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DIVERSIFYING DIVERSITY

Hays ANZ Diversity & Inclusion Report 2018/19

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CONTENTS

Methodology

This report is part of a global series of diversity and inclusion research, and is based on the findings of a survey carried out in Australia and New Zealand between June and August 2018.

Of our 1,033 survey respondents, 60 per cent were female, 43 per cent were mature-age (45 years old and above), 11 per cent were people of BAME heritage, 5 per cent were people who live with a disclosed disability, 6 per cent identified as LGBTIQ+, 1 per cent were Aboriginal or Torres Strait Islander and 1 per cent were Māori. Respondents could identify with more than one demographic. For example, a female mature-age ethnic minority.

88 per cent were based in Australia with the remaining 12 per cent located in New Zealand.

INTRODUCTION

Welcome to our 2018 Hays Diversity & Inclusion Report. The human case for building fairer and more inclusive workplaces is certain; regardless of background, everyone deserves to work in a safe, supportive and respectful environment. There is also a vital business case for diversity and inclusion which at its heart drives increased access to and active participation in the world of work.

A diverse and inclusive workforce is one which takes in a wide variety of demographics and characteristics. But so often when the subject of diversity and inclusion in the workplace arises, the focus is on gender. This is not surprising when women represent 50 per cent of the population and accessible data sets are readily available for analysis. That said, there certainly remains significant work to do to secure greater gender balance in the workplace. In fact, we have produced several reports on this critical matter, which are available on our website.

However, while acknowledging that gender diversity remains a vital issue, we must also be front footed in our need to ensure that we look beyond gender and consciously widen our terms of reference when we consider diversity – in other words, we need to diversify diversity.

To give us greater insight on how employers currently stand when viewing their workforce and workplace through this wider diversity lens, we surveyed over 1,000 working professionals across Australia and New Zealand between June and August 2018. We approached the survey with two goals in mind, to firstly identify key diversity and inclusion considerations, and secondly to provide a snapshot of the representation and lived experience for a number of known underrepresented demographic groups in Australia and New Zealand.

Our findings reveal some encouraging signs of diversity progress, but the overall picture tells us we need to accelerate the pace of change to achieve genuine workplace diversity and inclusion.

The concept of diversity is a very wide (and increasing) one. It is not limited to well-known and understood demographics, but can be applied to all types of ethnicity, background, orientation and experience.

Our own experience has shown us that for action to be appropriate and successful, there needs to be focus to the diversity and inclusion agenda. So for the purpose of our survey and this report we have elected to focus on the following demographics: Aboriginal and Torres Strait Islander, Black, Asian and Minority Ethnic (BAME), people living with disabilities, female, people who identify as LGBTIQ+, Māori and mature-age.

In the following pages we present the perceptions and sentiments of our survey respondents to a number of, in our view, vital diversity and inclusion considerations and success factors.

In Part One, we examine the current state of maturity and sentiment of our respondents on a number of these success factors – relating to the policies, practices and behaviours in organisations. We then present our recommendations for how these can be enhanced to improve talent management strategies by applying a diversity and inclusion lens to drive overall business success.

In Part Two, we present an aggregated snapshot of the participation and current lived experience from certain demographic groups in the world of work in Australia and New Zealand. We have reported on the insights of our respondents who identified as Aboriginal and Torres Strait Islander, people of BAME heritage, people living with disabilities, female, people who identify as LGBTIQ+, Māori and mature-age.

We also add our own insights gained from 50 years of recruitment experience. We hope our findings will spark discussion and debate that will move the dial forward on diversity and inclusion within Australian and New Zealand workplaces.

Nick Deligiannis
Managing Director,
Hays Australia and New Zealand

PART ONE:
KEY DIVERSITY & INCLUSION CONSIDERATIONS

LEADERSHIP

23% said the most senior person in their organisation is female. In addition to...

3% are of BAME heritage

1% live with a disclosed disability

0.79% Māori

1% identify as LGBTIQ+

0.79% Aboriginal or Torres Strait Islander

CULTURE

64% said their leaders' day to day behaviour aligns to the values of the organisation

TALENT MANAGEMENT

56% said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their sexual orientation, ethnicity, age, gender or disability

EMPLOYEE WELLBEING

78% said they had witnessed mental health considerations in their current or previous workplace

45% have experienced bullying or harassment at work due to their gender, age, ethnicity, sexual orientation or disability

50% said their organisation's leaders understand the link between diversity and inclusion and talent attraction

46% trust their organisations' leaders to deliver change on the diversity and inclusion agenda

38% said their employer takes every opportunity to create a workplace culture that is more diverse and inclusive

17% said diversity and inclusion is always promoted in their organisation's staff communications

40% believe they are more likely to be promoted if they have a similar socio-economic background to the organisation's management

60% said their organisation promotes flexible working practices for working parents

35% have accessed their employer's Employee Assistance Program. Of these...

43% ...said it was helpful

LEADERSHIP
LEADERSHIP PROFILE

⚠ ISSUE

Lack of leaders from underrepresented groups

Diverse role models within an organisation help employees from underrepresented groups see that leadership positions and career advancement is accessible. Taking women as a large and visible group, the lack of role models is an often cited barrier for women to achieve senior positions. By observing role models women "built a store of tacit knowledge" and "created the idea of a 'possible self' – the role identity they wanted to assume", according to an article in the International Journal of Management Reviews. As noted in Forbes, "Seeing more female role models at senior positions will create a more positive support network and in turn encourage more young women to apply to join the workforce."

A phrase that is often cited is, 'You can't be what you can't see'. This principle of transparent and specific role modelling applies to all underrepresented groups. Taking an obvious feature of visible difference, only 42 per cent of respondents said their line manager is female (albeit up from 39 per cent in 2017). Few respondents have a line manager who is of BAME heritage (6 per cent), identifies as LGBTIQ+ (2 per cent), is Aboriginal or Torres Strait Islander (1 per cent), is Māori (1 per cent) or is lives with a disclosed disability (1 per cent).

Furthermore, for 77 per cent the most senior person in their organisation is male. Unsurprisingly, the number of senior leaders from traditionally underrepresented groups was even lower: just 3 per cent are of BAME heritage, 1 per cent are people who live with a disclosed disability or identify as LGBTIQ+ and less than 1 per cent are Aboriginal, Torres Strait Islander or Māori.

This is significant when we consider that 50 per cent of all our survey respondents said their organisation's leaders have a bias towards people who look, think or act like them.

It is of course important to remember that difference and under-representation can also take less obvious forms. For example, sexual orientation, values and beliefs, socio economic background and mental health, to name a few.

% of survey respondents who said the most senior person in their organisation is:

23%	3%	1%	1%	0.79%	0.79%
Female	of BAME heritage	People living with a disclosed disability	Identify as LGBTIQ+	Aboriginal, Torres Strait Islander	Māori

💡 RECOMMENDATIONS

Identify and promote diverse role models

While leaders don't need to be from an underrepresented group to champion diversity and inclusion values and behaviours – indeed 45 per cent of survey respondents overall said their leaders are role models for diversity and inclusion who challenge traditional viewpoints and established ways of working – a lack of diverse role models makes it more difficult to picture the possibilities of your own success. So identify people who can and are willing to act as diverse role models within your organisation. Support them to be 'seen', such as by internally communicating their successes.

Support equal opportunities for progression for all

Certain policies can help ensure progression opportunities are inclusive to all employees. For example, your diverse role models could mentor or establish networking programmes for underrepresented groups to provide them with access to leadership development opportunities.

TRUST IN LEADERS

⚠ ISSUES

There is a trust-deficit between professionals and their organisations' leaders

One illuminating finding was that only 46 per cent of survey respondents overall trust their organisations' leaders (senior manager level and above) to deliver change on the diversity and inclusion agenda.

This trust-deficit was even lower amongst traditionally underrepresented groups, with just 45 per cent of women (compared to 47 per cent of men) and mature-age people, 44 per cent for those who identify as LGBTIQ+, 43 per cent of people of BAME heritage and 34 per cent of people living with a disclosed disability stating they trust their leaders to deliver this change.

In addition, less than half (42 per cent) said their line manager is committed to increasing diversity and inclusion within their team. This figure falls to 40 per cent for people of BAME heritage and 32 per cent for people living with a disclosed disability.

Leaders can do more to champion D&I

64 per cent of respondents overall believe their leaders display behaviours on a daily basis that align with their organisation's values. But given that employees look to leaders to set the standards of the organisation, we suggest that this number should be considerably higher.

Another key finding was that just 45 per cent of survey respondents consider their leaders to champion diversity and inclusion in particular through challenging traditional viewpoints and established ways of working. This figure was similar for all groups, with one exception: it fell to 24 per cent of people living with a disclosed disability.

Clearly Australia and New Zealand's business leaders are not yet altogether viewed as champions of diversity and inclusion. Walking the talk on diversity and inclusion has many business benefits, but as noted on the following pages, leaders are not yet up to speed on these.

Targets used infrequently

Only 37 per cent of respondents overall said their organisation implements diversity and inclusion targets or KPIs.

Targets are not a new concept. All organisations have various operational targets in place at any given time, from financial to customer service. Some have elected to extend targets to diversity and inclusion.

Shortlist targets are one example of this. Shortlist targets seek to ensure that hiring managers consider a diverse shortlist of candidates for each vacancy. The value of these targets is dependent on an organisation's own unique situation. For some large organisations the value may be set at two candidates for each underrepresented group; for smaller organisations it may be one candidate from one of the underrepresented groups identified. Regardless, the goal is the same: a candidate pool of diverse composition that forces hiring managers to interview and consider a diverse range of candidates.

