than just gender and there are opportunities to improve diversity in tech across the board.”

Research shows that diverse teams deliver better outcomes; they bring unique thinking from their experiences, and we absolutely end up with better products for our customers when we have diversity.

If a team member doesn't feel like they belong, or feel included, it will impact their contribution to the team, and therefore diminish the benefit of their diversity and the perspective that they bring.

Q: MYOB has a strong focus on achieving gender diversity. Why is this a focus and what is your commitment?

A: At MYOB, we want to see the technology sector afford career opportunities to the whole community. There is already an incredible breadth of careers available, which will only grow as the industry expands and develops.

Diversity is much broader than just gender and there are opportunities to improve diversity in tech across the board. Boosting gender equality is one element of diversity that MYOB is particularly committed to advancing. We know that with a clear focus, we can really make a difference, and we're proud of our efforts in this space to date.

Q: Why do you think women have historically been, and continue to be, underrepresented in tech?

A: It's a complex issue, with multiple causes. Personally, I think societal influence is significant. There's much less exposure to female role models in tech, so many simply wouldn't consider it a career path. We also have a different narrative for girls and boys, and they are encouraged to undertake different activities from an early age.

For example, there is no difference in maths ability in schools by gender, and yet we have a significant imbalance between men and women entering maths-related technology subjects at tertiary levels.

This is why improving DEIB in our sector is so important — we need to ensure people from all backgrounds consider these career paths and see them as something they can pursue.

Q: What steps is MYOB taking to further DEIB at MYOB?

A: We have a number of initiatives in place to increase diversity and ensure our team members can be their true selves at work, and we hold ourselves accountable to the targets we've set.

The MYOB DevelopHer Program was specifically designed to encourage more women into technology careers. Successful applicants are paid a full-time salary to learn coding skills, while being mentored by those already in the industry. After completing this internship, candidates move into a protégé developer role, followed by an offer of full-time employment with MYOB as an associate developer.

At MYOB we believe measuring and tracking performance is critical to understand where success is being achieved, and likewise to identify opportunities for change or improvement. This approach is applied to everything we do, including assessing the performance of our DEIB initiatives. Some of the metrics that we review regularly include:

- Gender balance: we have targets of 40/40/20 across all our functions, and achieved a 50/50 split in our executive team in 2020 which was an incredible milestone.
- Gender pay gap (monthly): we scrutinise remuneration packages monthly to ensure pay parity.
- Gender pay gap deep dive (annually): this is to really understand what is driving any differentials, and make corrections wherever they are needed (which may include correction to the salaries of all genders).
- Workplace Gender Equality Agency (WGEA) reporting annually.
- Engagement: we review survey results by gender to ensure the MYOB experience for all our people is consistent.

We also have a gender transition and affirming leave policy, to support transgender and gender diverse team members who wish to take time off as they go through this process.

Q: Has the DevelopHer initiative been a success? Tell us about what it has achieved.

A: DevelopHer has been a huge success and is a program we're very proud of. Last year we expanded the program to include New Zealand for the first time, and overall, 27 women have been through DevelopHer since 2016 from various backgrounds. Some are career changers, others have joined after taking a break to raise children, and some have always wanted to work in tech but have faced other barriers. All of them remain in the technology industry, and the vast majority are still with MYOB.

Q: What steps has MYOB taken to reduce unconscious bias during its recruitment process?

A: We offer unconscious bias training as a standard, but the role of our talent advisors is particularly impactful here. These team members coach the hiring manager from the beginning, so they can challenge any unconscious bias that might affect the hiring process.

Recruitment practices we have in place include:

- Unconscious bias training.
- Website development, which clearly outlines our diversity and inclusion policy, the MYOB environment and recruitment process.
- Gender neutral job advertisements, using a tool to independently ensure our ads are not skewed in any way.
- Interview guides for hiring managers with suggested questions and techniques to uncover underlying capabilities, rather than focusing on experiences that can bring bias.

Q: What have been some key learnings for your organisation through its DEIB journey?

A: It is a long game to fully achieve the full gender balance we are aspiring to, but it's important to keep focused, and not be discouraged along the way.

Also, DEIB should all be considered in tandem - one can't be delivered meaningfully without the others.

Q: What advice would you have for other companies on how to establish more diverse and inclusive workplaces?

A: Be clear on what you are trying to achieve, know your why! Once you've established what you're aiming for — and why — measure your outcomes often and hold yourself and your team accountable to the targets you set.

Q: Why do you think it's important for people to be able to bring their true selves to work?

A: It is much better for everyone when people don't have to pretend they are someone they're not, so everyone can funnel their energy and unique talents into the meaningful work that fulfils them.

An important influence on this however, is ensuring the workplace provides a psychologically safe and supportive environment. This has an important flow on effect to the mental health of our team members.

To foster this culture, at MYOB we hold many internal events to celebrate and educate our team members. For example, during Pride week we held a celebration that included a panel from some of our team members who wanted to share their personal journeys. We've also offered informative sessions, run by IDAHOBIT, that cover gender preferences and pronouns, which can really help people who may not have people in their lives they can talk to or ask questions of.

“DEIB should all be considered in tandem — one can't be delivered meaningfully without the others.”

Separately, I'd add that we also want different perspectives in our organisation so that we can build products that reflect the diverse needs and wants of our customer base.

Q: What has been your proudest achievement or moment in your fight for greater gender diversity?

A: Without a doubt I'd say the DevelopHer program. I'm so proud to have played a part in an initiative that has helped change the lives of women by providing a fully funded career change program. It has made a huge difference to those participants who otherwise might not have been able to enter the industry.

With 100% of those who have come through the program remaining in the technology field, it's wonderful to see the positive impact we can deliver not only for these women, but for the industry overall.

DEIB challenges and opportunities

While both employers and employees share a desire for greater DEIB in the workplace, recognising where progress needs to be made and understanding the challenges the organisation may face in achieving DEIB is an essential part of any effective program.

There are a myriad of factors involved in creating a culture where everyone feels safe, valued, and empowered to bring their true selves to work. Providing all employees with equal access to development and success, recognising the differences and needs of each individual, and addressing discrimination, biases, and stereotypes are just some of the measures involved in establishing an environment conducive to DEIB.

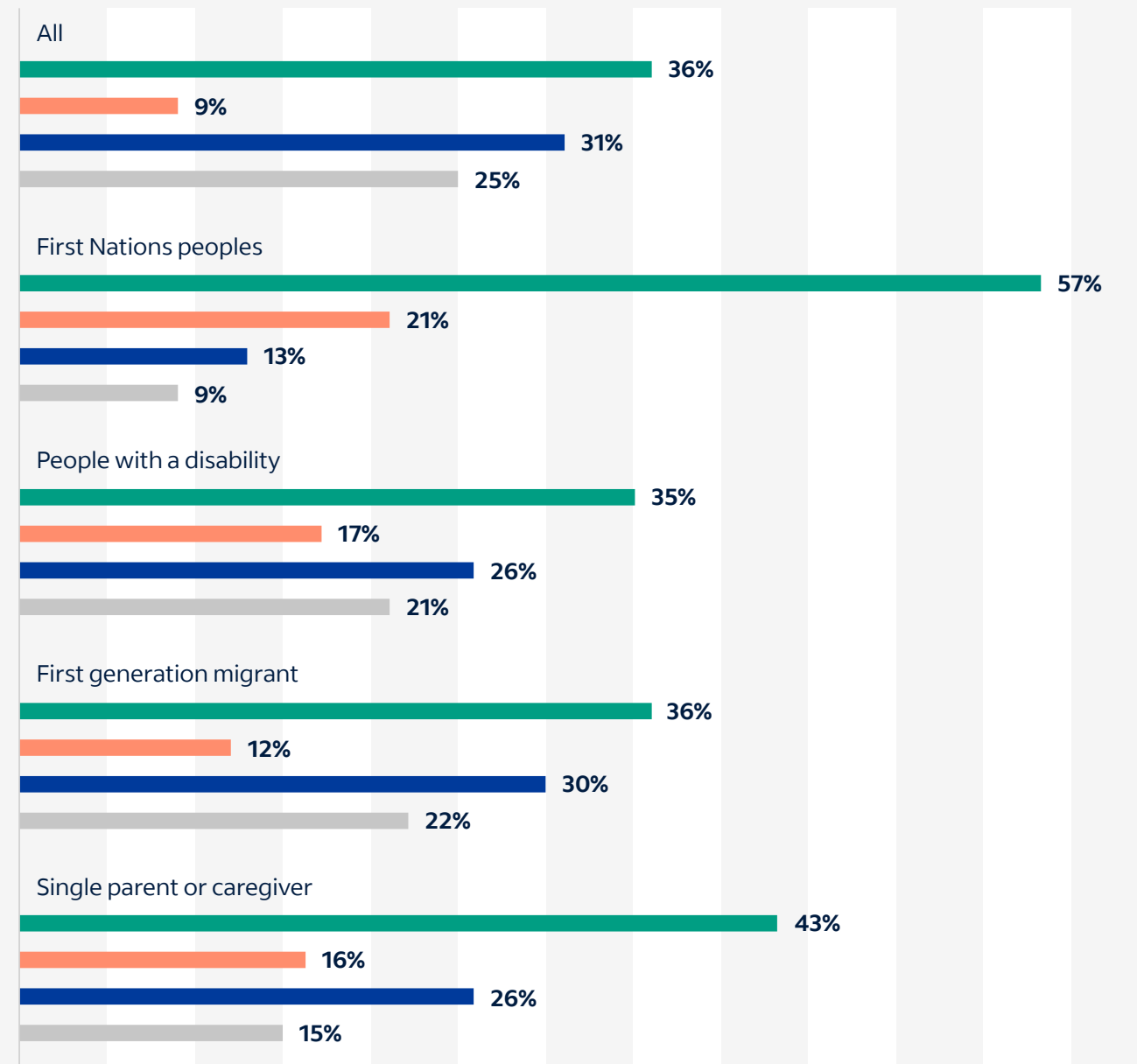
Building DEIB into the recruitment strategy

Benchmarking progress and understanding employee sentiment is a key part of evaluating and improving DEIB in the workplace. Currently, opinions among employees are somewhat divided regarding the progress their organisations have made in managing and promoting DEIB. Just over a third of employed Australians say their organisation has made improvements in their efforts over the past year, while 9% say their organisation has regressed in advancing these initiatives.