Workforce targets are another example. To date, the use of workforce targets has, more often than not, been restricted to helping to improve female representation in businesses. However, this is starting to change and organisations that have adopted workforce targets are increasingly likely to extend their targets to all identified underrepresented groups.

However, the use of targets is divisive. There is a risk that they are viewed as a tokenistic measure to drive top line actions without creating a foundation of diversity and inclusion values that will deliver sustainable change.

If targets are set, they must be measured and tracked effectively in order to deliver results. Data must be captured, analysed and linked back to targets. Progress must be reported on internally. This ensures that an organisation that elects to use targets does so in an informed manner.

🔍 % OF SURVEY RESPONDENTS WHO BELIEVE THEIR...

46% organisation's leaders will deliver change on the diversity and inclusion agenda

37% organisation implements diversity and inclusion targets or KPIs

42% line manager is committed to increasing diversity and inclusion within their team

TRUST IN LEADERS

RECOMMENDATIONS

Begin by being self-aware

Inclusive leaders should aim to 'lead from the front' as conscious and self-aware champions of change. They should learn to recognise their own unconscious biases, so they are able to mitigate any unintentional consequences these may have on the demographics and culture of the organisation they lead. Only then can they be seen as authentic champions of change in diversity and inclusion. Undergoing unconscious bias training can help leaders in this endeavour.

Understand employee sentiment towards their leadership style

Building an inclusive workplace relies upon all employees having confidence that their opinions are heard, valued and respected equally. Inclusive leaders can inform themselves and encourage this by regularly seeking opinions about both the leadership style of those in positions of authority, and how their diversity and inclusion strategies and actions are being received by employees across all demographic groups. This can be done through regular face-to-face 'town hall' meetings and anonymous employee feedback 'pulse surveys'. In addition to supporting their self-awareness, regular 'health checks' of employee opinions may help leaders investigate the reasons behind both positive and negative sentiment, and take active and transparent steps to increase trust, confidence and a sense of belonging amongst their workforce.

Leaders publicly support diversity and inclusion initiatives

Inclusive leaders should aim to clearly, regularly and effectively communicate that diversity and inclusion is on their agenda. Communicating diversity and inclusion policies, promoting any initiatives being undertaken, and sharing the social, personal and commercial successes which result from these will help increase employee confidence that leaders understand the importance of diversity and inclusion to individuals and the business as a whole.

Identify training needs

Collect diversity and inclusion data and use it to inform your decisions. Diversity data is mostly sought during or following the recruitment of new employees, but it should also be collected throughout the employee lifecycle. Not only will this help inform an organisation's diversity and inclusion commitments and progress, but it will identify any areas that can be addressed through leadership training, such as a lack of diversity in a particular team, unfair people practices or career development decisions.
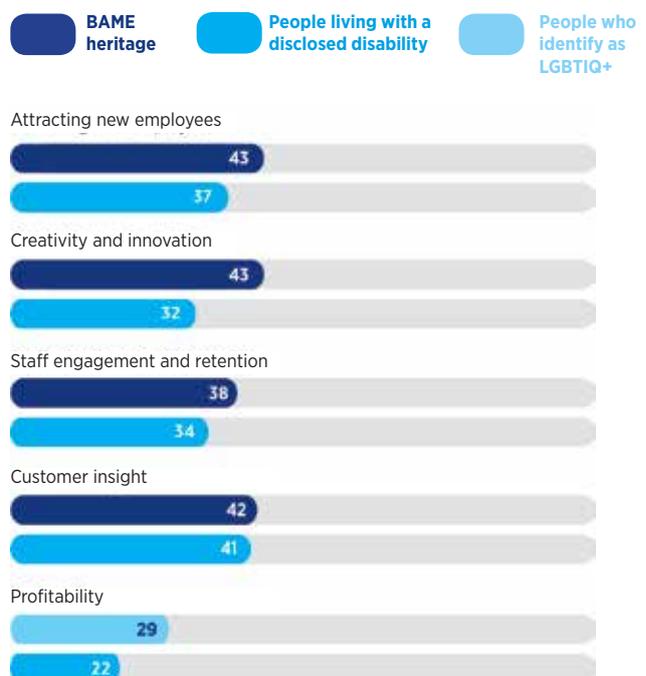
BUSINESS BENEFITS

ISSUE

Leaders do not understand the business benefits of a more diverse workforce and inclusive workplace

Despite a wealth of research pointing to the business benefits of a diverse workforce and inclusive workplace, only 50 per cent of those surveyed said their organisation's leaders understand the link between diversity and inclusion and the successful attraction of talented new employees. Another 50 per cent said leaders understand the relationship to customer insight, 49 per cent to creativity, innovation and profitability, and 48 per cent to employee engagement and staff retention.

RECOMMENDATION

Use data to make the case

Collect diversity and inclusion data and use it to demonstrate the link to business performance. Design and use performance metrics and analytics to measure and quantify the performance of diverse teams. Focusing on the performance in this way will, in turn, lead to diversity and inclusion improvements.

% of particular underrepresented respondents least likely to believe their leaders fully understand the relationship between diversity and inclusion and the following business goals:

- **BAME heritage**
- **People living with a disclosed disability**
- **People who identify as LGBTIQ+**

Attracting new employees
- 43
- 37

Creativity and innovation
- 43
- 32

Staff engagement and retention
- 38
- 34

Customer insight
- 42
- 41

Profitability
- 29
- 22

CULTURE
WORKPLACE CULTURE

! ISSUES

Culture can be used more to support diversity and inclusion

64 per cent of survey respondents said their leaders' day to day behaviour aligns to the values of the organisation.

While this offers a good foundation, our survey revealed a significant challenge in the form of intrinsic elements of an organisation's culture that may not fully support diversity and inclusion. Many are attempting to drive cultural change in support of diversity and inclusion, but this is no quick or easy task and without genuine commitment from all levels of an organisation it can be misinterpreted as mere lip service.

Just two in five (38 per cent) survey respondents said their employer takes every opportunity to create a workplace culture that is more diverse and inclusive. For people of BAME heritage this figure falls to 27 per cent.

As one survey respondent told us, "Policy writing doesn't change culture."

" Policy writing doesn't change culture. **"**

Diversity is not always celebrated (and this is a fundamental element of inclusion)

Our findings also show that diversity and inclusion is rarely celebrated at an organisational level. Just 17 per cent said diversity and inclusion is 'always' promoted in their organisation's staff communications. Another 23 per cent say it is 'sometimes' promoted.

In addition, less than half (47 per cent) said that their organisation 'always' or 'often' supports key diversity and inclusion events, such as multi-cultural religious observance, International Women's Day, Pride, and Mental Health Awareness Week. Another 21 per cent 'sometimes' support such events.

Diversity and inclusion training lacking

An inclusive culture is supported through diversity and inclusion training for people managers, however our survey points to a shortfall in this area. Just over one-third (34 per cent) of our survey respondents said people managers are given training to help them ensure diversity and inclusion support. It seems such diversity and inclusion training is lowest in two particular demographic areas, mature-age (32 per cent) and people of BAME heritage (31 per cent). Both have their own unique considerations that people managers should be aware of if they are to ensure a diverse and inclusive workplace for these employees.

Q % OF SURVEY RESPONDENTS WHO BELIEVE THEIR...

38% employer takes every opportunity to create a workplace culture which is more diverse and inclusive

64% leaders' day to day behaviour aligns to the values of the organisation

17% organisation always promotes diversity and inclusion in staff communications

WORKPLACE CULTURE

RECOMMENDATIONS

Continue to support external diversity and inclusion events

Supporting key diversity and inclusion events will reflect the varied backgrounds and cultures that make up a business. For example, organisations can hold special events during or outside work hours, or highlight special dates from other cultures represented in the workforce. This will help encourage understanding, awareness and acceptance of all employees regardless of background, and in turn foster greater communication and collaboration between employees.

Internal communications should play a key role

Internal staff communications can play a central role in celebrating diversity and inclusion initiatives. Whether by an article placed on a global intranet or via a simple company-wide email authored by a member of the leadership team, it is important that all employees are made aware of these events and initiatives. They should also have the same opportunities to get involved, and receive the same message of their organisation's commitment to diversity and inclusion from the top.

Report on the success of diversity and inclusion policies

Any proven progress and successes should be regularly and consistently communicated throughout the organisation, to encourage all employees' understanding of the numerous business benefits that diversity and inclusion can bring.

Encourage debate and diversity of thought

Organisations should aim to ensure that all employees feel they are able to challenge the status quo, that their voices are respected and valued, and that they can and should fearlessly bring new ideas to the table. This can be achieved by actively soliciting ideas and feedback from employees at all levels on different considerations through organisation-wide surveys, 1:1 meetings with senior staff members or hosting collaborative roundtable discussions with mixed groups, before following-up with clearly defined actions.

Further unlock innovation by creating an inclusive environment where everyone's ideas are not only heard, but celebrated. By promoting the business successes of those employees from all backgrounds who have driven innovation by 'thinking outside the box', organisations can encourage other employees to do the same.

Use data to help inform and measure the success of D&I commitments and investment

Data should be analysed to confirm whether diversity and inclusion policies are successful, and whether all employees are aligned in their understanding that diverse workforces and inclusive workplaces are both an opportunity and a responsibility for all.

Diversity and inclusion data can be used to enhance a range of campaigns and programmes. For example, inclusion insights can offer new ways to enhance workplace culture and employee engagement.

Take a page out of our respondents' book

Our survey respondents willingly shared details of diversity and inclusion initiatives their employer had implemented successfully. Many of these involved formal and informal training to raise awareness and understanding of the perspectives and lived experience of certain under-represented groups, such as Aboriginal and Torres Strait Islander awareness learning modules, Trans and Gender diversity sessions, unconscious bias training, role play scenarios, regular symposiums on equal opportunity challenges and cultural awareness training.