While this suggests some forward strides are being taken towards improving DEIB in the workplace, employees from marginalised groups—in particular those who identify as being disabled, first-generation migrants, single parents or caregivers, and First Nations peoples—are more likely to see both positive progress and a negative decline in the efforts of their employers.

How has your workplace managed and promoted DI&B in the past year?

■ Better ■ Worse ■ Stayed the same ■ Don't know



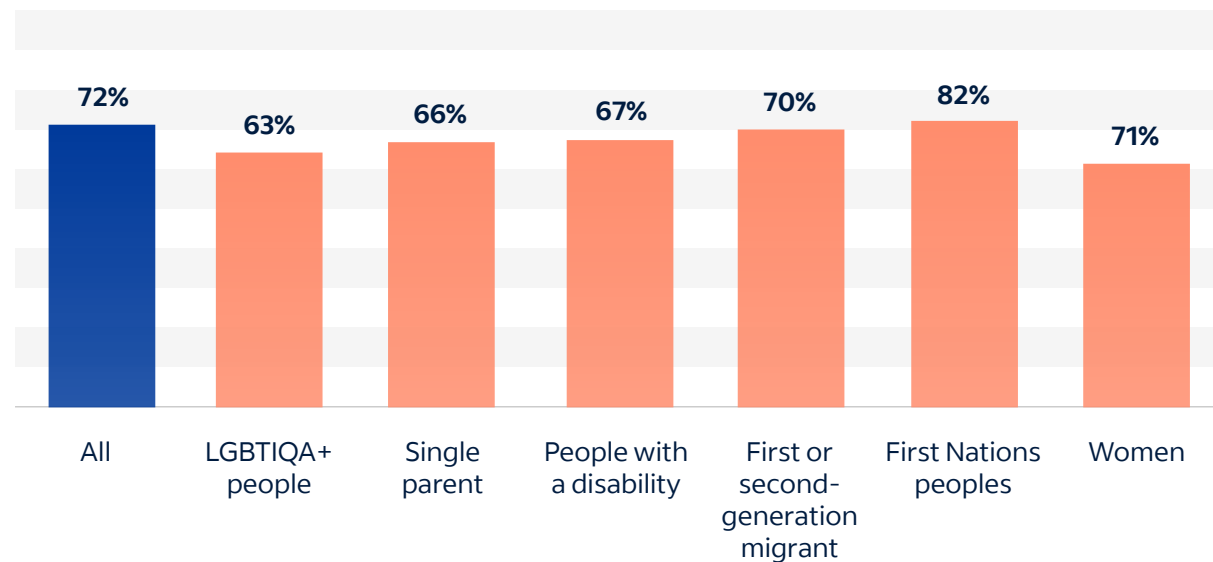
All employees must feel safe at work

The survey shows recruitment decision-makers are the most positive about their organisation's ability to make people from all backgrounds feel safe and included at work, with 81% stating they're confident their organisation is doing enough to address this. This sentiment drops almost 10% lower among employees without recruitment responsibilities, with 72% believing this to be true.

Despite optimism from the majority of workers, the survey shows certain groups are not as positive about their organisation's efforts to make them feel safe and included at work. Employees who do not have recruitment responsibilities but identify as LGBTIQ+, have a disability, are single parents, first or second-generation migrants, or women, are all less likely to agree their workplace is doing enough—with LGBTIQ+ employees the least likely to agree.

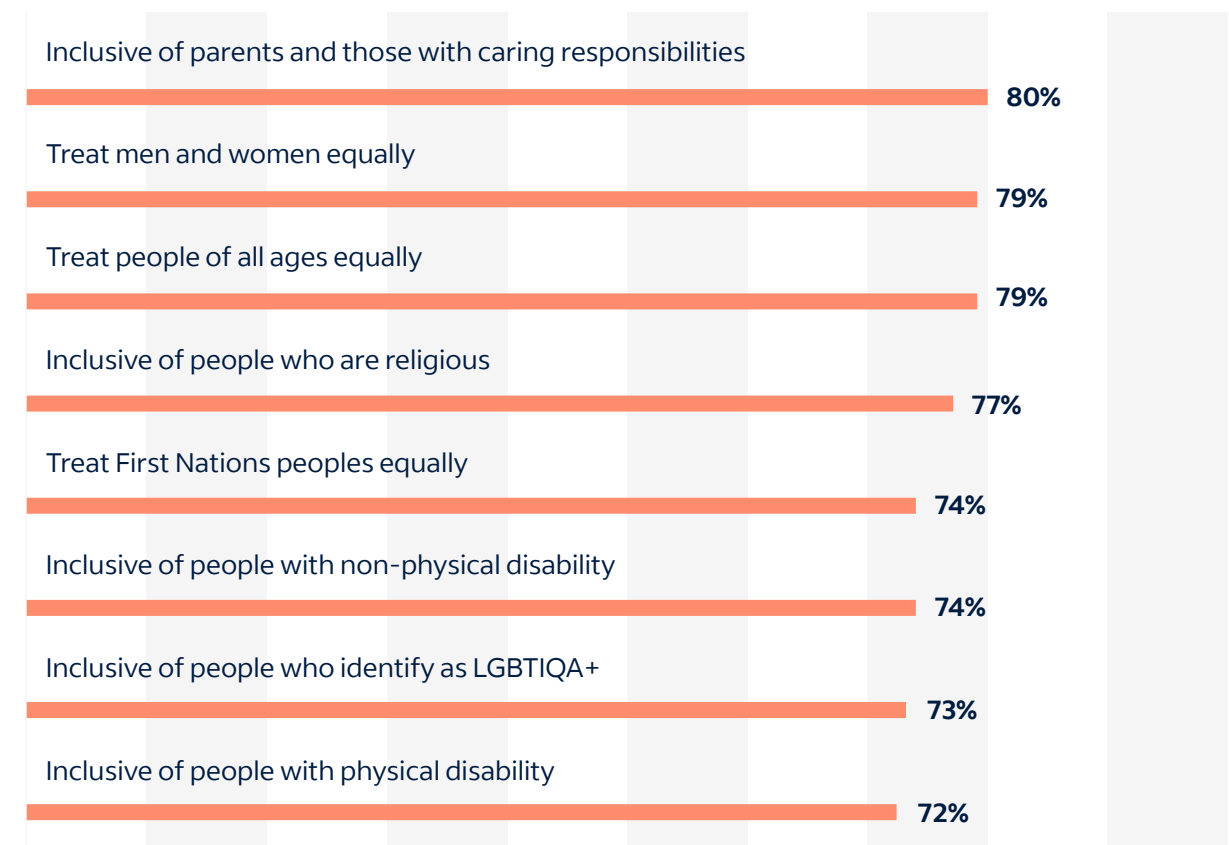
Three-quarters of all workers think their workplace makes people from all backgrounds feel safe and included

My organisation does enough to make people from all backgrounds feel safe and included in the workplace **without recruitment responsibilities*



While on the whole, employees are largely complimentary of their organisation's overall attempts to make everyone feel safe and included, it appears confidence wavers when consideration is given to the equal treatment or inclusivity of specific groups. While most employees are likely to agree people from

different cultural backgrounds are treated equally at work (83%), closely followed by parents and those with caring responsibilities (80%), they are less likely to agree that their workplace is inclusive of people who identify as LGBTIQ+ (73%) and those who have a physical disability (72%).



Employees who feel confident and safe in the workplace are likely to experience higher levels of engagement and participation within their teams, which can impact their overall contribution, happiness, and career success. To maximise talent potential and employee

engagement, organisations must recognise and support all individuals—regardless of their background—so feelings of safety and inclusion at work are not a privilege limited to the majority, but instead experienced by the workforce in its entirety.



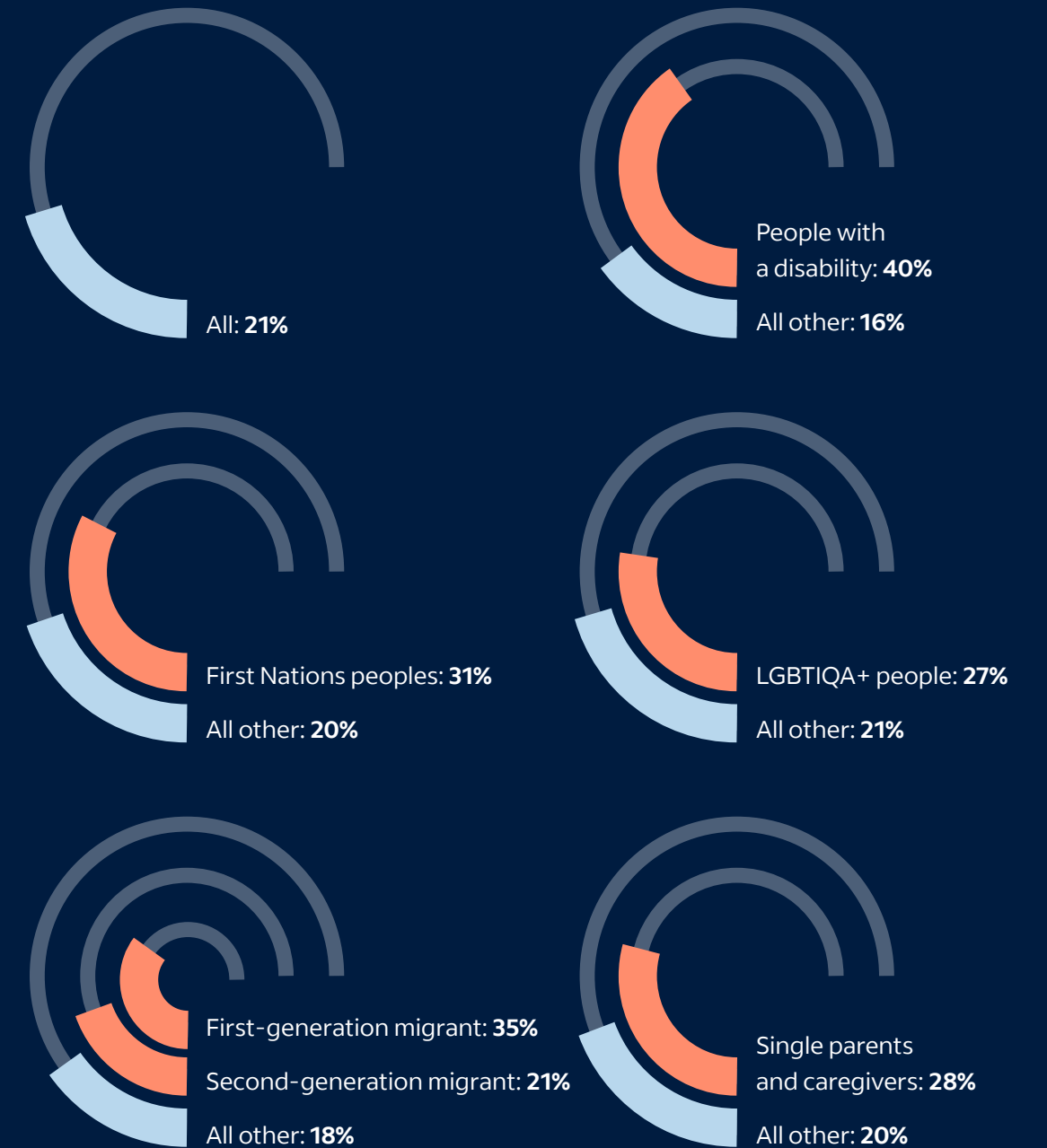
Discrimination appears to be worryingly persistent in the workplace

While the importance of workplaces promoting DEIB appears to be steadfast among jobseekers, the day-to-day working experiences of many employees highlights the distance employers still need to go to truly build DEIB into their workplace culture. The survey shows a significant 45% of all working-age Australians have either witnessed or personally experienced an act of discrimination in the workplace.

Nearly half of working-age Australians have witnessed or personally experienced discrimination at work

Nearly one-in-five Australians have firsthand experience of being discriminated against in the workplace, with some marginalised groups—like those who identify as First Nations peoples or those with a disability—more likely than other employees to be faced with discrimination.

Have you ever personally experienced an act of discrimination in a workplace?



Taking meaningful steps in response to discrimination is another critical feature of organisations that truly make people feel safe, included, and like they belong. Yet almost a quarter (23%) of Australian workers who have either experienced or witnessed discrimination at work say their organisation took no action in response, while a further 9% said the incident was never reported to their workplace at all.

Nearly one-in-four Australian workers who have either experienced or witnessed discrimination at work say their organisation took no action

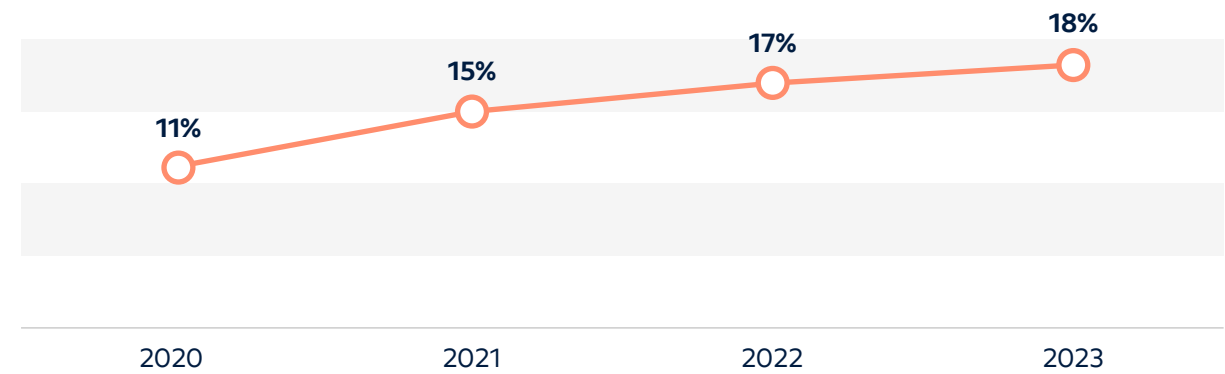
Discrimination is not always overt or blatant, and can sometimes be insidious and often unintentional. Training programs that examine personal bias, microaggressions, and institutionalised inequality can be helpful in highlighting where discrimination may be unintentionally present in an organisation, and offer advice on how to restructure processes to ensure that all employees are treated fairly and respectfully, regardless of their differences.

Hiding in plain sight: Australians hiding their identity in the workplace is on the rise

Employees who fear discrimination at work may resort to concealing part of their identity to protect themselves from negative consequences.

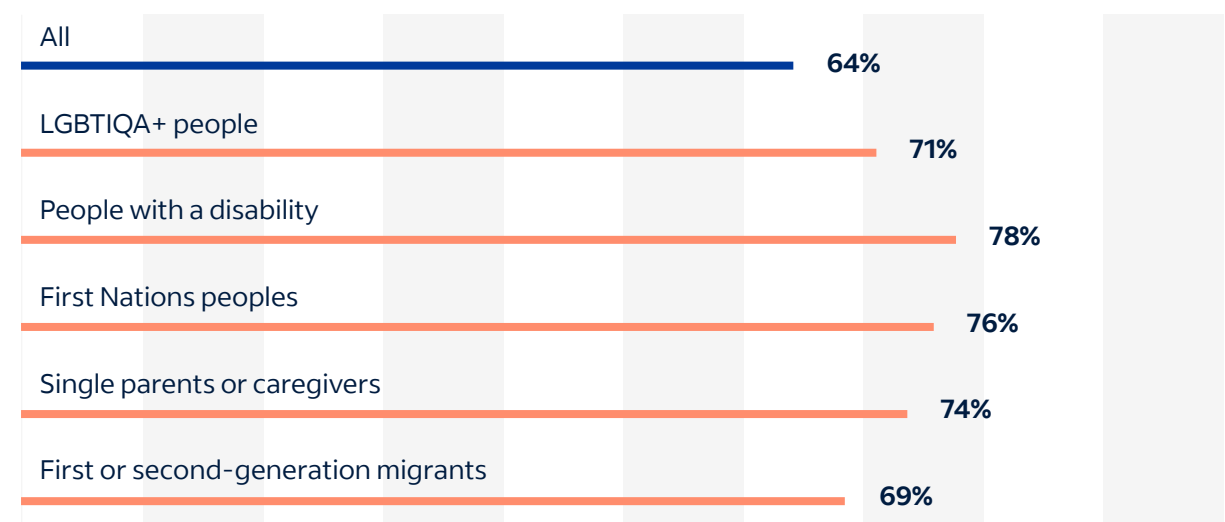
The survey reveals that the proportion of Australian employees who say they always hide part of their identity at work has continued to rise over the past four years. Currently, almost one-in-five (18%) Australian workers say they hide part of their identity at work all the time, which is a 7% increase from 2020. Meanwhile, the proportion of people who say they never hide part of their identity has declined from nearly half (47%) in 2020 to less than a third (29%) in 2023.

Share of people who feel they need to hide part of their identity at work all the time



While 64% of Australians say they have felt unable to disclose their true selves to colleagues, this proportion increases for groups who have traditionally faced discrimination in the workplace.

Do you feel you need to hide part of your identity at work at least some of the time?



Since 2020, the number of people with a disability who say they hide part of their identity some or all of the time has risen from 62% to 78% in 2023. Similarly, the proportion of single parents or caregivers who hide part of their identity some or all of the time has increased from 51% to 62%, and for LGBTIQ+ workers the proportion has risen from 67% to 72%.

While around three-quarters of Australian workers believe that most workplaces are doing enough to make people feel safe and included, the survey reveals that a significant proportion

The survey reveals that a significant proportion of people, especially marginalised groups, are not comfortable being their true selves at work.

of people, especially marginalised groups, are not comfortable being their true selves at work.

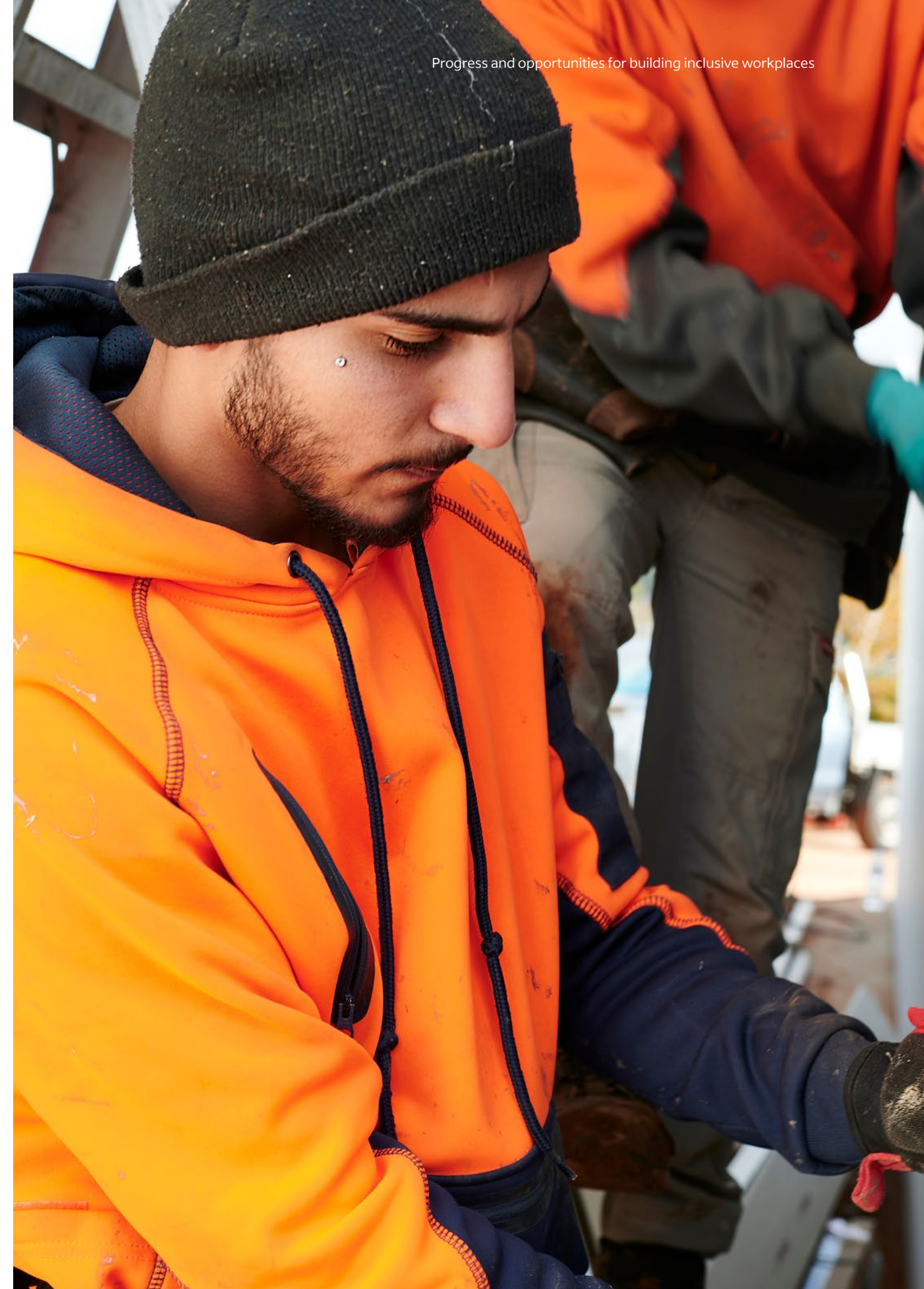
When individuals feel like they must hide part of their identity and can't be their true selves at work, it can cause increased levels of stress and anxiety and have a negative impact on their mental health and wellbeing inside and outside work.