Several respondents mentioned the creation of taskforces to promote and champion diversity and inclusion and drive change.

Mentoring people from underrepresented groups was another often cited strategy.

Quotas and targets were raised by several people. As previously mentioned, this remains a divisive issue. While it is a strategy that leads to the introduction of actions which can accelerate more diverse representation within an organisation, targets need to be set with care, applied with merit and supported by inclusion if they are to be sustained.

One respondent noted that a certain percentage of suppliers and services procured by their organisation must be with an Indigenous organisation.

TALENT MANAGEMENT
TALENT ATTRACTION & SELECTION

ISSUE

'Similar to me' bias

Half (50 per cent) of our survey respondents believe their leaders have a bias towards those who look, think or act like them. People living with a disclosed disability are the most likely to believe this bias exists (66 per cent), followed by those of BAME heritage (60 per cent), people who identify as LGBTIQ+ (56 per cent) and women (52 per cent, compared to 45 per cent of men).

66%
of people living with a disability believe their leaders have a bias towards those who look, think or act like them

Furthermore, 56 per cent of all respondents said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their sexual orientation, ethnicity, age, gender or disability. This figure was even higher among respondents living with a disclosed disability (83 per cent), of BAME heritage (68 per cent) and who identify as LGBTIQ+ (65 per cent).

RECOMMENDATIONS

Source talent from the widest pool

Work with an expert recruiter who understands how to attract talent from traditionally underrepresented groups and has existing relationships with specialist communities. Not only will this help you attract talent by positioning your organisation as having a welcoming environment, but it will help you source talent from the widest possible pool, both of which are vital in today's skills-short and competitive recruitment market.

Mitigate bias when reviewing CVs

Aim to maintain diversity and inclusion and mitigate bias throughout the talent selection process by involving a range of diverse stakeholders when reviewing and selecting CVs. Also, where possible consider 'blind' decision-making when shortlisting candidates to ensure selection is based on core, essential skills and competencies only. You can do this by removing one or more elements of personal information from CVs before review – such as a candidate's name and university.

Diversify your interview panel

Using a group interview process made up of a diverse panel with different perspectives and demographic profiles represented can support an inclusive selection process, favourable for both the hiring organisation and the candidate.

% OF SURVEY RESPONDENTS WHO BELIEVE THEIR...

50%
leaders have a bias towards those who look, think or act like them

56%
chance of being accepted for a job was lowered because of their sexual orientation, ethnicity, age, gender or disability

CAREER PROGRESSION

ISSUE

Perceptions of unfair barriers to career progression persist

Another illuminating finding of this year's research was that 63 per cent of respondents overall felt that their chances for career progression have been limited because of their sexual orientation, ethnicity, age, gender or disability. This figure was higher for respondents living with a disclosed disability (83 per cent), those of BAME heritage (78 per cent), women (77 per cent) and people who identify as LGBTIQ+ (67 per cent).

In addition, just 51 per cent of all survey respondents said career development conversations with their line manager are open and transparent. This figure drops to 48 per cent for women (compared to 55 per cent of men), 47 per cent for mature-age people, 44 per cent for people of BAME heritage and 37 per cent for people living with a disclosed disability.

In other key findings, 40 per cent of all survey respondents believe they are more likely to be promoted if they have a similar socio-economic background to the organisation's management. However, the figure rises to 55 per cent of survey respondents of BAME heritage.

24%
of respondents believe their organisation actively works to develop underrepresented groups, specifically into leadership roles

Facilitating the even handed career progression of traditionally underrepresented groups is something that can be addressed by the implementation of key practices and policies. However, less than one-quarter (24 per cent) feel that their organisation actively works to develop underrepresented groups, specifically into leadership roles. Certain demographic groups are less likely to believe that their organisation does this: 22 per cent of female respondents (compared to 27 per cent of men), 21 per cent of respondents who identify as LGBTIQ+ and 20 per cent of disabled respondents agree.

RECOMMENDATIONS

Data should inform wider campaigns and programmes

Diversity and inclusion data can be used to enhance career development programs. For example, demographic diversity data (baseline workforce demographics across factors such as age, disability, ethnicity, gender and sexual orientation) can highlight if there is an issue with the promotion of employees from traditionally underrepresented groups. But don't only focus on demographic diversity data; expand your data capture to include inclusion insights and employee feedback too. Such qualitative data capture, such as employee surveys that ask questions about perceptions of transparency, fairness and equality, may offer insights missed by quantitative metrics.

Be aware that perceptions of barriers to progression exist

Most organisations would be quick to refute any suggestion that their employees' progression is limited due to gender, ethnicity, age, sexual orientation, disability or socio-economic background. However, they should be aware that these perceptions do exist amongst the wider employee population. Employees should feel confident to express this sentiment, and there should be a process in place for any feedback to be responded to and acted upon where appropriate.

Promote your inclusive progression practices and policies

Organisations should clearly communicate their commitment to offer career progression opportunities to all, regardless of an employee's background. As part of this, they should promote their practices and policies which support equal opportunities, both to existing and prospective employees.

Implement practices and policies which support equal opportunities for progression for all

Employees should have clearly defined progression pathways and transparent objectives, so they are aware their personal career progression is tied to specific aspects of their performance which will only be assessed on merit.

Training at managerial level should prioritise bias mitigation

Implementing regular and ongoing training to help managers recognise and mitigate the impact of unconscious bias on employee progression can help ensure all employees are able to reach their full professional potential, and will also improve the retention of top talent.

% OF SURVEY RESPONDENTS WHO BELIEVE THEIR...

63% chances for career progression have been limited because of their sexual orientation, ethnicity, age, gender or disability

40% chances of promotion are greater if they have a similar socio-economic background to the organisation's management

FLEXIBLE WORKING

⚠ ISSUE

Flexible working the default position for half of organisations

When we consider career management and people's ability to maintain their professional and personal responsibilities, access to flexible working is an important factor. Yet it was telling that only one half (52 per cent) of respondents said their organisation actively promotes flexible and agile working as the default working practise position and supports it overtly.

60 per cent of respondents said their organisation promotes flexible working practices for working parents.

At present, flexible working options are, for the most part, seen as the domain of working mothers.

However, a 2017 survey by Winnie shows that 65 per cent of millennial men said they could see themselves being a stay home dad, which would reduce the stigma around flexible working options.

52%
of respondents said their organisation actively promotes flexible and agile working as the default working practise position and supports it overtly

As we mentioned in our 2017 diversity and inclusion report, de-gendering diversity by offering and accepting equal parental leave and flexible working options without career consequences for both men and women is the next logical step to help to make real and lasting gender equality progress in the workplace.

This starts with talking in terms of 'family-friendly' rather than 'women-friendly' policies. It includes encouraging and accepting the decision of more men to work flexibly and offering and accepting their decision to take paternity leave – without it impacting their career.

There was concern amongst our survey respondents that such policies are sometimes insincere. As one respondent noted: "I work for an international organisation with 40,000 employees. They say all the right things about flexibility, cultural diversity and equality but it's only superficial. Dig a little deeper and they offer none of those things. All decisions are based on KPI's and profit outcomes. 9 to 3 for the working parent is never going to happen."

Another respondent noted, "There is a lack of tolerance and little value placed on the benefits of flexibility and diversity in the advertisement, selection and recruitment process. There is still a strong divide between full time and part time (even if that is 0.8/0.9FTE onsite with additional hours worked from home). These entitlements are rarely considered in hiring practices, making it difficult for working mothers to change jobs or re-enter the workforce into meaningful positions."

60%
of respondents said their organisation promotes flexible working practices for working parents

However it is not only working parents that may require flexibility in order to remain in employment.

As Claire Cain Miller wrote in the New York Times, "Flexibility regarding the time and place that work gets done would go a long way toward closing the gaps, economists say. Yet when people ask for it, especially parents, they can be penalized in pay and promotions. Social scientists call it the flexibility stigma, and it's the reason that even when companies offer such policies, they're not widely used."

💡 RECOMMENDATION

Implement practices and policies which support equal opportunities for progression for all

Certain policies can help ensure progression opportunities are inclusive to all employees. One such policy is flexible working opportunities, which allow all employees (although currently exercised largely by working parents and carers) to better manage the demands of work and personal life while still fulfilling their professional responsibilities.

> **"** Flexibility regarding the time and place that work gets done would go a long way toward closing the gaps, economists say. Yet when people ask for it, especially parents, they can be penalized in pay and promotions. Social scientists call it the flexibility stigma, and it's the reason that even when companies offer such policies, they're not widely used. **"**

Claire Cain Miller, in the New York Times

EMPLOYEE WELLBEING
MENTAL HEALTH CONSIDERATIONS

ISSUE

Mental health issues rife

78 per cent of respondents overall said they were aware of mental health considerations in their current or previous workplace. Several demographic groups were more likely to have observed such issues: 81 per cent of women (compared to 74 per cent of men), and 92 per cent of both people living with a disclosed disability and who identify as LGBTIQ+ had seen mental health issues in their current or previous workplace.

Of these, just 31 per cent overall felt that these were handled appropriately.

Comments from survey respondents included:

"I have a mental illness and it is impossible for me to reach my career potential with the current work place policy."

"As a culture (we) need to be more open to understand mental health e.g. my Mum lives with schizophrenia, she's managed to find work, but has never felt safe to reveal her health status at work for fear of discrimination or loss of her job."

There were also some positive comments about mental health in the workplace, with one respondent noting: "We have regular morning teas at work to discuss mental illness and encourage the staff to talk about personal or work related issues so we can help one another."

RECOMMENDATION

Access available resources to create a mentally healthy workplace

During her Diversity Council Australia's Anna McPhee Memorial Oration speech, the Hon Julia Gillard AC, Chair of beyondblue, said that businesses need to view diversity and inclusion through a mental health lens. "Too often, all employers see is a diagnosis, not the value of the richness of experience these people bring," she said. Organisations such as Heads Up and beyondblue have a wealth of resources available to help you create mentally healthier, safer and more inclusive workplaces where people can manage their lives and receive appropriate support.

% of survey respondents who:

Had witnessed mental health issues in their current or previous workplace

| 78 |

Felt these were handled appropriately

| 31 |

% OF SURVEY RESPONDENTS WHO HAVE EXPERIENCED BULLYING OR HARASSMENT...

45% of all survey respondents

64% people living with a disclosed disability

58% people who identify as LGBTIQ+

BULLYING & HARASSMENT

! ISSUE

Bullying and harassment rife

Over the past year, the #MeToo movement has shone a spotlight on the number of women impacted by harassment at work and the career consequences they have suffered as a result. Alarmingly, not only has there been no progress to improve the number of instances of bullying and harassment in the workplace, but the situation is worsening. According to Reventure's 2017 Snapshot of the Australian Workplace, workplace bullying doubled between 2016 and 2017, as did the number of conflicts between co-workers. Meanwhile, a report by the New Zealand Institute of Safety Management reveals that one in five Kiwis are affected by workplace bullying.

Of our survey respondents, 45 per cent have experienced bullying or harassment at work due to their gender, age, ethnicity, sexual orientation or disability.

This figure rises to 64 per cent of people living with a disclosed disability, 58 per cent of people who identify as LGBTIQ+ and 50 per cent of both women and mature-age people. Although less men report bullying or harassment than women, at 37 per cent it is still alarmingly high.

When asked what steps were taken to stop the bullying or harassment, 41 per cent of respondents said none.

A further 15 per cent of those who experienced bullying or harassment chose to leave the organisation rather than report the behaviour.

Some respondents reported the issue to HR, a team leader, supervisor or manager and said the bullying or harassment was resolved promptly to their satisfaction. As one survey respondent said, "The people involved were spoken to, explained to them their behaviour wasn't acceptable and a written letter of apology was given to me by said persons involved."

Another reported, "Formal action was taken and the person in question had their employment terminated, however this took a long time, and only happened after 2 more staff members came forward with similar complaints - up until that point it was believed to be a personality clash, despite witnesses to the behaviour."

Many others felt that their reporting of bullying or harassment was ignored. Some even said they were penalised as a result. One respondent said, "My claims were swept under the carpet." Another reported, "Fell on deaf ears and I left the job because if it."

One respondent stated, "I was told I was lying about it and was fired." Another said, "I felt I was penalised by being removed from my role and placed in a different department in a new role."

Another person said, "I was told I needed to be more resilient. I felt I was being blamed for having been bullied."

We also asked our survey respondents who had experienced bullying or harassment at work what steps they would like to have seen taken that weren't. Responses included:

"Education, immediate investigation, open and honest conversations, an apology and training."

"More coaching of staff around diversity."

"Training for everyone about what constitutes bullying."

"Training so people learn about respect to women, not to make comments about appearance, and mental health issues."

"More acceptance of difference, especially towards mature age employees."

"Helping people become more inclusive and understanding of foreign workers."

"I wish others who were aware of it did something."

"Acknowledge the issue."

"Mediation, support and a proper investigation."

"Perpetrators given strict guidelines about behaviour and that behaviour then managed similar to performance management."

Bullying and harassment cuts through many of the considerations we have explored in this report, with measures ranging from the formal letter of the law, sanctions and workplace guides to day-to-day awareness of leaders and managers and the behaviours of all employees. However, given our findings, it seems that despite a growing awareness of the problem, more needs to be done to stop harassment and bullying at work – for all demographic groups.

" I was told I needed to be more resilient. I felt I was being blamed for having been bullied. "

BULLYING & HARASSMENT

💡 **RECOMMENDATION**

Be aware of anti-bullying laws and follow correct procedures

Australia's Fair Work Commission has produced an anti-bullying guide and Safe Work Australia has produced a guide for preventing and responding to workplace bullying. Both are available free on the respective websites. In New Zealand, Employment New Zealand provides information on employer and employee must do's to resolve problems while the Citizens Advice Bureau offers information for employers and employees on what to do if bullying or harassment has occurred.

It is advisable to ensure managers are aware of how to take reasonable management action, and educate your staff on what does and doesn't constitute bullying. Instil a zero tolerance culture when it comes to bullying and harassment. After all, a healthy workplace culture will motivate and engage all employees.

EMPLOYEE ASSISTANCE PROGRAMS

⚠️ **ISSUE**

Lack of awareness of existence of programmes and mixed user experience in service and perceived value

35 per cent of survey respondents overall said they have accessed their employer's Employee Assistance Program (EAP). However, an additional 13 per cent said they had never heard of this program. Of those who had accessed it, 43 per cent said it was helpful.

Comments from our survey respondents who had accessed their employer's EAP included:

"Accessing EAP allowed my family to heal from a very traumatic experience. Having my employer's support strengthened my role as a mother and employee."

"The EAP was a fantastic initiative. Companies need to be more proactive in providing safe workplaces, free from bullying and to make sure job security means job security for people returning from maternity leave."

"As a manager I have encouraged some of my staff to use EAP and they were nothing but positive about the EAP staff and outcomes."

However, there were also some concerns raised by survey respondents:

"Upon questioning, the EAP provider admitted that my employer required full access to any information disclosed by me."

"I have twice accessed EAPs in 2 different workplaces. The first one was brilliant as the EAP knew the organisation really well. The second one was less helpful."

"Some EAP practitioners are good some aren't."

"EAP is external and the people they refer you to are uninformed and rush through appointments."

"EAP details were hard to access when I needed them - I didn't want to ask where the contact details could be found as didn't want to feel embarrassed."

💡 **RECOMMENDATION**

Make staff more aware of EAP initiatives

Ensure staff are aware of your organisation's EAP. This involves more than mentioning it on an obscure page on the company intranet. For example, line managers could raise it in team meetings and it could be referred to in internal communications. Encourage staff to access the EAP if required and ensure confidentiality and anonymity for staff who use the service. Conduct regular anonymous surveys to ensure your EAP provider is delivering to your staff the support they require.

% of survey respondents who...