Employees who hide part of their identity at work are therefore also likely to experience decreased job satisfaction, lower motivation, and lower engagement which ultimately has a negative impact on performance and employee retention.

On the other hand, employees who feel free to be themselves and who experience a sense of belonging at work are most likely to feel valued and supported by their employer which boosts their confidence overall. Employees who have the courage and comfort to be entirely open and transparent about their identity among colleagues often demonstrate higher levels of creativity, innovation and collaboration — free from inhibition.

Employees who can be their true selves whilst working are likely to also experience stronger relationships with colleagues and managers, which may not only have a positive impact on workplace culture, but may also lead to greater individual happiness and increased productivity among wider teams. And this is echoed in the [2022 Indeed Work Happiness Report](#) - 42% of Australians associated 'workplace happiness' with having good relationships with colleagues and managers.

The report also revealed a few key benefits of having happy employees. Nearly eight-in-ten (78%) said that being happy makes them feel more productive, almost three-quarters (73%) said it helps them to engage in effective problem-solving, 71% said they are less likely to call in sick, and nearly two-thirds (64%) will engage more with their colleagues and company culture. The benefits of creating a sense of belonging for all individuals in the workplace and more broadly the state of happiness within the workforce is therefore not only beneficial for employees' mental health, job satisfaction, and career progress, but it directly impacts organisational success.



How can employers help create a culture of belonging?

Amanda Gordon

Indeed's Corporate Psychologist



To create a sense of belonging among all employees in the workplace, employers are required to make a proactive effort to build a culture that embraces the key values of diversity, inclusivity, communication, recognition, and growth. Indeed's corporate psychologist, Amanda Gordon shares some of the steps employers can take on this journey to improve their organisational culture and create an environment where every individual feels they belong.

Encourage two-way communication and openness

For employees to feel that they belong, it's necessary for them to feel that they are seen, heard, and understood by those around them. Employers should endeavour to create opportunities for workers to share their ideas, concerns, or feedback relating to work matters, but also to comfortably share information about themselves that they would like others to know, or they think may be helpful to others when working as a team.

Regular check-ins between employees and managers, team catch-ups, town hall meetings, and digital feedback channels are all examples of the types of forums where employees can

“Employers should take steps to ensure that every worker and their achievements are always recognised and valued.”

Without this context, there is the risk that individuals will feel like a cog in the machine rather than a participant in the organisation who truly belongs. Employers should take steps to ensure that every worker and their achievements are always recognised and valued, whether this be through company-wide communications or catch ups among teams or with managers.

be encouraged to openly share thoughts and information with colleagues, teams or the wider workforce.

It is also crucial for employees to understand how their contribution

Respect

Recognising the skills, experiences, and achievements of a person prior to joining the team or organisation is a critical factor in helping workers to feel that they belong. Showing recognition for a worker's prior experiences shows that you acknowledge and respect the totality of who they are and how they can contribute to organisational or team goals in their own individual way.

Create space

Allow employees the opportunity to connect with each other away from their desks. Whether they're working in the office or from home, people need those water-cooler moments where they can chat with others outside the context of work. It is these moments where team members can learn about one another and appreciate their personalities and lives away from the office.

When it comes to strengthening these connections, employers should be mindful that the rise of remote and hybrid working has put a strain on the bonds people are able to experience and build with their team members. In this context, some of the ways organisations can help foster a greater sense of belonging and connection among peers might include team social events, launching specific interest groups, and celebrating personal milestones.

Share information and celebrate differences

It's easier for people to feel they belong at work when everyone has a broad awareness and understanding of the diversity that exists around them. Providing opportunities for people to share their stories with co-workers could be key to educating the workforce about the different backgrounds and circumstances of others which fosters greater respect and mindfulness around people's differences.

Whether it be in-person or through company communication channels, sharing stories about important religious celebrations or the experiences of same-sex couples co-parenting children are just two examples of how workers can learn about the diverse experiences of the people around them.

Engage leaders

From the top down, it is ultimately up to senior leadership to ensure people feel they belong while at work. Importantly, leaders have the most influential opportunity in an organisation to set an example and educate others around the importance of safety and belonging at work, and how this can impact employee wellbeing.

Communication style in senior leadership meetings, allocating time and resources to DEIB training, and clearly setting out and demonstrating company values are important steps leaders can take to ensure a strong sense of belonging trickles down to everyone in an organisation.

Offer opportunities for growth and development

When employees believe they have the opportunity to grow and develop professionally, they are more likely to feel they belong at work and feel invested in the company's success. Consequently, it's important to ensure everyone in an organisation is aware of and has equal access to opportunities for growth and development such as training, mentorships, and career advancement.

Monitoring employee feedback as well as diversity across business functions and levels of seniority could be a crucial starting point for improving the state of play when it comes to encouraging professional growth and development for diverse employees.



Marginalised groups have different lived experiences

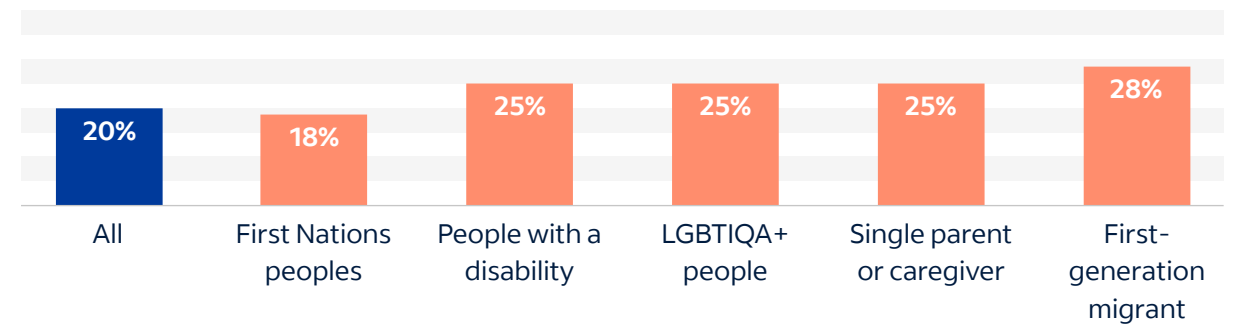
As Indeed's survey highlights, the lived experience of workers in marginalised groups varies significantly. Factors like race, ability, gender identity, and sexual orientation can directly impact everything from how a person is treated day-to-day in the workplace, to their career development prospects, opportunities for promotions and pay rises, performance and productivity, and mental health and wellbeing. These factors can also impact employees lives outside the workplace, influencing a person's likelihood of facing mental health challenges due to, for example, employment disruption, or cost of living concerns.

Employment disruption and financial worry more likely for marginalised groups

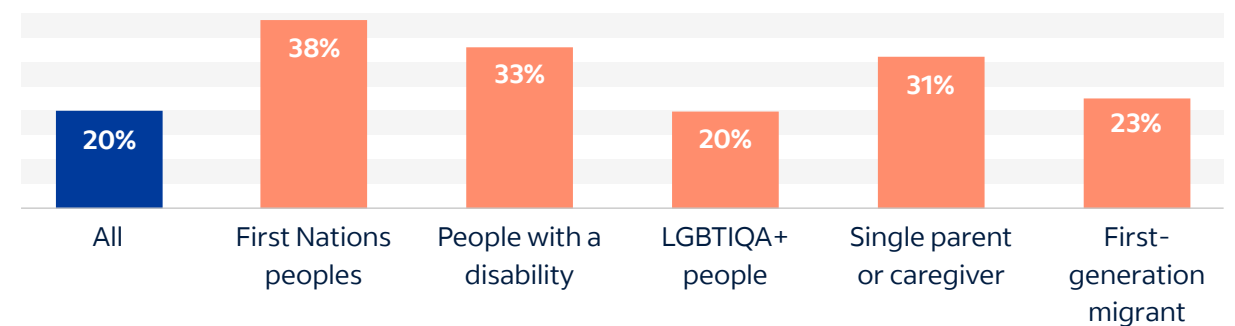
Marginalised groups who have traditionally faced discrimination are also more likely than the average Australian to report experiencing financial worries. While 29% of all Australians experienced financial concerns in 2022, this rose significantly to 43% of LGBTIQ+ employees, followed by 39% of those with a physical or non-physical disability, 37% of single parents or caregivers, and 33% of those who are first or second-generation migrants.

The survey also shows that marginalised groups are generally more likely to experience employment disruptions compared to the average worker. Those with a disability, single parents and caregivers, first-generation migrants, those who identify as LGBTIQ+, and First Nations peoples, are increasingly likely to have changed jobs, had their work hours reduced, or even lost their job.