35%
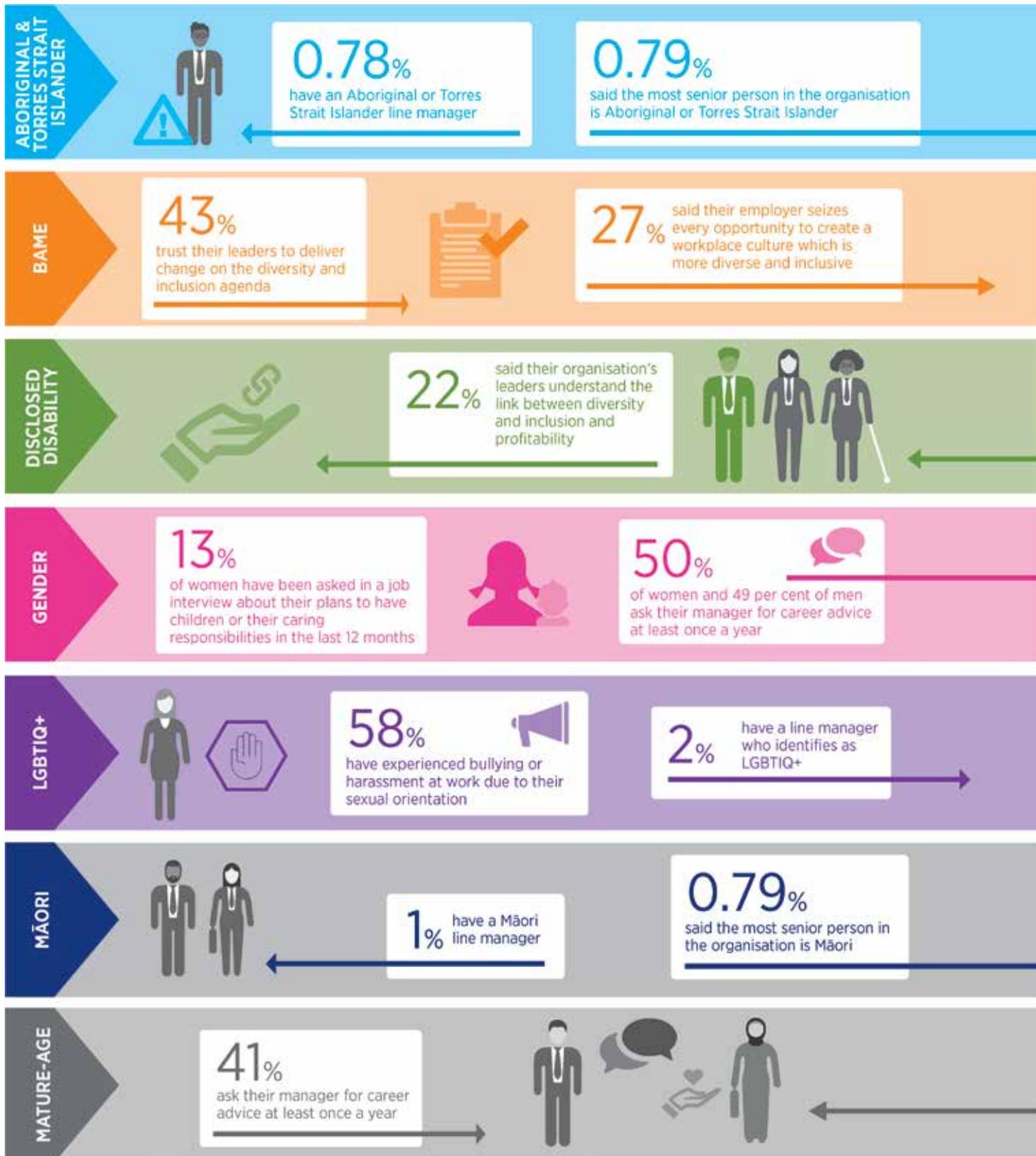have accessed their employer's EAP
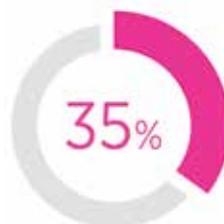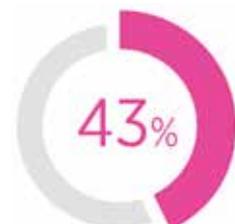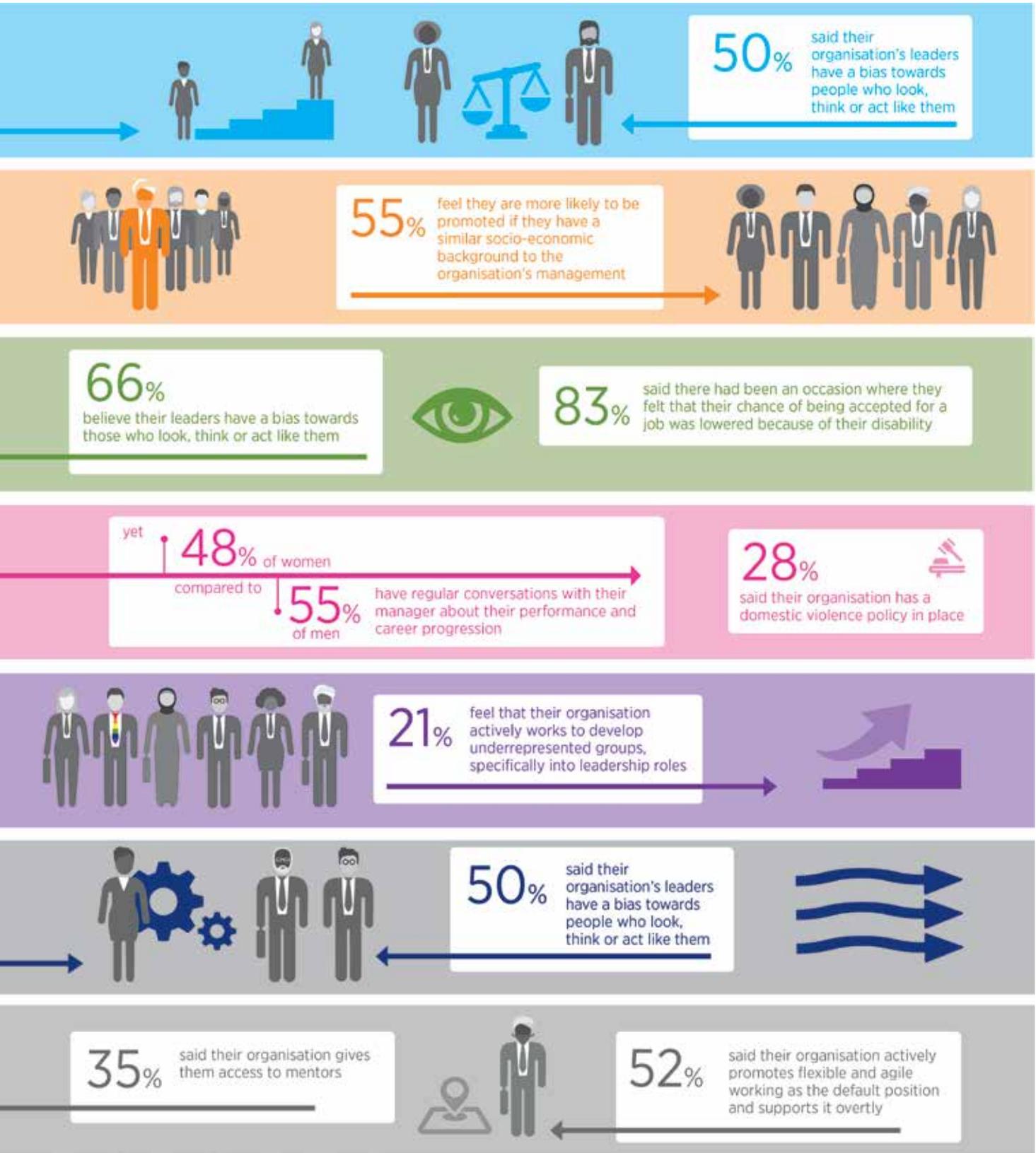
43%
accessed it and said it was helpful

> **As a manager I have encouraged some of my staff to use EAP and they were nothing but positive about the EAP staff and outcomes.**

PART TWO:
A SNAPSHOT OF THE PARTICIPATION & LIVED EXPERIENCE OF CERTAIN DEMOGRAPHIC GROUPS

ABORIGINAL & TORRES STRAIT ISLANDER

0.78% have an Aboriginal or Torres Strait Islander line manager

0.79% said the most senior person in the organisation is Aboriginal or Torres Strait Islander

BAME

43% trust their leaders to deliver change on the diversity and inclusion agenda

27% said their employer seizes every opportunity to create a workplace culture which is more diverse and inclusive

DISCLOSED DISABILITY

22% said their organisation's leaders understand the link between diversity and inclusion and profitability

GENDER

13% of women have been asked in a job interview about their plans to have children or their caring responsibilities in the last 12 months

50% of women and 49 per cent of men ask their manager for career advice at least once a year

LGBTIQ+

58% have experienced bullying or harassment at work due to their sexual orientation

2% have a line manager who identifies as LGBTIQ+

MĀORI

1% have a Māori line manager

0.79% said the most senior person in the organisation is Māori

MATURE-AGE

41% ask their manager for career advice at least once a year

We thought it would be helpful to take the opportunity of our survey to capture, aggregate and present some of the insights of our survey respondents who are aligned to certain underrepresented groups. We hope that this is helpful in providing a snapshot of current diversity and inclusion considerations linked to underrepresented demographic profiles in Australia and New Zealand today.

50% said their organisation's leaders have a bias towards people who look, think or act like them

55% feel they are more likely to be promoted if they have a similar socio-economic background to the organisation's management

66% believe their leaders have a bias towards those who look, think or act like them

83% said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their disability

yet **48%** of women compared to **55%** of men have regular conversations with their manager about their performance and career progression

28% said their organisation has a domestic violence policy in place

21% feel that their organisation actively works to develop underrepresented groups, specifically into leadership roles

50% said their organisation's leaders have a bias towards people who look, think or act like them

35% said their organisation gives them access to mentors

52% said their organisation actively promotes flexible and agile working as the default position and supports it overtly

ABORIGINAL & TORRES STRAIT ISLANDER

CASE STUDY

The Department of Health is proud of its diverse workforce and aims to foster an inclusive environment where everyone feels valued, respected and cared for at work.

We have recently committed to increasing our Aboriginal and Torres Strait Islander employment representation to 3 per cent by 2020, across all job families and at all levels. We are focused on increasing retention efforts by building on initiatives listed in our Innovate Reconciliation Action Plan 2017 – 2019.

We continue to provide employment pathways by supporting cross-agency Indigenous Entry Level Programs for trainees and graduates and at higher levels through the Australian Government Indigenous Lateral Entry (AGILE) Merit List.

We provide opportunities for staff to increase their knowledge of Aboriginal and Torres Strait Islander cultures through undertaking eLearning and our face-to-face Cultural Appreciation Program. We celebrate significant days such as National Sorry Day, Mabo Day and NAIDOC Week and encourage all staff to include an Acknowledgement of Country at meetings and events.

Building on Cultural Capability is a priority for Health's Executive and we participate in programs such as the Jawun Secondment Program and Sir Roland Wilson Scholarship's for Executive Level staff to work on issues affecting Aboriginal and Torres Strait Islander communities through study and/or cultural immersion.

Health supports Aboriginal and Torres Strait Islander employees through the National Aboriginal and Torres Strait Islander Staff Network (NATSISN) who are actively engaged in improving workforce strategies and represented on our RAP Working Group, National Staff Participation Forum and Enterprise Bargaining.

Health is maintaining focus to build on our Indigenous Talent Pipeline through:

- Career coaching and planning;
- Affirmative Measures recruitment to address the current workforce gaps at the APS 5 to senior levels; and
- Strengthening participation in the APS Indigenous Mentoring Program and utilising our Champions for career development support.

Matt Yannopoulos
Chief Operating Officer and
Senior Indigenous Champion
for the Department of Health

Australian Government
Department of Health

SURVEY FINDINGS

Lack of Aboriginal or Torres Strait Islander role models

The lack of diverse role models is a key barrier identified for this demographic group by our research. According to survey respondents, less than 1 per cent (0.78 per cent) have an Aboriginal or Torres Strait Islander line manager. This was the lowest representation of all demographic groups surveyed in Australia.

In addition, for less than 1 per cent (0.79 per cent) the most senior person in the organisation is Aboriginal or Torres Strait Islander. Again, this was the lowest representation of all demographic groups surveyed in Australia.

This is significant when we consider that 50 per cent of survey respondents overall said their organisation's leaders have a bias towards people who look, think or act like them.