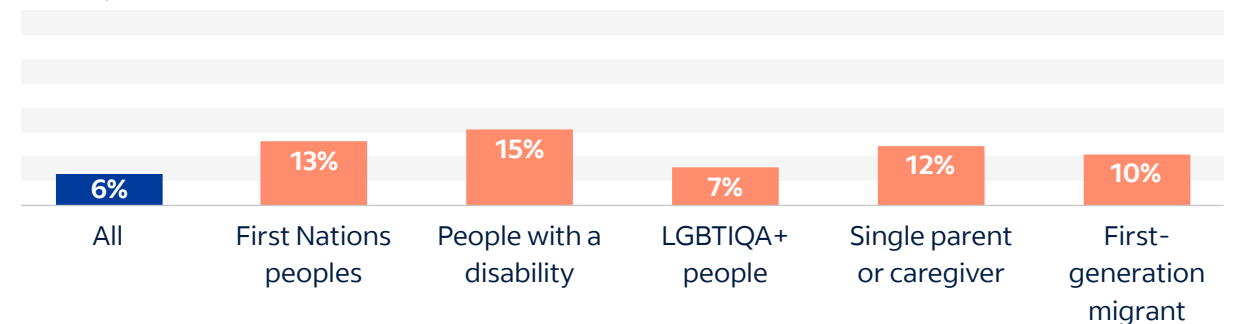
Changed jobs:



Had work hours reduced:

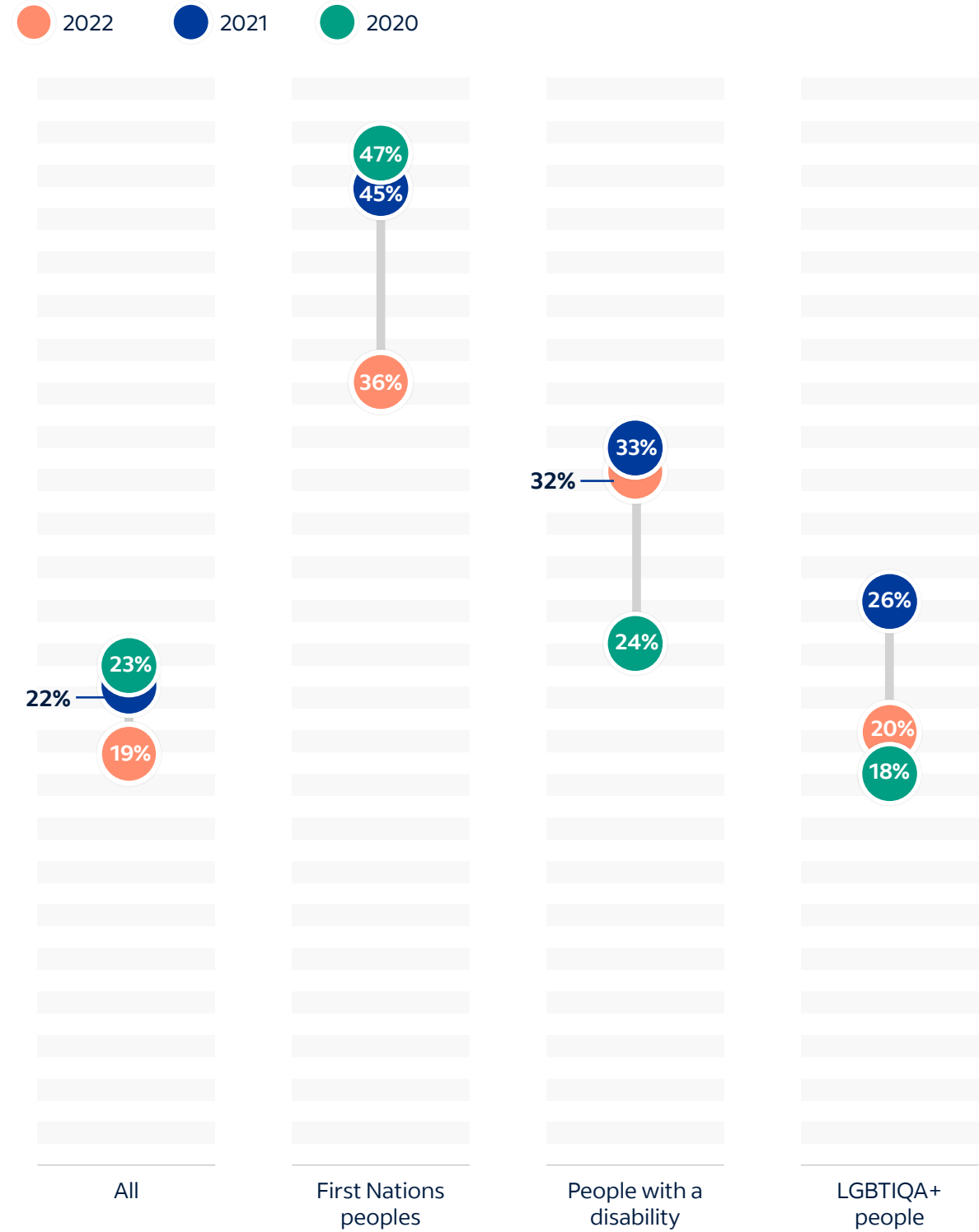


Lost job:



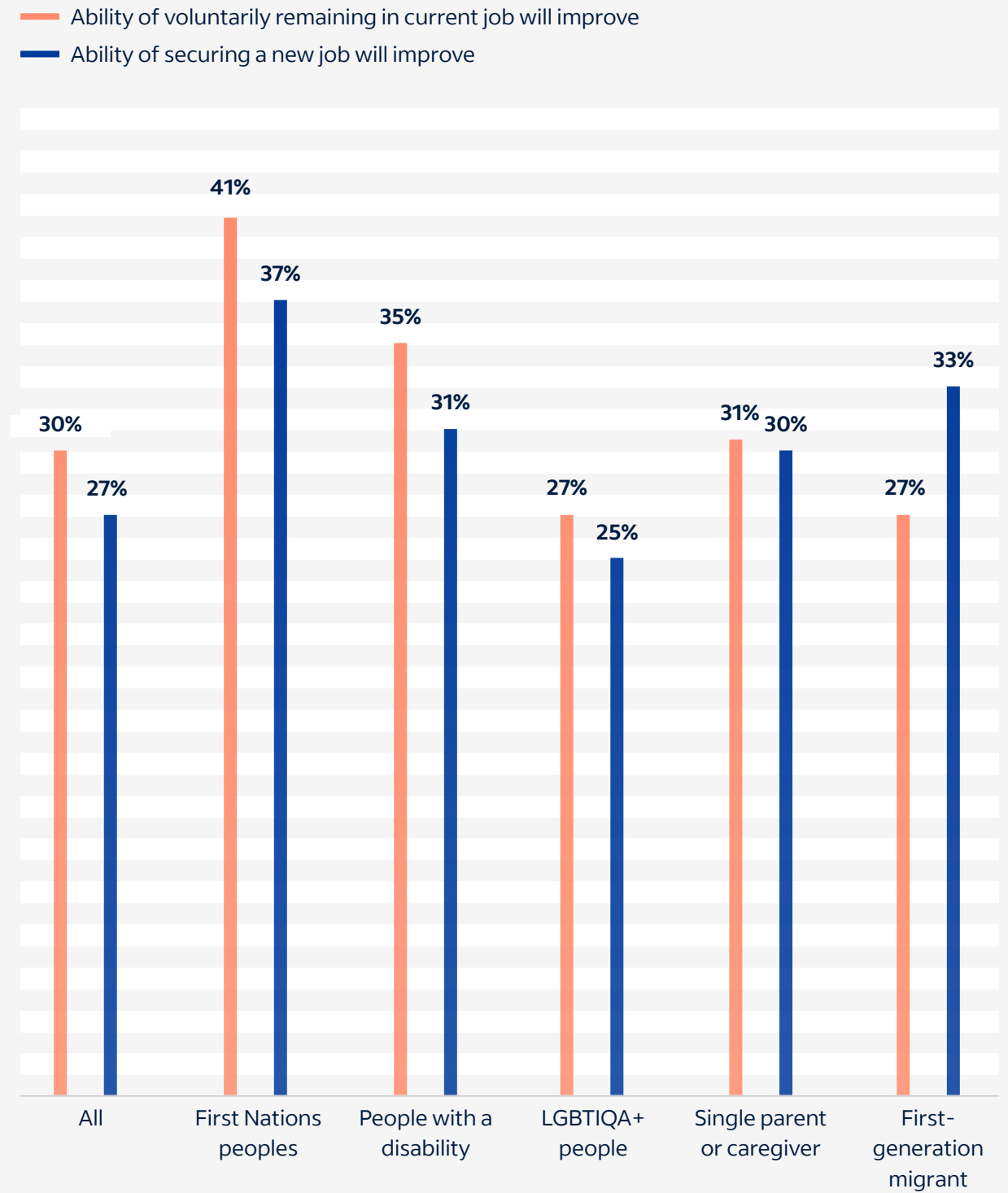
Workers with a disability are more likely to have had their work hours reduced over the last three years, compared to other groups.

During the past year have you had your work hours reduced?



Despite the uncertainties of 2022, the survey reveals there is elevated optimism among some marginalised groups when it comes to matters of job security over the months ahead.

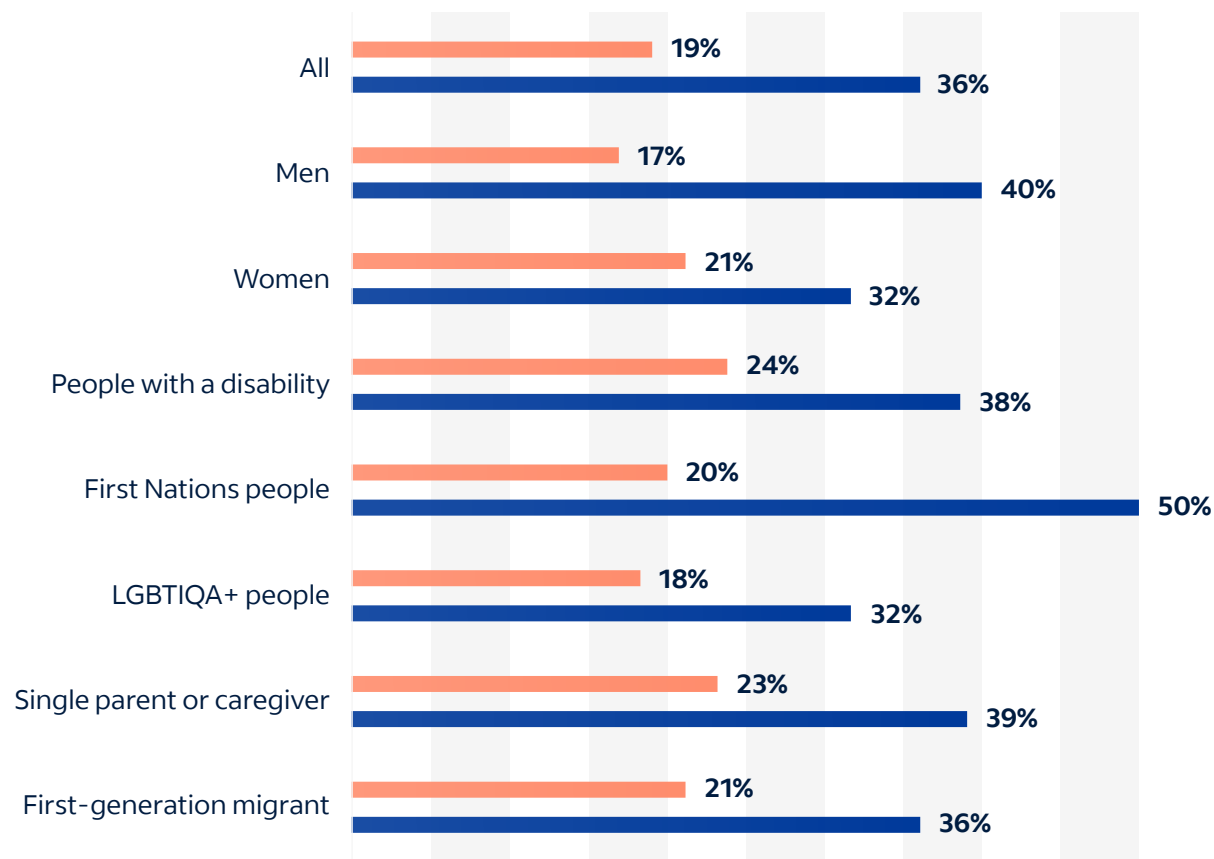
In the next 12 months, do you expect your ability to do the following will improve or worsen?