In addition, less than half (45 per cent) of survey respondents overall say their leaders are role models for diversity and inclusion who challenge traditional viewpoints and established ways of working.

0.79%
of survey respondents have an Aboriginal or Torres Strait Islander line manager

ABORIGINAL & TORRES STRAIT ISLANDER

Resources and energy leading the way

The resources and energy industry is one industry leading Indigenous diversity in Australia, both in terms of employment and by awarding contracts to Indigenous-owned businesses.

According to reports, about 3.8 per cent of those employed by the mining industry identify as Indigenous, which is more than double the proportion of Indigenous in all industries (1.7 per cent).

Speaking to Australian Mining Review, Federal Jobs and Innovation minister Michaelia Cash said, "Many mining companies support Indigenous Australians by providing access to various educational programs, scholarships and training opportunities. For example, Rio Tinto's Indigenous Scholarship Program assists with tertiary studies, and the Fortescue Metals Group's Jawun Program places skilled workers in Indigenous organisations to support Indigenous leaders to gain know-how and expertise."

Aboriginal or Torres Strait Islander diversity initiatives

According to our survey respondents, Aboriginal and Torres Strait Islander diversity initiatives that have successfully been implemented in their workplace include:

"We have in place an Aboriginal Engagement Strategy Officer and cultural awareness training for new employees."

"We offer an Indigenous internship."

"My business has partnered with Career Trackers and taken on 5 Aboriginal and Torres Strait Islander interns across various parts of the business during the university winter break."

"Implemented ceremonial leave."

"Initiated an Aboriginal and Torres Strait Islander Mentor Program and Aboriginal and Torres Strait Islander Business Support Traineeships - allows employees to take time out from work to be mentors for local youth job seekers."

"Aboriginal and Torres Strait Islander cultural awareness and indigenous employment program."

"We partner with Indigenous groups and communities to further understand the gap and to improve Indigenous team member retention."

> " We have in place an Aboriginal Engagement Strategy Officer and cultural awareness training for new employees. "

ABORIGINAL & TORRES STRAIT ISLANDER DIVERSITY **IN FOCUS**

Here at Hays, we've implemented several Aboriginal and Torres Strait Islander diversity initiatives. Each office across Australia features an Acknowledgement of Country to show our awareness of and respect for the traditional Aboriginal or Torres Strait Islander owners of the land and to recognise the continuing connection of Aboriginal and Torres Strait Islander peoples to their country.

In addition, we've committed to providing increased employment opportunities for Indigenous Australians. We have partnered with the Australian Indigenous Mentoring Experience (AIME) and Altarama Employment and Aboriginal Employment Strategies (AES) to achieve this.

Furthermore, 14 of our Directors are involved in a mentoring programme with AIME. This not-for-profit organisation mentors Indigenous high school students to assist in their transition to employment and further education. Our people have found this experience very rewarding. One Director noted, "It's a privilege to share my knowledge and skills. An excellent opportunity to make a real difference."

We have also sponsored the Indigenous Football Championships and AES's Graduation Ceremony.

Such actions were acknowledged when we were named the inaugural winner of the 2018 BHP Inclusion and Diversity awards.

BLACK, ASIAN, MINORITY ETHNIC (BAME)

SURVEY FINDINGS

People of BAME heritage least likely to say people managers receive diversity training

Less than one in three (31 per cent) people of BAME heritage believe people managers are given training to help them ensure diversity and inclusion, which is the lowest of our demographic groups surveyed. People of BAME heritage, like any traditionally underrepresented group, have their own unique considerations that people managers need to be aware of if they are to ensure a diverse and inclusive workplace for all staff.

Perhaps this explains why just two in five (40 per cent) people of BAME heritage say their leaders are role models for diversity and inclusion who challenge traditional viewpoints and established ways of working.

Less than half (43 per cent) of people of BAME heritage trust their leaders to deliver change on the diversity and inclusion agenda.

Least likely to say their employer seizes every opportunity to create a diverse and inclusive culture

Furthermore, just 27 per cent of people of BAME heritage said their employer seizes every opportunity to create a workplace culture which is more diverse and inclusive. This was the lowest of all demographic groups we surveyed.

43%
of people of BAME heritage trust their leaders to deliver change on the diversity and inclusion agenda

In addition, 60 per cent of BAME heritage respondents say their organisation's leaders have a bias towards people who look, think or act like them, which was the second highest of the demographic groups we surveyed.

One survey respondent of BAME heritage said, "Development and promotions are dealt with a bit of bias and injustice. White people with no adequate qualification (degree) are given opportunities within 12 months. But people of colour with a relevant master's degree and good communication skills have to wait 4-5 years to get a similar position (assistant accountant position). When we come into the country with a permanent residency and eventually acquire citizenship we have been promised a status on par with the others. I feel diversity and inclusion are a farce."

Career development & progression

Only 44 per cent of people of BAME heritage said career development conversations with their line manager are open and transparent, the second lowest of the demographic groups surveyed.

59 per cent of respondents of BAME heritage ask their manager for career advice at least once a year – this is the highest of the underrepresented groups surveyed (excluding people living with a disclosed disability, also 59 per cent). This suggests that people with an ethnic minority background are proactively taking steps to attempt to advance their career and get their career ambitions onto their manager's radar.

27%
of people of BAME heritage said their employer seizes every opportunity to create a workplace culture which is more diverse and inclusive

Despite this, 78 per cent of respondents of BAME heritage said their chances for career progression have been limited because of their ethnicity – only respondents living with a disclosed disability were more inclined to think their chances had been limited (83 per cent). 31 per cent feel this bias happens all the time, 35 per cent indicated it has sometimes occurred, and 12 per cent said it does occur, albeit rarely.

Furthermore, 68 per cent of respondents of BAME heritage said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their ethnicity. This was the second highest of all demographic groups surveyed, with only respondents living with a disclosed disability ranking it higher (83 per cent).

55 per cent of respondents of BAME heritage (above the average for all survey respondents of 40 per cent), feel they are more likely to be promoted if they have a similar socio-economic background to the organisation's management.

BAME diversity initiatives

According to our survey respondents, BAME diversity initiatives that have successfully been implemented in their workplace include:

"We run a regular team building event where each of us can share a piece of our culture (dance, song, arts, crafts.) It's organised in a kind of 'Company X's got talent!' way."

"Each year we hold a multicultural lunch where everyone can share food that is special to them."

"Due to the increase of Mandarin/Cantonese speaking customers, my employer has hired more staff who are bilingual."

"Employing BAME women with less qualifications and training them up."

DISCLOSED DISABILITY

SURVEY FINDINGS

Least likely to believe leaders fully understand the business benefits of diversity and inclusion

Our survey respondents living with a disclosed disability were the least likely of all the demographic groups we surveyed to believe that their organisation's leaders fully understand the business benefits of diversity and inclusion.

While 50 per cent of those surveyed said their organisation's leaders understand the link between diversity and inclusion and talent attraction, this figure fell to 37 per cent for people living with a disclosed disability. Similarly, just 41 per cent (compared to the average of 50 per cent) of people living with a disclosed disability said leaders understand the relationship to customer insight, 32 per cent (average 49 per cent) to creativity and innovation, 22 per cent (average 49 per cent) to profitability, and 34 per cent (average 48 per cent) to employee engagement and staff retention.

Least likely to trust leaders to deliver change

Another revealing finding was that just 34 per cent of people living with a disclosed disability trust their leaders to deliver change on the diversity and inclusion agenda, which was the lowest of all demographic groups we surveyed.

In addition, people living with a disclosed disability were also the least likely (32 per cent) of the underrepresented groups we surveyed to believe that their line manager is committed to increasing diversity within their team.

Most likely to believe bias exists

Two in three (66 per cent) people living with a disclosed disability believe their leaders have a bias towards those who look, think or act like them. This was the highest of our demographic groups surveyed and well above the overall average of 50 per cent.

Furthermore, 83 per cent said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their disability. Again, this was far above the average for all respondents (56 per cent) who said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their sexual orientation, ethnicity, age, gender or disability.

In addition, just 24 per cent of people living with a disclosed disability say their leaders are role models for diversity and inclusion who challenge traditional viewpoints and established ways of working, the lowest of the demographic groups we surveyed. For people living with a disclosed disability this can be crucial as the traditional and established ways of working may need to be modified to accommodate their disability.

Career development & progression

44 per cent of people living with a disclosed disability have regular monthly or quarterly two-way conversations with their manager about their performance and career progression. This is the lowest of all underrepresented groups surveyed (62 per cent of those who identify as LGBTIQ+, 48 per cent of women compared to 55 per cent of men, 47 per cent people of BAME heritage and 46 per cent of mature-age people).

37% of people living with a disclosed disability said career development conversations with their line manager are open and transparent

37 per cent of people living with a disclosed disability said career development conversations with their line manager are open and transparent.

20 per cent of people living with a disclosed disability feel that their organisation actively works to develop underrepresented groups, specifically into leadership roles, the lowest of all demographic groups surveyed.

DISABILITY IN FOCUS

Hays chose to partner with experts in key areas of diversity. The Australian Network on Disability (AND) is a national, membership based, for-purpose organisation that supports organisations to advance the inclusion of people with disability in all aspects of business. We are proud to be one of over 200 members of AND.

Richard Barnett, Hays National Client Services Director, has been a member of the AND board since 2008 and has been actively involved in marketing AND's services to many new organisations.

In addition, in conjunction with Job Access we produced a Guide to Disability in the Recruitment Process to share with our clients. The guide is full of useful information about improving all aspects of the recruitment cycle, reminding us that often simple changes to established practices can potentially open an organisation to a wealth of previously untapped talent.