Marginalised groups appear to be more pessimistic about their ability to manage financially through economic uncertainty

People with a disability, single parents or caregivers, First Nations peoples, first-generation migrants, and those with a religious affiliation are more likely than the average worker to think their financial position will worsen over the next 12 months. Meanwhile, women and LGBTIQ+ people are the least likely to think their financial position will improve over the next 12 months.

- In the next 12 months, do you expect the financial position of you and your family to get *worse*?
- In the next 12 months, do you expect the financial position of you and your family to get *better*?

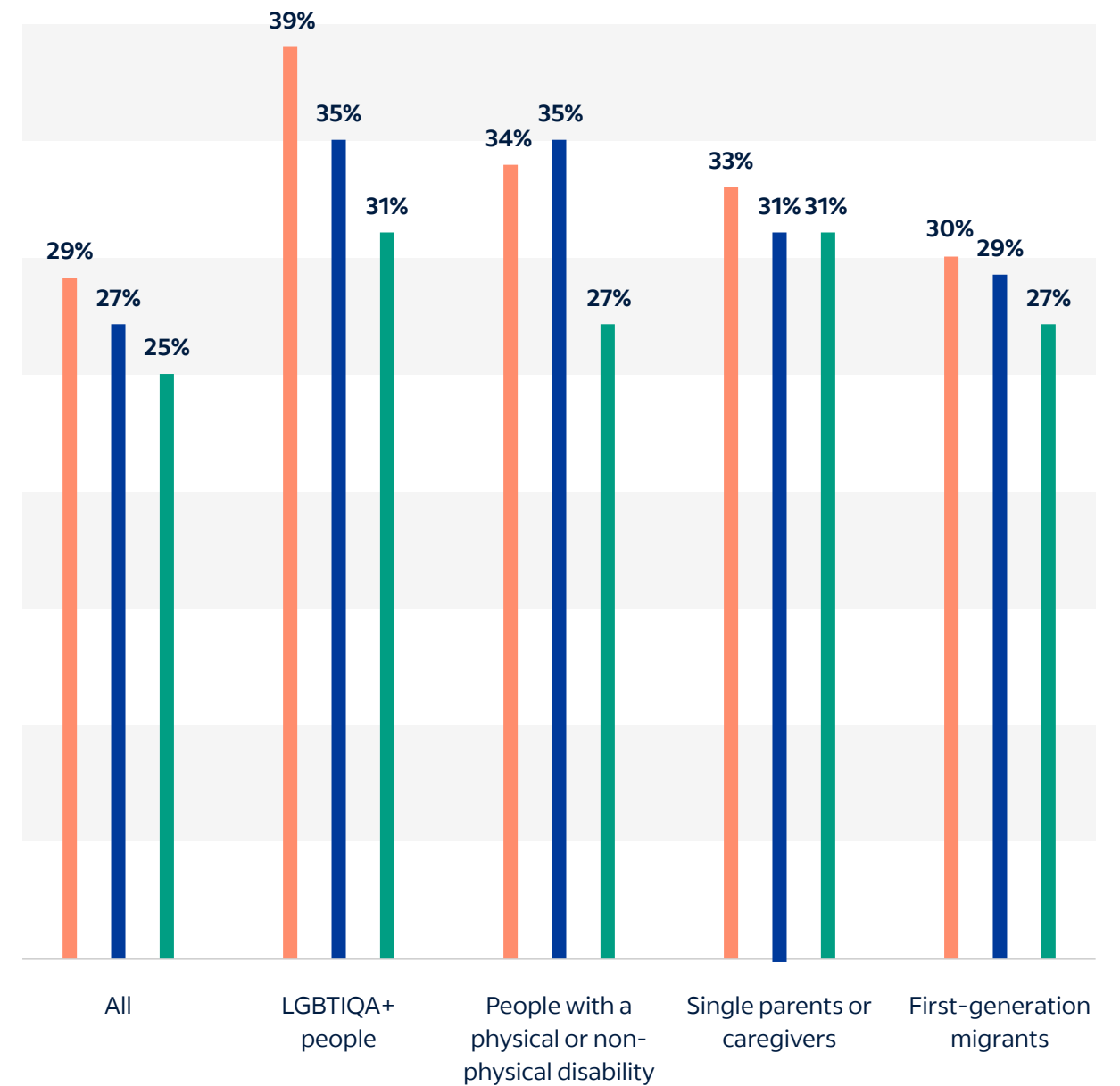


It could be argued that some of the differences are small, but there is a pattern. While groups that have traditionally faced discrimination in the workplace express elevated pessimism about how they will fare as living costs rise, workers who have not traditionally experienced discrimination in the workplace, particularly men, are less concerned.

Marginalised groups response to rising cost of living

In response to the rising cost of living, workers across some marginalised groups are also more likely than the average worker to take on more hours, seek a new job with better pay, or get a second job.

- Take on extra hours
- Seek a new job with better pay
- Get a second job



 **A VIEW FROM THE ADVOCACY GROUPS**

“Indeed’s study highlights several areas that are critical to fostering inclusion for people with disability – but which many employers are yet to act on.”



Dani Fraillon
Chief Executive Officer, Get Skilled Access



At Get Skilled Access (GSA), we aim to create a new generation of disability inclusion that is equitable for all, working with organisations of all types and sizes to support them on their pathway to greater workplace inclusion for employees with disabilities.

Unfortunately, not all workplaces are accessible and inclusive for people with disability and understanding the elements of disability inclusion that are important to keep and grow — as well as the practices that are necessary to change — is a challenge faced by many workplaces. While most organisations are committed to building inclusive cultures, employers may remain unaware of dated and entrenched practices that could be adversely impacting the experience of workers with disability.

Indeed’s study highlights several areas that are critical to fostering inclusion for people with disability – but which many employers are yet to act on.

For many employees, job security and flexible working arrangements are critical factors that influence their employment decisions. This is particularly true for people with disabilities. Unfortunately, the past year has seen an alarming increase in long-term unemployment and reduced working hours for people with disabilities, compared to workers without disability.

There has also been a significantly higher impact of COVID-19 on the health and welfare of people with disability, with many feeling unsupported and experiencing breakdowns in personal and work relationships. For many people with a disability, COVID-19 remains an ongoing concern, with some still cautious about leaving their homes due to health risks. Having a greater understanding of the real challenges facing employees with disability will help employers put better practices into place to support their needs.

Indeed’s survey also reveals that 44% of respondents with disability feel the need to hide their identity at work, compared to 4% of people without disability who felt the same way. Simply put, organisations must prioritise creating an inclusive work environment that

“Organisations must prioritise creating an inclusive work environment that fosters psychological safety and belonging so that employees will feel empowered to bring their true selves to work.”

fosters psychological safety and belonging so that employees will feel empowered to bring their true selves to work.

Fortunately, employers can take small yet greatly effective actions to encourage better inclusivity and safety for workers with disability. Putting a DEIB policy into place is

a positive and simple first step more employers should take. With only 43% of organisations stating they have an existing policy in place, there’s a significant opportunity for employers to create a more inclusive workplace by developing policies and practices that support individuals with disabilities. For employers seeking to go beyond the basics, a Disability

Inclusion Action Plan (DIAP) will focus on identifying achievable inclusion opportunities to promote a culture that supports all workers with disability.

What’s most important in creating a DIAP is that it is practical and meaningful. Increasing inclusion for people with disability doesn’t have to be costly, complicated or time-consuming. For example, asking all employees prior to a meeting if there’s anything they require to ensure they can participate effectively is as simple as asking how they’d like their coffee or whether they have any dietary requirements, and yet this rarely happens.

Research shows that only 27% of organisations have an Employee Resource Group (ERG). ERGs with a specific focus on disability can be an incredibly powerful tool. However, it is essential that such ERGs are run by people with disability and/or lived experience, who can bring unique perspectives and insights to the group’s efforts. Additionally, having a budget they are able to harness to ensure they are building inclusion across all areas of the organisation is critical to making meaningful progress in promoting inclusion, as is the ability to simultaneously increase their leadership capability. The most successful and impactful ERGs have executive sponsorship to ensure all actions agreed are reflected in the strategic agenda and that the senior executive team are committed to making the recommended or required changes.

Laying the foundations of a more inclusive culture by setting policies, introducing opportunities for employees to speak and be heard, and considering small but impactful changes can be some of the first steps in creating a better, safer, more inclusive place to work.



 A VIEW FROM THE ADVOCACY GROUPS

“Our challenges are often rooted in the legacy of colonisation, dispossession, discrimination, and intergenerational trauma that have impacted our communities for generations.”



Shane Kennelly
Co-Founder, Indigenous Employment Australia

INDIGENOUS
EMPLOYMENT
AUSTRALIA

As a proud Bundjalung man, I co-founded Indigenous Employment Australia, an employment marketplace for Aboriginal and Torres Strait Islander jobseekers to connect with employers committed to reconciliation, diversity, and inclusion.

Diversity and inclusion are essential for any organisation that wants to achieve its goals and serve its customers effectively. A diverse workforce brings different perspectives, experiences, and skills that can enhance creativity, innovation, and problem-solving. Despite this, Indeed’s latest survey reveals a disheartening truth — more than 55% of respondents who identify as Aboriginal and Torres Strait Islander people claim DEIB remains a mere buzzword in their organisation, failing to translate into real action and change.