GENDER DIVERSITY

Women are still asked about caring responsibilities

Alarmingly, in the last 12 months 13 per cent of women and 8 per cent of men said they have been asked in a job interview about their plans to have children or their caring responsibilities. Of these, 22 per cent of women and 10 per cent of men think it impacted their chance of securing the job. A further 34 per cent and 35 per cent respectively were unsure.

13%

of women said they have been asked in a job interview about their plans to have children or their caring responsibilities

Such questions are an overt display of discrimination, but women also face more covert discrimination. A study by law firm Slater and Gordon in the UK found that nearly one in three bosses have not or would not hire a female candidate if they suspect she "might start a family soon". In addition, one in four have or would reject a woman if she was a single parent.

No wonder 57 per cent of women in our survey said there had been an occasion where they felt that their chance of being accepted for a job was lowered because of their gender.

Career development & progression

Only 22 per cent of women compared to 27 per cent of men feel that their organisation actively works to develop underrepresented groups, specifically into leadership roles, while just 36 per cent of women (compared to 41 per cent of men) said their organisation gives them access to mentors.

With relevant experience key to gaining a senior or executive role, women need to be given the opportunity to break through and gain it. Stretch opportunities or working with a mentor on a project, for instance, give women the opportunity to gain the experience required to be considered a suitable candidate for senior roles.

This is particularly crucial when we consider that for every 100 women promoted to manager positions 130 men are promoted, according to the Women in the Workplace study by Leanin.org and McKinsey & Co. The reason, according to the study, is that women have less access to senior leaders than men, and while women ask for feedback as often as men do they are less likely to receive it.

This is a view supported by our survey respondents. An almost identical percentage of women and men (50 per cent and 49 per cent respectively) ask their manager for career advice at least one a year. Yet fewer women (48 per cent compared to 55 per cent of men) have regular monthly or quarterly two-way conversations with their manager about their performance and career progression.

48%

of women said career development conversations with their line manager are open and transparent

Furthermore, fewer women than men (48 per cent of women compared to 55 per cent of men) said career development conversations with their line manager are open and transparent.

At Hays we are proud of our gender diversity results. Driven by our meritocratic, high performance culture where everyone is given an equal opportunity to progress based on proven performance, we continue to perform exceptionally well in this area. For example:

65% of our total employee population in ANZ is female

44% of our ANZ board are female

56% of people managers in the business are female

88% of the most senior roles in the business have a female successor

100% of our employees returned from maternity leave on a flexible work arrangement in the last 12 months

GENDER DIVERSITY

SURVEY FINDINGS

Career breaks

64 per cent of women compared to 49 per cent of men have taken a career break. Of these, the primary reason for women was to have children (41 per cent) followed by travel (14 per cent). For men, the primary reason was to travel (25 per cent) and to study or retrain (21 per cent).

Following their career break, both men and women encountered some challenges in re-entering the workforce (69 per cent of women and 66 per cent of men). One of the biggest was how to answer job interview questions about the relevancy of their skills following time out of the workforce.

Comments from survey respondents included:

"I had to explain the gap in my resume, and I felt it made me look less employable as I wasn't already employed."

"Following my travels there was little acknowledgement of my past experience. I was perceived as out of date for equivalent roles and unable to get past selection criteria that asked for current experience. And I was told I was overqualified for lesser roles due to the assumption I will get bored."

"It's been difficult to get a meaningful role after a career gap of 2 years to have children."

"I was made redundant on parental leave and found it challenging to re-enter the workforce at pay parity to my previous role and level."

"I took a significant pay cut, and now operate in a role that is junior to my qualifications and experience."

Domestic violence policy

There's been a lot of recent media coverage on what employers need to do for female employees who have been the victims of domestic violence. Yet just 28 per cent of respondents said their organisation has a domestic violence policy in place. 67 per cent said that organisations should have such a policy, with another 19 per cent unsure.

In August 2018, all modern award-covered employees in Australia became entitled to five days of unpaid leave to deal with family and domestic violence. This is an important health & safety entitlement, but a 2015 PwC report on the economic case for preventing violence against women found that domestic violence costs $926 million a year in productivity losses.

> **"** It's been difficult to get a meaningful role after a career gap of 2 years to have children. **"**

GENDER DIVERSITY IN FOCUS

Each year we celebrate International Women's Day. In 2018, eight of our female role models shared their personal experience of balancing their life and work personas – in other words, how they be themselves at work.

We've also produced a range of thought-leadership on this critical issue, and even asked over 1,000 hiring managers to review a CV for a hypothetical job. 515 reviewed the CV of 'Susan' and 514 reviewed an identical CV but for one notable change – the name was altered to 'Simon'. Despite being the exact same CV except for the name, more people said they would interview 'Simon' over 'Susan'. See our Hays/Insync Surveys report Gender diversity: Why aren't we getting it right for more.

LGBTIQ+

 SURVEY FINDINGS

Bullying and harassment

58 per cent of people who identify as LGBTIQ+ said they have experienced bullying or harassment at work due to their sexual orientation. This is much higher than the average for all survey respondents of 45 per cent who have experienced this due to their gender, age, ethnicity, sexual orientation or disability.

No wonder two out of three people who identify as LGBTIQ+ are not out to everyone in the workplace, according to the Diversity Council of Australia. The Council's research found that rates are highest among gay men and women, with four out of five out to everyone or most people at work. However, they are lowest for people who identify as transgender or gender diverse, of who 28 per cent are out to no one, followed by bisexuals, of who 16 per cent are out to no one.

58%

of people who identify as LGBTIQ+ said they have experienced bullying or harassment at work due to their sexual orientation

This has serious consequences. The Council's research found that those who aren't out report lower wellbeing and work performance. Those who are out at work are 50 per cent more likely to innovate than people who identify as LGBTIQ+ but who are not out. They're also 35 per cent more likely to work highly effectively in their team and 28 per cent more likely to provide excellent customer service.

Role models

Just 2 per cent of survey respondents have a line manager who identifies as LGBTIQ+, while for just 1 per cent the most senior person in their organisation identifies as LGBTIQ+.

One measure that's helping to remedy the shortage of LGBTIQ+ business role models is the 2018 Deloitte and Google Australia Outstanding 50 LGBTI Leaders list. It features 24 women and 26 men, two transgender business leaders and an intersex leader.

In announcing the list Deloitte CEO Cindy Hook said, "As a CEO, one of my prime goals is creating a culture where all our people can share their voice, allowing them to be at their best. Providing accessible role models is one of the best ways to help create change."

Career development & progression

Just 21 per cent of those who identify as LGBTIQ+ feel that their organisation actively works to develop underrepresented groups, specifically into leadership roles. This was the second lowest of all demographic groups surveyed, with only respondents living with a disclosed disability less likely to believe that their organisation does this (20 per cent).

Meanwhile, only 35 per cent of those who identify as LGBTIQ+ said their organisation gives them access to mentors.

" As a CEO, one of my prime goals is creating a culture where all our people can share their voice, allowing them to be at their best. Providing accessible role models is one of the best ways to help create change. **"**

Cindy Hook, Deloitte CEO

LGBTIQ+

CASE STUDY

The issue of LGBTI inclusion in the workplace has progressed significantly in recent years in Australia, especially with the 2017 national conversation about marriage equality cascading into board meetings, company diversity councils and employee networks.

Although more and more organisations have delivered real change in supporting LGBTI employees as a key part of their strategy to recruit and retain talent, there is more to do.

The 2018 Australian Workplace Equality Index (AWEI) found that 14% of employees don't feel comfortable being out at work, with the number significantly higher for new hires, women and those in regional Australia. Over 30% of employees have experienced unwanted negative commentary about their sexual identity and nearly 10% have experienced serious bullying or harassment in their current workplace in the last year.

Organisations are recognising there is more work to be done, and are adopting well-governed processes, involving executive champions, HR professionals and employee networks to drive sustained change, that in turns makes a real difference to talent who are considering joining or staying with the organisation.

Some of these initiatives include:

- Renovating and updating policies and practices to be overtly relevant for LGBTI employees;
- Identification and support of a wide LGBTI Ally community within the organisation;
- Specific policies supporting employees transitioning while employed;
- Delivering LGBTI awareness and other training across the organisation;
- Encouraging senior leader communication and visible engagement on LGBTI inclusion;
- Engaging with other organisations within their location, supply chain and industry to further design and execute better practices;
- Visibly supporting LGBTI community organisations and charities; and
- Commemorating days of significance to the LGBTI employee community.

The business case for LGBTI inclusion, along with all aspects of diversity and inclusion in the workplace, remains strong. Great employee engagement and commitment, enhanced productivity, improved team work and accelerated innovation and creativity are all recognised benefits when a LGBTI employee feels they are included and therefore belong to the organisation they work for.

**Mark Latchford
Associate Director
for Pride in Diversity
(The Australian LGBTI Workplace
Inclusion Centre of Competency)**

LGBTIQ+ IN FOCUS

Here at Hays, we've implemented several initiatives to support the LGBTIQ+ community as we are committed to supporting diversity and inclusion, not only in the workplace but in all aspects of life. For instance, we have partnered with Pride in Diversity, an organisation that aims to improve LGBTIQ+ workplace inclusion.

As a part of our annual diversity and inclusion calendar we recognised Wear it Purple Day, which promotes LGBTIQ+ awareness and encourages a world in which every young person can thrive, irrelevant of sex, sexuality or gender identity.

We were also delighted that our corporate charity partner Headspace gave us the opportunity to march with them at the Sydney Mardi Gras Parade.

MĀORI

SURVEY FINDINGS

Lack of role models

New Zealand may boast a wide range of cultures within its workplaces, but our research shows there is a lack of Māori role models. According to survey respondents, only 1 per cent have a Māori line manager.