In a workplace that genuinely values diversity and inclusion, having diverse perspectives represented is just the beginning. In a truly diverse and inclusive workplace, diversity means all people have a seat at the table, inclusion means all people have equal opportunity to have a voice, and belonging means everyone feels safe to use their voice and to be heard. As an employer, the challenge is to ensure that DEIB strategies for Aboriginal and Torres Strait Islander people create a workplace where they truly feel they belong.

One of the key aspects of DEIB is ensuring that Aboriginal and Torres Strait Islander peoples are represented and supported in the workplace. Aboriginal and Torres Strait Islander peoples have been living on this land for over 60,000 years and have a rich and diverse culture, history, and knowledge that can contribute to the success of any organisation.

Although despite our resilience and achievements, Aboriginal and Torres Strait Islander peoples still face significant challenges and disadvantages in many aspects of life, such as health, education, employment, justice, and human rights. These challenges are often rooted in the legacy of colonisation, dispossession, discrimination, and intergenerational trauma that have impacted our communities for generations.

As employers, we all have a responsibility and an opportunity to positively address these challenges and promote reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians. Therefore, organisations need to develop and implement strategies that aim to attract, retain, and develop Aboriginal and Torres Strait Islander employees at all levels of the organisation. Some strategies that can be implemented to foster a diverse and inclusive workplace where Aboriginal and Torres Strait Islander people feel they belong include:

Developing an Aboriginal and Torres Strait Islander employment strategy that incorporates:

- Training and ongoing professional development processes.
- Workforce support, including systems to retain employees and provide appropriate employee assistance programs.
- Recruitment of Aboriginal and Torres Strait Islander people to positions at all levels of the organisation.
- Increasing employment opportunities for Aboriginal and Torres Strait Islander leaders by establishing leadership development programs and pathways.
- Development of policies around Cultural and Ceremonial leave.
- Establishing Indigenous employee networks.

Developing and implementing a cultural competency framework that includes:

- Cultural awareness training for all employees to increase their knowledge and respect for the cultures, values, beliefs, histories, and experiences of Aboriginal and Torres Strait Islander peoples.
- Cultural competency training for managers and leaders to equip them with the skills and knowledge to work effectively with Aboriginal and Torres Strait Islander employees, customers, and stakeholders.
- Cultural safety policies and practices that ensure a respectful and supportive work environment for Aboriginal and Torres Strait Islander employees.

Genuine engagement with Aboriginal and Torres Strait Islander communities and organisations to:

- Build genuine relationships based on trust, respect, and mutual benefit.
- Seek feedback and input on how to improve employment outcomes for Aboriginal and Torres Strait Islander peoples.
- Partner with local service providers, educational institutions, or peak bodies to create pathways from education to employment for young Aboriginal and Torres Strait Islander people.
- Support community initiatives or events that celebrate Aboriginal and Torres Strait Islander culture, history, or achievements.
- Remove the cultural load on Indigenous employees by investing in Indigenous advisory services.

Creating a diverse workforce that includes Aboriginal and Torres Strait Islander peoples is a social responsibility and a business opportunity. By embracing DEIB, organisations can benefit from the unique talents, insights, and perspectives of Aboriginal and Torres Strait Islander peoples, as well as enhance their reputation, customer satisfaction, social impact, and importantly a workplace where Aboriginal and Torres Strait Islander people belong.

 A VIEW FROM THE ADVOCACY GROUPS

“Transforming the workplace into a truly inclusive environment requires acknowledging the harsh reality that LGBTQ individuals face key challenges such as bias, discrimination, and lack of awareness of LGBTQ experiences and issues.”



Dawn Emsen-Hough
Director, ACON's Pride Inclusion Programs,
[ACON Pride in Diversity](#)



Despite it being 2023, a shocking 64% of Australians still feel the need to conceal their true identities while at work, according to a recent survey by Indeed. These findings are consistent with Pride in Diversity's (PID) 2022 Australian Workplace Equality Index (AWEI) Employee Survey, which revealed that a staggering 61% of Australian employees who identify as having diverse sexual orientations do not feel comfortable being open to everyone at work, and 19% feel they must conceal their identities entirely.



The data is equally concerning for employees who identify with diverse gender identities, with 78% not feeling comfortable being open to

“Transforming the workplace into a truly inclusive environment requires acknowledging the harsh reality that LGBTQ individuals face key challenges such as bias, discrimination, and lack of awareness of LGBTQ experiences and issues.”

engagement and productivity to reduced wellbeing and safety in the workplace.

Launched in 2010, PID is Australia’s first and only not-for-profit employer support program

everyone at work, and 28% concealing their identities altogether. The findings of the aforementioned surveys are concerning as they highlight the significant impact that concealing one’s true identity at work can have, both personally and professionally. In fact, research has shown that it can lead to a range of negative outcomes for employees, from decreased

for LGBTQ inclusion. Globally recognised, PID specialises in HR, organisational change, and workplace diversity, and provides advisory, consulting and training services to nearly 460 member organisations heavily represented on the ASX 200 and employing or contracting 25% of the Australian workforce, or over three million employees. PID publishes the AWEI, Australia’s national benchmarking instrument for best practice LGBTQ workplace inclusion, from which top employers for LGBTQ people are determined. The AWEI Employee Survey is Australia’s richest source of annual and local data that focuses on the impact of LGBTQ inclusion initiatives on organisational culture and on employees, regardless of whether or not they identify as LGBTQ. In 2022, this survey garnered an astounding response rate of over 44,000, solidifying its status as a definitive source of data in its field.

Transforming the workplace into a truly inclusive environment requires acknowledging the harsh reality that LGBTQ individuals face key challenges such as bias, discrimination, and lack of awareness of LGBTQ experiences

and issues. This discrimination can take many forms and manifest as unconscious bias, exclusion, harassment, aggressive behaviours, and overt discrimination. According to the 2022 AWEI Employee Survey, 11% of employees who identify as having diverse sexual orientations and 13% of employees with diverse gender identities were subjected to unwarranted jokes, innuendo or negative commentary related to their sexual orientation or their gender identity. Furthermore, the ‘rainbow ceiling,’ as coined in a study by actuary Mark Baxter, is a pervasive problem at the board level, with just 0.6% of board members of ASX200 companies identifying as openly LGBTQ.

There are a range of measures that organisations can implement to address discrimination and promote greater DEIB. Here are a few methods to consider:

- Driving strategy and governance for LGBTQ inclusion, appointing an executive sponsor or champion, establishing an employee network, building an ally program, and engaging people and culture teams.

- Creating a plan of action and closely monitoring diversity metrics through participation in the AWEI benchmarking and AWEI Employee Survey.
- Ensuring policies and procedures support LGBTQ inclusion.
- Providing comprehensive training, and increasing visibility of initiatives, to promote a culture of inclusion.
- Reporting and investigating complaints promptly and holding employees accountable for discriminatory behaviour.

By taking these steps, employers can create a workplace that is inclusive, welcoming, and supportive for all employees, regardless of their sexual orientation or gender identity. In turn, this will help improve employee morale, productivity, and retention, and can help attract top talent to your organisation.

 A VIEW FROM THE ADVOCACY GROUPS

“A staggering 10% of the survey respondents identified as caregivers for family members, underscoring the magnitude of this challenge.”



Mary Crooks AO
Executive Director, [Victorian Women's Trust](#)



In 1972, women activists and unions successfully lobbied for equal pay for men and women in Australia. This historic ruling shifted the evaluation of female roles from their similarity to male roles to assessing their contribution to the industry or workplace. However, despite progress over the years, the gender pay gap still persists at 13.3% in 2023, and women and gender diverse people continue to face challenges in the workplace.

The findings from Indeed's 2023 survey of the Australian workforce sheds light on the persistent challenge of balancing work alongside caregiving responsibilities. A staggering 10% of the survey respondents identified as caregivers for family members, underscoring the magnitude of this challenge. While women are more likely to take on caregiving roles, the survey reveals that 8% of the sample were male single parents, indicating a growing trend of men taking on primary parenting responsibilities.

“To create a workplace that promotes gender equality, employers must take concrete steps.”

Despite the overwhelming perception among 76% of women and 82% of men that their workplace treats women and men equally, it is

important to acknowledge that 10% of the sample identified as caregivers, suggesting that common barriers women face in the workplace when caregiving responsibilities arise may not have been encountered by this particular group of respondents yet.

To create a workplace that promotes gender equality, employers must take concrete steps such as providing flexible work arrangements, promoting DEIB, addressing unconscious bias, offering professional development

opportunities, fostering a culture of respect and accountability, conducting pay equity analyses, and encouraging salary negotiation.

Achieving true equality requires more than a surface-level commitment. At the Victorian Women's Trust, we have implemented policies that recognise the lived experience of women and gender diverse people, such as our [Menstrual and Menopausal Leave policy](#), which has been implemented in organisations worldwide (visit our website to download a free copy). This policy respects the needs of women in the workplace and ensures that women's talents are not lost due to rigid workplace structures designed for men's bodies.

We've also adopted a hybrid approach to office culture, allowing employees to work from home and in-person as needed. This flexible approach supports those with caregiving responsibilities to undertake their paid work in a manner that benefits their household. We also regularly audit our hiring processes to ensure that we look beyond the traditional job seeker pool.

By building on the legacy of the equal pay movement and continuing to advocate for improved conditions for workers, we can create a more just and fair society for all. Small steps towards equitable policies in the workplace can lead to significant improvements over time, and history shows that progress is possible when people work together towards a common goal.

About the Victorian Women's Trust

Established in 1985, the Victorian Women's Trust (VWT) is a proudly independent feminist organisation that supports women, girls and gender diverse people to thrive. VWT creates social change projects and campaigns; conducts research on the issues affecting our communities; runs thought-provoking events; provides mentorship opportunities; and gives grants to vital grassroots projects.

Where to now?

Bringing DEIB to life in the workplace can at times feel overwhelming, especially for employers who are at the beginning of their journey. However the positive impacts of DEIB in the workplace are no longer debatable, nor is the desire for greater positive change among Australian workplaces—with our research showing they are united on this front. Leaders can feel assured that any measure they take towards improving DEIB in their workplace, be it big or small, is a step in the right direction.

As the world of work continues to evolve, leaders will need to understand what it will take to create safer and more inclusive environments for their employees to ensure their DEIB efforts go the distance. At times, this might mean challenging the status quo and dealing with obstacles in order to move the needle in the right direction.

And while the journey towards improving DEIB for all employees is an enduring one, the benefits of achieving a workplace where everyone feels safe and able to bring their true selves to work are immense. It not only creates a fairer and more equitable workplace for all, it also fosters greater productivity, innovation, and improved mental health outcomes.

For employers who don't know where to begin, gaining an understanding of the barriers to inclusivity that exist within their workplace is a good starting point. By listening to and learning from the diverse perspectives of employees, organisations can begin to take targeted action to address DEIB barriers—whether this is reviewing existing policies to identify areas for improvement or introducing new ones. Collaboration across an organisation is key to driving real positive change and therefore leaders will need to ensure everyone from the top-down is committed to DEIB and held accountable for their part in its implementation.

How employers can review and improve their organisation's approach to DEIB

Here are some things employers may wish to consider as you reflect on your current approach to DEIB and how you might improve the state of play in your organisation.

Conduct a DEIB audit

It could be helpful to start by assessing the current diversity of your workforce by examining data on the demographics of employees, such as race, ethnicity, gender, age, and sexual orientation. This information can be used to identify areas where the organisation may be lacking in diversity or identify any biases that may exist and to develop strategies for increasing representation of underrepresented groups. With this in mind, you could analyse current policies and procedures to determine if they are in line with the values of inclusivity and equity, which might include reviewing hiring practices, promotion criteria, and employee benefits to ensure that they do not unintentionally disadvantage certain groups. Finally, it may be useful to evaluate the overall culture of the workplace, such as examining the attitudes and behaviours of employees and assessing whether they align with the organisation's values of DEIB.

Develop a DEIB strategy

It could be worth outlining the steps you believe the the organisation must take to implement change and improve DEIB. You might consider consulting with all employees to ensure that all perspectives are represented when considering your strategy. When engaging with employees, it will be important to seek input from employees at all levels of the organisation, including those from diverse backgrounds, to identify areas of concern and opportunities for improvement — such as through surveys or engaging with employees in review meetings.

Once you're confident that all perspectives have been gathered from across the organisation, you can use these insights to develop a comprehensive plan which outlines specific goals, objectives, and timelines for implementation, as well as key metrics for tracking progress and accountability.

Training is vital

DEIB training should always be available to all employees. DEIB training can be provided through in-person or virtual training sessions, online modules, or a combination of both. Whether it's around unconscious bias, microaggressions, intersectionality, or allyship — among other DEIB issues — training opportunities should be ongoing and regularly emphasised to be effective.

Building culture

Fostering a culture where every employee feels welcomed, valued, and heard is integral to improving DEIB in your organisation. To achieve this, organisations must create an environment that encourages open communication and provides opportunities for feedback, which also requires leaders to ensure all employees are given a voice and equal opportunities to contribute. Additionally, employers should consider allyship as a way to provide underrepresented groups with opportunities to grow and advance within the organisation. This could include creating mentorship programs or advocating for policies that support underrepresented groups.



These mindsets are the hallmarks of an inclusive leader

What is inclusive leadership?

It is the people within a business who can make it or break it, and while this applies to everyone from graduate recruits to senior managers, it is particularly true for business leaders.

Poor leaders lack vision, reduce customer satisfaction, feed a workplace culture that drives away good talent, cut productivity, and fail to meet business goals. But inclusive leaders nourish profit and performance, team engagement, new ideas, employee wellbeing and a respectful culture with lower levels of harassment and discrimination.

Inclusive leadership is popular in Australia's business community, but it is often unclear what organisations mean when they talk about it, including how it supports diversity and inclusion.

Diversity Council Australia defines inclusive leadership as the mindsets, knowledge, skills, and behaviours that ensure a diversity of employee perspectives shape and improve an organisation's strategy, work, systems, values and norms for success.

Who we are — our age, cultural and racial background, gender, profession, sexual orientation, and so on — shapes our perspectives, experiences, how we see the world and how others see us, but can also influence our approach to leadership, work and what drives us.

DCA's [Building Inclusion](#) research shows that what leaders say and do impacts their workforces and workplaces.

Here is what you need to ask and then answer.

What do I need to become an inclusive leader?

You don't become an inclusive leader overnight, and inclusive leadership isn't a trend — it is a research-backed approach that delivers actual results but requires investing the time to learn and practice a unique set of capabilities.

DCA's researchers interviewed executive and senior managers identified as having inclusive leadership strengths and analysed industry and academic literature to develop an evidence-based inclusive leadership model.

How can I start building an inclusive leadership mindset?

The evidence-based model for inclusive leadership recognises that there are five key mindsets — Identity Aware, Relational, Open, Flexible and Growth-Focused — with associated skills and behaviours.

Our model is one that builds on itself and proposes that one mindset and its associated knowledge, skills and behaviours influences another. For example, if you're identity aware, you are conscious of connecting with and investing in professional relationships with a diversity of people, are therefore more open to them, more flexible about their opinions, and prepared to change the status quo for them, rather than people who are just like you.

Inclusive leaders are identity-aware, which means they believe diversity can significantly improve a business or organisation's performance. They learn about their own and others' identities and how these can affect their experiences of inclusion at work.

We'd encourage people to grow their identity awareness by:

- Focusing and reflecting on diversity when recruiting, selecting, promoting and developing team members.
- Seeking out opportunities to work with a diversity of people and promote success stories of diverse employees across the organisation.
- Showing respect for individual and identity differences and proactively addressing identity-based biases that impact on decision-making.



Track progress

Monitoring progress towards objectives will be critical to achieving success. To measure progress, set measurable goals that align with the overall DEIB strategy that has been developed. These goals should be specific, achievable and have a clear timeline.

Employee feedback and data analysis are valuable tools to gain a comprehensive understanding of DEIB progress and make informed decisions to ensure that efforts are having the desired impact. Keeping track of recruitment, the performance of workers, their career development, promotions, and salaries and how these correlate to diversity could also be key to assessing the health of DEIB in your organisation.

A checklist for what employers can start implementing today

- Develop a DEIB strategy, including a comprehensive plan of actions.
- Offer training for all employees on topics such as implicit bias, microaggressions, and allyship.
- Consider setting up ERGs where employees can discuss their concerns and have a voice to inspire change.
- Evaluate recruitment processes — moving away from ‘culture fit’ and raising awareness of the pitfalls of subconscious biases in evaluating candidates. You might also consider blind application screenings and using neutral language in job descriptions or when advertising promotion opportunities.
- Look at employee engagement initiatives and ensure these are not exclusive to specific groups.
- Encourage open communication, provide opportunities for feedback, and celebrate diversity in all its forms at every opportunity.
- Recognise the achievements of all individuals.
- Ensure everyone has fair and equal access to career development opportunities.
- Set measurable goals and regularly assess success while using employee feedback and data to make adjustments to your strategy and ensure efforts are having the desired effect.

Inclusive leaders take a relational approach to creating teams and networks, ensuring a diversity of people feel that they belong and are valued and respected by others. Actions to become more relational include:

- Considering the impact of your decisions on a diversity of people.
- Showing empathy and care towards everyone equally and acknowledge the contribution of a diversity of people.
- Coaching the people around you at work to confront stereotypes or biases affecting working relationships and actively create an environment where different opinions and views are valued and respected.

An open mindset enables leaders to be curious about and open to new and different perspectives from a diversity of people, which has the impact of fostering innovation and creativity. Leaders can become more open by:

- Actively seeking new and different ideas, perspectives and experiences to contribute to decision-making and planning work activities, meeting times and social gatherings to ensure everyone can participate.
- Demonstrating a willingness to learn and encouraging divergent and creative thinking.
- Being non-judgmental about different views, practices, values and perspectives.

Diversity and inclusion are dynamic and can't be achieved with a 'set and forget' approach, instead of requiring leaders to be flexible about and in response to the perspectives and experiences of a diversity of people. Being more flexible would include:

- Considering new and creative ways of approaching a problem or dilemma.
- Ensuring teams explore different perspectives and acknowledging that each employee has individual interests, strengths and preferences.
- Adapting in the face of new information or different perspectives and actively supporting flexible working models.

A growth-focused leader challenges accepted practices and incorporates different perspectives into how business is done to actively create a business or organisational culture that prioritises diversity and inclusion at its core. Research shows leaders with a growth-focused mindset:

- Ask for feedback from a diversity of people as part of the decision-making process.
- Encourage people to come up with new and better ways of doing things, and ensures that different perspectives and diverse views are reflected in team outcomes.
- Develop a diverse leadership pipeline and ensures responsibility for diversity and inclusion is shared across the organisation.

Research shows that inclusion benefits businesses in several ways and inclusive leadership is one way to access those advantages because inclusive leaders leverage workforce diversity to achieve innovation, performance and productivity.

**This piece was originally published by [Diversity Council Australia](#)*

Where to go and learn more

DEIB is not limited to any single organisation. It is important that we work together to create a more inclusive and welcoming workplace for all. By sharing our knowledge and experiences, we can make meaningful progress towards this goal. To support you in your DEIB journey, we have compiled a list of resources that can help all employers gain a deeper understanding of these topics. Whether you are just starting out or looking to build on your existing knowledge, we hope the following resources will be a valuable tool for you.



READ

- [Lead with Indeed](#)
- [Victorian Women's Trust](#)
- [Get Skilled Access](#)
- [Diversity Council Australia](#)
- [Envato](#)
- [ACON](#)
- [Australian GLBTIQ Multicultural Council](#)
- [It's cultural: Making Australian workplaces a happier place](#)

LISTEN

- [Hire Potential Podcast](#)
- [The Art of Inclusion](#)
- [Diversity & Belonging: This Australian Life](#)
- [reWorked: the Workplace Inclusion Podcast](#)



WATCH

- [AIATSIS Welcome to Country](#)
- [What is Diversity, Inclusion and Intersectionality?](#)



Final note of optimism

The Indeed/YouGov survey has shown there is an overwhelmingly positive appetite among employers, employees, and job seekers to strengthen DEIB in their organisation. Armed with the right attitude, mindset and knowledge — and by ensuring everyone is pulling together in the same direction — Australian organisations will have everything it takes to forge ahead in the right direction, creating safer working environments for all.



Promote your DEIB practices

Having an Indeed Company Page will allow your company further opportunities to promote its D&I commitments to prospective talent, helping you attract the best applicants. To customise your page, you need to claim it first.

Visit au.indeed.com/hire/company-pages to do so.



The image features the Indeed logo centered on a dark blue background. The logo consists of the word "indeed" in a white, lowercase, sans-serif font. A small white arc above the letter 'i' indicates a rising pitch or a smile. The background is a solid dark blue with abstract, organic shapes in a lighter blue and orange color on the left and bottom edges.

indeed