Meanwhile, for less than 1 per cent (0.79 per cent) the most senior person in the organisation is Māori.

This is significant when we consider that 50 per cent of survey respondents overall said their organisation's leaders have a bias towards people who look, think or act like them.

The importance of Māori role models in leadership positions was recognised by Downer New Zealand. According to Diversity Works New Zealand, which named Downer 'Emerging Diversity and Inclusion Award Winner' in 2016, the business recognised that to support the recruitment and development of Māori employees it needed to develop Māori leaders. At the time, Downer employed about 800 Māori but there were few Māori leaders to represent this workforce. It developed a Māori Leadership programme to identify Māori employees who could become influential leaders and role models. These employees attend three two-day workshops, are assigned a mentor and are supported by their line manager.

The results and benefits have been positive, including increased retention of Māori employees, promotions for Māori staff and improved business relationships. For more, see diversityworksnz.org.nz.

Māori Language Week

Supporting Te Wiki o te Reo Māori, or Māori Language Week, is one strategy to help an organisation's employees bridge the language gap. It can also be the launching pad to creating a more inclusive workplace and increasing cultural understanding. With more and more brands publicly backing Māori Language Week, it can aid your employment brand and talent attraction efforts too.

CASE STUDY

One of Transpower's explicit goals is to embrace Te Ao Māori to ensure our work environment and relationships are supportive of Māori, and that staff are appreciative and accommodating of a Māori world view.

We're for New Zealand (Tū mai Aotearoa) – all its peoples – and our workforce and the way we work together should reflect our nation. We operate in a country where a significant percentage of the population identify with Māori (15%). Maori are a key stakeholder in our work as landowners, and service providers. 4% of our staff identify as Maori. We know that diversity in the workplace improves business performance through leveraging differences in thinking and approach.

We want Transpower to be an employer of choice for Māori, we need to make sure our people are competent in all matters Māori, and we have meaningful relationships with iwi that are important to us.

To that end, we have made significant investment in a range of initiatives that seek to attract, recruit and retain Māori staff. We also want to make sure everyone at Transpower respects, and understands at a deep and meaningful level, what it means to be part of New Zealand and the importance of having connections with Maori people and culture.

These initiatives include offering ten Transpower scholarships at the undergraduate level to students of Māori ethnicity who are in their 2nd, 3rd or final year of study towards a BE(Hons) majoring in electronic, mechanical, civil and/or mechatronics engineering at any New Zealand University. These are worth $5000 and are often a gateway into our graduate programme.

We also invest in Te Reo courses for staff, celebrate Te Wiki o Te Reo (Maori language week), and offer Māori immersion experiences for staff, twice a year, through a Noho Marae (Marae stay). These are hosted by local iwi. Staff learn about the marae, the people connected to the area, and the significance of the Treaty of Waitangi, and its importance in Aotearoa New Zealand. Staff get to appreciate how to engage with iwi and hapū from a business perspective - something that is very important, as many of Transpower's assets that need maintenance are on, or adjacent to Māori land.

Māori internships during the school and University holiday periods are also offered by Transpower. These have proved to be fruitful learning grounds for aspiring engineers and line technicians, as well as corporate roles such as accountants and lawyers during their study years. This year we have extended this programme and joined the Tupu Toa programme. This programme provides three summer internships to university students of Pacifica or Māori decent.

It's so important to our social licence to have a real commitment to iwi, hapu and our Māori staff, and they can teach us so much about what it means to live and work in New Zealand.

**Alison Andrew
Chief Executive
for Transpower
New Zealand**

TRANSPOWER

MATURE AGE

🔍 SURVEY FINDINGS

Mature-age people least likely to ask their manager for career advice

Just 41 per cent of mature-age people ask their manager for career advice at least once a year (22 per cent several times a year and 19 per cent once a year). This is the lowest of the demographic groups we surveyed. This suggests that more support is needed for mature-age employees to feel comfortable requesting career guidance from their manager, particularly when their line manager is younger than them.

Less than half (46 per cent) of mature-age people have regular monthly or quarterly two-way conversations with their manager about their performance and career progression. For a further 26 per cent, such conversations are limited only to their annual review. 60 per cent say these discussions aid their career development and advancement, either directly or to some degree.

Mentorships for mature-age people

Mentorships are an important way to upskill and develop a career, yet only around one-third (35 per cent) of mature-age people said their organisation gives them access to mentors.

Flexible working options

52 per cent of mature-age people said their organisation actively promotes flexible and agile working as the default position and supports it overtly.

59 per cent of mature-age people said their organisation actively promotes flexible working practices for working parents. In addition, in the last 12 months, 7 per cent of mature-age people said they have been asked in a job interview about their caring responsibilities. Of these, 15 per cent think it impacted their chance of securing the job. A further 34 per cent were unsure.

With the standard definition of 'mature-age' being anyone aged 45 or over, a large cohort of this group are working parents, or grandparents who may assist with childcare on occasion. Thus flexible working practices are a consideration for this group. Flexible working practices are also valued by those transitioning down from fulltime employment towards retirement over time.

Ageism

Feedback from our mature-age survey respondents shows that many believe they have encountered ageism during their job search. Comments included:

> "I've seen ageism - being interviewed by 20-30 yr olds. I recently saw an ad that stated they were a 'young dynamic team'. Diversity has encouraged people to look past disabilities, sexual orientation and race but they have no issue excluding mature age candidates."
>
> "I've lost track of how many times I've been told I'm overqualified."
>
> "I did feel that my age (work history on my CV gave away my age) may have impacted on my chance at getting roles."
>
> "It feels like no one will hire an older person."
>
> "I'm a 53 year old woman - the only one in a department of 17 men aged under 38 years old in my last job. I am now unemployed and finding it difficult to even get an interview."

> **"** I've lost track of how many times I've been told I'm overqualified. **"**

ABOUT US

Our passion lies in helping people develop their professional careers, in whatever sector they work; this principle is what makes Hays the world's leading expert in powering the world of work.

Specialist recruitment

With offices across Australia & New Zealand, we combine local knowledge with a national perspective to ensure you receive an expert service and access to a wide pool of talent.

Recruitment is now a complex new model where art and science combine to build deep candidate relationships through the power of digital technology, data science and targeted communications at scale. The Find & Engage model developed by Hays applies our long-established best practices at building relationships deep into talent pools, and underpinning them with the most sophisticated technology to enable us to identify, connect and attract the highest quality candidates for any given role. It is a way of working not easily replicated by in-house talent acquisition teams and other recruitment agencies without access to sophisticated data science techniques and emerging technologies.

Specialist knowledge

We have dedicated recruiting experts who have the experience to assist with all your recruitment needs, be they permanent or temporary/contract vacancies.

With 39 offices across Australia & New Zealand and presence in 33 markets from the UK to Hong Kong, Brazil to Canada and across Europe, our reach gives you access to the top talent, no matter where they are in the world.

Additional services

We offer a suite of services to provide further support for your talent management strategies. These include:

- Career transition
- Digital recruitment campaigns
- Executive search
- Managed service programmes
- Project solutions
- Recruitment process outsourcing

We also offer comprehensive salary benchmarking which provides specific and detailed analysis and information bespoke to your organisation, role and location. For further information visit our website.

Recruitment outsourcing

Our recruitment outsourcing division Hays Talent Solutions provides RPO & MSP services to over 25 organisations across ANZ.

We embed a range of recruitment diversity initiatives into these programs, reflecting the diversity objectives of the clients that we support.

Recruiting across 30+ skilled and technical professional areas

- Accountancy & Finance
- Architecture
- Banking
- Construction
- Contact Centres
- Education
- Energy
- Engineering
- Executive
- Facilities Management

- Healthcare
- Human Resources
- Insurance
- Information Technology
- Legal
- Life Sciences
- Logistics
- Manufacturing & Operations
- Marketing & Digital
- Office Support

- Oil & Gas
- Policy & Strategy
- Procurement
- Property
- Resources & Mining
- Retail
- Sales
- Trades & Labour

ACCESS DIVERSE TALENT
YOUR RECRUITMENT PARTNER

Hays appreciates the importance of workforce diversity and inclusion. We are an equal opportunities employer and have policies, procedures and relationships in place to promote our understanding of all forms of diversity.

Equality, diversity and inclusion principles underpin our recruitment activities

It is well known that diverse organisations not only outperform those which are less diverse, but are also more likely to attract and retain talented professionals. Recognising and harnessing the dynamism of diversity is an essential element of our expertise, enabling people and organisations to fulfill their potential.

These include:

- We have training on diversity awareness, recognising unconscious bias, inclusive job writing and inclusive best-practice recruitment activities.

- We ensure that all our candidate attraction techniques are regularly reviewed to make certain we do all we can to present an unrivalled range of job opportunities to all.

- Through our dedicated resourcing capability we work with you to ensure we do everything we can to provide you with the best talent for your organisation.

How we can help you

- We work closely with a wide range of talented professionals, diversity networks and groups to ensure we are in the best possible position to support your workforce planning and hiring needs.

- We offer expert advice on best practices to support diversity and inclusion commitments in the workplace.

- Our diversity and inclusion expertise is an integral part of our service, allowing us to provide your organisation with talented and diverse professionals.

- We are the ideal recruitment partner to present your job opportunities to the widest possible range of candidates including those from currently under-represented groups.

For more information on our dedication to diversity, and to see how we can overcome your organisation's recruitment challenges, visit hays.com.au/diversity or hays.net.nz/diversity

CONTACT US

For further information on how we can help with your recruitment needs, contact your local Hays office. To find your nearest office, visit hays.com.au/offices or hays.net.nz/offices

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